



County of Santa Cruz

COUNTY ADMINISTRATIVE OFFICE

701 OCEAN STREET, SUITE 520, SANTA CRUZ, CA 95060-4073

(831) 454-2100 FAX: (831) 454-3420 TDD: (831) 454-2123

SUSAN A. MAURIELLO, J.D., COUNTY ADMINISTRATIVE OFFICER

April 17, 2002

AGENDA: April 23, 2002

BOARD OF SUPERVISORS
County of Santa Cruz
701 Ocean Street
Santa Cruz, California 95060

PROGRAMS AND FUNCTIONS FOR COUNTY DEPARTMENTS

Dear Members of the Board:

On March 19, 2002, your Board directed that a list of programs and functions provided by County Departments be provided to you by County Departments for your review prior to and for your use during budget hearings. In response to your direction we requested that County Departments submit material to this office which described the programs, functions and activities they provided. Attached in alphabetical order is the material submitted by County Departments.

It is RECOMMENDED that your Board accept and file the attached reports for use during 2002-03 Final Budget Hearings.

Very truly yours,

Susan A. Mauriello
County Administrative Officer

Attachments

Agricultural Commissioner

Agricultural Commissioner Programs
2001-2002

1. Consumer Protection
 - a. Weights and Measures
 - b. Standardization
 - i. Lettuce Inspection
 - ii. Apple Maturity Inspection
2. Environmental Protection
 - a. Pest Prevention
 - i. Pest Exclusion
 - (1) High Risk /Quarantine/Nursery Inspection
 - (2) Glassy-winged Sharpshooter
 - ii. Pest Detection
 - b. Pest Management
 - i. Sudden Oak Death
 - ii. Weed Management Area
 - iii. Integrated Pest Management

C Pesticide Enforcement
3. Mosquito and Vector Control

NOTE:

All programs are mandated by Federal and/or State Statutes (Food & Agri. Code, Business & Professions Code, Health & Safety Code) and Federal and/or State Regulations (Titles 3 and 4 CCR)

Exceptions: WMA (Weed Management Area) and IPM (Integrated Pest Management) are discretionary programs under State Statutes.

Agricultural Cooperative Extension

UC Cooperative Extension
(Agricultural Extension)
Program List
2001-02

1. Agricultural and Environmental Horticulture
 - a. Integrated Pest Management
 - b. Farm Management
 - c. Sudden *Oak* Death
 - d. Monterey Bay Master Gardner program
 - e. Strawberry and Caneberry advisor
 - f. Water resources/irrigation advisor
2. Marine Science (Sea Grant) Program
 - a. Applied research and education in coastal and marine resources
 - b. Information to solve practical problems for commercial and industrial businesses, recreation, education, and conservation user groups
3. Youth Development
 - a. Applied research and education in the areas of youth related natural resource, science and technology programs
 - b. 4-H Youth Program
4. Family and Consumer Sciences Program
 - a. Information on human nutrition, food safety, and food preparation and safety
 - b. Information disseminated to professionals in the health field.

The UC Cooperative Extension is a cooperative county, state, and federal activity authorized by the federal Smith-Lever Act.

The Division of Agriculture and Natural Resources of the University of California provides the professional staff.

The County provides office space, vehicles, supplies, and administrative support.

Auditor-Controller

AUDITOR-CONTROLLERS DEPARTMENT

The Auditor-Controller is the chief accounting officer of the County. The office duties are set forth in many of the Codes of the State of California. The Office adheres to the professional codes and standards promulgated by various accounting and auditing rule setting bodies.

History of the Office of Auditor-Controller

The office was established in 1850. Following is a list of elected Auditor-Controllers since 1850:

W.W. Hobbs	1850-1883
Ed Martin	1884-1902
Willit Ware	1903-1946
George S. Kriz	1947-1970
Arthur Q. Merrill	1971-1985
Gary A Knutson	1986- present

Vision Statement

To provide our employees and customers with quality tools and services that are in harmony with today's best practices, expectations, and proven technology.

Mission Statement

By being committed to providing high quality accounting, auditing, claims, payroll, and tax services for all customers, we aspire to do the following:

- ✓ Daily demonstrate integrity, fairness, sensitivity, leadership, and dignity
- J Act in ways to deliver high quality services that are cost efficient and effective
- ✓ Interpret financial data accurately, professionally and responsively
- J Lay a foundation that fosters employee diversity, self development and self involvement in the work place
- J Yield results that build trust, confidence, and honor

WE ARE PROUD TO SERVE THE PUBLIC

Audit Systems- Primary Duties

- J Perform a variety of internal and external Audits including:
 - Financial
 - Compliance
 - Performance
 - Fraud
 - Special Review
- J Provide development, oversight, administration and maintenance for the County's Accounting Systems
 - General Ledger and Sub-Systems

Payroll

Tax

- J* Provide Cash Management for the borrowing of working capital
- J* Provide Treasury Oversight

Performance Measures for Audit & Systems Division

- ✓ Complete Audits within budgeted hours 90% of the time
- ✓ Complete SAIC with each Department at least tri- annually
- ✓ Issue Audit Reports within 30 days of completion of field work
- ✓ 70 % of time allocated to providing direct service

General Accounting- Primary Duties

- J* General Ledger Activity
- J* Interest Apportionment
- J* Bond and Long Term Debt
- J* State Mandated Claims
- J* Manage and document the County's fixed Assets
- J* Financial and Other Reporting duties for the County, Schools, Special Districts and meet State and Federal requirements
- J* Audit and Approve All Claims Against the County Treasury
- ✓ Process Vendor Claims for services or supplies
- J* Payroll for 3,500 County and Autonomous Special District Employees
- J* Tax and Retirement Reporting
- J* Tax Refunds
- J* Trust Claims
- ✓ Other Claims and Judgements

Performance Measures for General Accounting

- J* Keep Bond Ratings High by providing timely reporting for the following
 - CAFR by December 31st
 - CWCAP by December 31st
 - State Controller's Annual Reports by September 30th
 - Proposition 4 Limits by August 1st
 - Calculate booking fees by September 1st
 - Complete prior year appropriation review by January 30th
 - Assist departments and County with SB 90 State Mandated Claims
- J* Provide financial updates quarterly
- J* Complete Internal Service Funds reporting quarterly
- J* 1099 IRS Withholding Tax without penalty
- J* Journal entries keyed daily
- ✓ Cash reconciled within 30 days
- ✓ Distribute financial and position summary reports within 5 working days of month's end
- J* Trust funds reconciled monthly, city, agency and state remittances reconciled daily
- J* Perform court fine distributions monthly
- J* COP Administration by indenture date
- J* Bond payment administration by indenture date
- ✓ Prompt, continuous cancellation of stale-dated checks and re-issuance of lost or stolen

- warrants in accordance with State statutes
- J Timely, bi-weekly payroll completed every-other Wednesday - correct payroll errors on same day
- J File all federal, State and PERS withholding statements and reports within deadlines, without penalty, issue employee W-2s by January 15th
- J Verify Treasurer's Cash County within 15 days of prior month's end
- J Respond to mortgage lender inquiries within three days
- ✓ Disburse trust fund payments as required, and reconcile and balance trust funds by the 15th of every month
- J Reconcile budgeted position statement by-weekly
- J Maintain current signature authorization cards for each department, agency and special district
- J Process and pay vendor claims within 30 days of invoice date, and earn all discounts
- J Monitor all claims for payment, reject incorrect claims and resolve problems as required

Budget and Tax Division - Primary Duties

- ✓ Provides budgetary oversight for all County funds, Board governed Special Districts and Autonomous Special Districts
- J Sets Tax Rates and extends the Tax Roll for the Treasurer Tax Collector
- J Provides all accounting for all taxes and assessments
- J Distributes all taxes and assessments, and fees, county-wide
- ✓ Coordinates the County-wide cost allocation plan

Performance Measures for Budget and Tax Division

- J Publish Auditor Controller's Final Budget by October 2nd
- J Extend and deliver tax roll by September 10th
- J Calculate all tax rates by August 31st
- J Refund taxes within 45 days to avoid penalty
- J Complete tax apportionment in a timely manner
- ✓ Process tax roll changes weekly as submitted
- J Complete bi-annual school reports in a timely manner

Allocation of Costs with Auditor Controller's Office

General Government	1%
Accounting/Internal Controls	33%
Payroll	10%
Claims	24%
Property Tax	15%
Audits	11%
System development/maintenance	6%

Assessor

Memo

To: Susan Mauriello - CAO
From: Bob Petersen - Assessor
Subject: Assessor Office Programs and Functions
Date: April 10, 2002

Authority for Assessor Office programs is extensive and found throughout Article XI 11 and Article XI 11 A of the California Constitution, California Administrative Code, California Government Code and rules promulgated by the State Board of Equalization.

The Assessor is responsible for locating, identifying and assessing all taxable property within the County. The programs and functions necessary to accomplish this mandate are:

Administrative:

- o **Maintain a system of parcel maps** - 4,000 map pages - 93,000 parcels
 - o changes to parcels occur because of combinations, splits and land boundary adjustments
- o **Examine all deed recordings to determine changes of ownership.** All changes amend the assessment ownership records and 50-60% result in a reappraisal of the parcel's assessed value. 10,000-12,000 events annually and 5,000-6,000 reappraisals
- **Administer exemption programs** which remove approximately 700 million dollars annually from the assessment roll. Examples of these exemptions are: homeowner, church, religious, school, college and welfare.
- o **Processes copies of building permits** issued by the cities and county as the preliminary step in the valuation of partial and completed new construction.
- o **Maintain a public service counter** that has the primary role in responding to phone and in-person contact with the Assessor's Office. - 50,000-60,000 contacts annually

Valuation:

- o Real Property is generally defined as land and improvements erected on or affixed to the land and all mines, minerals and quarries in the land.** These assessments become the collateral for the tax lien and are found on the Secured section of the Local Assessment Roll. **The valuation duties include:**

 - o** changes of ownership
 - o** partial and completed new construction
 - o** declines in value (Prop. 8)
 - o** newly created parcels
 - o** boats and aircraft (personal property)
 - o** harbor slips, hangars and other possessory interests
 - open space and agricultural preserves
 - o** timber preserve zoned parcels
 - o** quarries, water companies, and publicly owned properties outside of their limits
 - o** Assessment Appeal Board preparation and defense of existing values
- o Personal Property is defined as all property except real property.** These assessments become a tax lien against the assessee and are found both on the Secured and Unsecured sections of the Local Assessment Roll. **The audit duties include:**

 - annually mailing and auditing returns of approximately 8,000 business property statements
 - conducting audits of all assessees with taxable assets of \$400,000 or more, on a 4 year cycle
 - o** conducting random audits of assessees with taxable assets less than \$400,000

- annually conducting a physical canvas of all business neighborhoods to identify new or closed businesses from the prior fiscal year, as well as to verify business addresses.
- Assessment Appeals Board preparation and defense of existing values

13

17

Child Support Services

15

DEPARTMENT OF CHILD SUPPORT SERVICES FUNCTIONS AND OPERATIONS

Introduction

The child support program came of age in 1975 with the implementation of the Title IV, Part D, Amendment to the Social Security Act which established a partnership between states and the federal government to achieve the goals of reducing poverty among children, ensuring that noncustodial parents contribute financially to the support of their children and reducing welfare spending. Title IV-D elevated the issue of child support to the forefront of social policy and mandated states to administer child support programs which provide services that include locating absent parents, establishing paternity and child support court orders, enforcing child support obligations and disbursing payments. In turn, the federal government would help fund the cost of operating these programs.

California implemented a child support program administered by the Department of Social Services. Each county district attorney's office was required to establish and operate a family support division to provide child support services. However, in the wake of growing criticism of the program statewide, Governor Davis signed a package of bills in 1999 which significantly reformed California's child support effort and set a course for improved collections and services. Most significant among the changes were the transition of family support divisions from the offices of the district attorney to separate county operated child support agencies and the establishment of a State Department of Child Support charged with administration and oversight. As a result of this legislation, after more than 25 years as the Family Support Division, this Department completed transition to a separate county operated local child support agency in December of 2000.

Today, one in four children lives in a single parent household. Over three million of California's children are due child support from noncustodial parents. The Santa Cruz County Department of Child Support Services endeavors to ensure that children receive the most equitable financial support their parents can provide, even if they live in separate households. Further, the Department promotes positive parental involvement through services which are helpful, balanced and inclusive.

Automation

17

16

In 1999, the Department migrated to a new automated case management system called CASES (Computer Assisted Support Enforcement System) one of six interim systems approved by the state. The reform legislation assigns the responsibility of development and procurement of a new statewide system to the Franchise Tax Board. California's past failures to meet the federal statewide automation mandate has subjected the state to significant federal penalties. The Department has initiated pre-conversion projects including data purification and account audits in anticipation of the upcoming migration to the new statewide system.

Program Functions and Performance

The Department is currently organized into teams that perform mandated functions including: customer service; establishment of court orders for child support and paternity; coordination of genetic testing on disputed paternity cases; investigations for service of process and to ability to pay; case intake and opening; locating addresses or assets of absent parents; enforcement of child support orders; a legal team which presents cases in court and negotiates settlements with other attorneys; account audits; outreach; and, the distribution and disbursement of child support payments. Payments collected are forwarded to families, other jurisdictions or, in cases involving Temporary Assistance for Needy Families (TANF), transmitted to the State as welfare recoupment.

All functions of the Department are mandated and subject to extensive regulation and oversight by the State Department of Child Support Services. The Department performs an annual review to ensure performance standards and time frames are met. In addition, each local child support agency is evaluated using the following measures:

- 1) paternity establishment
- 2) support orders established
- 3) collections on current support
- 4) collections on arrears

Santa Cruz County has consistently exceeded the state standard in these performance measures as displayed in the following table:

	Performance Measures			
	Paternity Establishment	Support Orders Established	Collections on Current Support	Collections on Arrears
Minimum Standard	50.00%	50.00%	40.00%	40.00%
Santa Cruz County FFY 1999	78.00%	75.00%	45.00%	32.00%
State FFY 1999	61.30%	65.48%	40.71%	59.78%
Santa Cruz County FFY 2000	72.00%	73.00%	47.00%	64.00%

17

17

State FFY 2000	60.40%	69.09%	40.12%	53.43%
Santa Cruz County FFY 2001	69.00%	74.00%	49.00%	63.00%
State FFY 2001	68.49%	71.86%	41.03%	56.26%

From *State Department of Child Support Services*, 3/2002

Further, the Department has increased collections each year since 1975. The table below displays the collection history for fiscal years 1976-77 through 1999-2000.

COLLECTION HISTORY				
FISCAL YEAR	NON-WELFARE COLLECTIONS	WELFARE COLLECTIONS	TOTAL COLLECTIONS	% OVER PREVIOUS YEAR
1976-77	\$594,096.00	\$583,749.00	\$1,177,845.00	17.05
1977-78	\$742,504.00	\$636,215.00	\$1,378,719.00	2.06
1978-79	\$841,419.00	\$565,727.00	\$1,407,146.00	17.51
1979-80	\$961,617.00	\$691,959.00	\$1,653,576.00	13.31
1980-81	\$1,012,532.00	\$861,275.00	\$1,873,807.00	9.82
1981-82	\$1,119,083.00	\$940,635.00	\$2,059,718.00	12.62
1982-83	\$1,293,513.00	\$1,026,101.00	\$2,319,614.00	11.26
1983-84	\$1,381,407.00	\$1,199,600.00	\$2,581,007.00	6.49
1984-85	\$1,437,887.00	\$1,310,507.00	\$2,748,394.00	9.82
1985-86	\$1,672,583.00	\$1,345,753.00	\$3,018,336.00	9.07
1986-87	\$1,972,173.00	\$1,319,992.00	\$3,292,165.00	25.25
1987-88	\$2,515,755.00	\$1,607,761.00	\$4,123,516.00	11.25
1988-89	\$2,811,788.00	\$1,775,577.00	\$4,587,365.00	9.75
1989-90	\$3,078,961.00	\$1,955,671.00	\$5,034,632.00	7.59
1990-91	\$3,319,615.00	\$2,097,056.00	\$5,416,671.00	9.81
1991-92	\$3,620,824.00	\$2,327,207.00	\$5,948,031.00	20.72
1992-93	\$4,217,168.00	\$2,963,124.00	\$7,180,292.00	4.15
1993-94	\$4,342,735.00	\$3,148,319.00	\$7,491,054.00	1.08
1994-95	\$4,495,477.00	\$3,077,025.00	\$7,572,502.00	12.95
1995-96	\$5,083,013.00	\$3,469,857.00	\$8,552,870.00	18.53
1996-97	\$5,970,400.00	\$4,167,080.00	\$10,137,480.00	10.74
1997-98	\$6,941,257.00	\$4,284,826.00	\$11,226,083.00	12.52
1998-99	\$8,265,945.00	\$4,364,750.00	\$12,630,695.00	10.85
1999-00	\$9,375,843.00	\$4,526,215.00	\$13,902,058.00	10.07

Funding

Two-thirds of the costs of the program are reimbursed by the federal government with the balance reimbursed by the state. Allocations are based on the prior year's actual expenditures, projected administrative and automation costs and collections, as well as new program initiatives aimed at program improvement. The Department has consistently operated without net cost to the County General Fund.

Workload

17

The Department has 10,376 active cases as of March 1, 2002. Typically, the majority of cases are not assistance, or TANF, related. Workload activities for the month of March 2002 are summarized in the following table and are generally representative of the Department's caseload composition:

Number of active cases as of 31112002	10,376
Locate for address or asset cases	5,350
Cases with a collection in the previous month	3,250
Establishment of court order for support cases	893
Paternity cases	842
Medical Needy Only cases	41

Looking Ahead

The legislated reforms of the child support program have presented significant opportunities to improve collections and provide services which are balanced and inclusive. The Department looks forward to maintaining excellence in customer service, continuing compliance with program standards and exceeding performance measures. We will remain focused on several initiatives in the 2002-2003 Fiscal Year which include:

- A new Customer Service Call Center which provides quality service
- Continued promotion and support of the Positive Impact Towards Children's Happiness program (PITCH) which provides employment and training services for obligor parents with employment barriers in collaboration with the Human Resources Agency (HRA), the Employment Development Department and the Child Support Court
- Continued partnership with the HRA and the Co-Parenting Class to provide no cost parenting classes for TANF cases
- Collaboration with the HRA and the Health Services Agency to help families access health care through the Healthy Families program
- Continued promotion and support of the Paternity Opportunity Program (POP) which offers new parents a way to establish paternity at the time of the birth of their child
- Continuation of the Department's Court Education and Referral Officer to provide courtroom orientation and assistance to parents in Child Support Court to promote positive involvement in the process
- An Employer Liaison to assist employers who contribute to the child support effort through wage withholdings
- A Staff Development Unit responsible for staff training
- An Ombudsperson/Complaint Resolution Unit

- A Quality Assurance/Program Improvement Unit to ensure data integrity and consistent compliance with standards and time frames

Commissions

Commissions
Program List
2001-02

The Women's Commission, the Children's Commission, and the Commission on Disabilities advise the Board of Supervisors on issues pertaining to these groups.

County Administrative Office

**COUNTY ADMINISTRATIVE OFFICE/ CLERK OF THE BOARD
SUMMARY OF PROGRAMS AND FUNCTIONS**

GENERAL ADMINISTRATION OF BOARD OF SUPERVISORS POLICIES

- Develop rules, regulations, and procedures for implementation
- Research and recommend new practices for greater efficiency and effectiveness
- Appoint and evaluate non-elected department heads and evaluate departmental organization and performance
- Maintain the County Procedures Manual, Unified Fee Schedule and County Code
- Administer the Employer-Employee Relations ordinance
- Assign space within County facilities and develop new facility resources as required

PREPARATION OF THE BOARD OF SUPERVISOR'S AGENDA

- Evaluate and recommend departmental requests
- Coordinate inter-departmental requests and reports
- Maintain master calendar and official record of the Board's actions

DEVELOPMENT OF THE ANNUAL COUNTY BUDGET

- Recommend an annual operating and capital projects budget to the Board
- Evaluate departmental budget requests, work programs, and organizational structures
- Monitor ongoing departmental expenditures and revenues, and general county revenues
- Monitor State and federal revenues

INTERGOVERNMENTAL

- Develop annual Legislative Program and monitor State and federal legislation affecting counties
- Liaison with the California State Association of Counties (CSAC) and other counties on legislative and other matters

- Serve on inter-governmental committees as required, such as the Pajaro River Flood Control Authority, the Monterey Bay Sanctuary Committee, the Consolidated Communication JPA and Criminal Justice Council
- Act as the Secretary to the Mayor's City Selection Committee pursuant to State statute and as staff to the Nuisance Abatement Appeals Board and Assessment Appeals Board

EMERGENCY SERVICES

- Serve as the Director of Emergency Services and manage County operations in emergencies
- Provide for centralized public information on County activities through a Public Information Officer

C o u n t y Clerk
Recorder
Elections
Treasurer-Tax Collector

Programs and Functions

County Clerk-Recorder and Treasurer-Tax Collector

Tax Collection Division

- Mail the bills and collect all secured and unsecured property taxes.
- Collect transient occupancy taxes, utility taxes, bingo permit and card room fees.
- Prepare for and conduct the annual tax default auction.
- Collect past, current and future tax liens on mobile home transfers before issuing Tax Clearance Certificates.

Central Collections Division

- Collect delinquent accounts for the County's departments and divisions. The purpose of a "central" collections division is to provide a single location where debts owed to the County may be consolidated and handled by staff professionally trained in debt collection.

Treasury Division

- Receive, deposit and account for all funds brought into the county. This amounts to over \$750,000,000 each year.
- Invest and secure those funds not needed for immediate expenditure. This amounts to an average portfolio of \$500,000,000 at any one time.
- Maintain and balance the County bank account.
- Process stop payments for the Human Resources Agency, the County Office of Education and the County Auditor.
- Maintain personnel records of department employees.
- Account for and pay all claims of the department.

County Clerk-Recorder

- Record every document relating to real property, much personal property, vital statistics, and many other papers, from the founding of the of the County in 1850. This involves cashiering, indexing, imaging and microfilming every document.
- Issue Marriage Licenses
- File, index, microfilm and image Birth Certificates
- File, index, microfilm and image Marriage Licenses
- Files, index, microfilm and image Death Certificates
- File and image Fictitious Business Name Statements
- Process passport applications
- File and maintain a variety of other documents as required by law
- File Notary applications
- Provide copies of all of the above when requested

Elections Department

- Conduct elections held within Santa Cruz County including elections of all federal, state, county, school and special districts and city offices and all measures or propositions at the state or local level. Conducting elections includes advising candidates seeking election and coordinating filing of candidacy papers; advising and coordinating filing of materials to place measures on the ballot; determining sufficiency of nomination, signatures in-lieu, initiative, recall, and referendum petitions; creating and producing ballots and sample ballots; ordering sufficient supplies; recruiting and training pollworkers; establishing polling places; coordinating absentee balloting; supplying all equipment and materials for running an election;
- Process and maintain voter registration files of those citizens eligible to vote in this county and forwarding address changes out of county and out of state;
- Coordinate voter outreach for the county;
- Serve as the Fair Political Practices filing officer and coordinate all candidate and elected officials' filings;
- Operate the Elections Information Management System, computer programming and suggest new programs to meet the needs of our customers;
- Serve as the filing officer for elected officials and designated personnel required to file Statements of Economic Interests under the Political Reform Act;
- Maintain and review precinct files and district boundaries based on information provided to us by the districts, through reapportionment or through the department's effort to maximize efficiency of our county's precincts;
- Implement new state and federal laws as well as lobbying for changes to enhance the election process.

County Counsel

County Counsel Program List
2001-02

1. Defends, represents, and provides legal advice to the county, the Board of Supervisors, all County Officers, departments and Commissions, and special districts governed by the Board of Supervisors.
2. Provides legal services, both advisory and litigation defense, pursuant to revenue agreements with independent agencies and special districts, such as the County Housing Authority, the Santa **Cruz** and Freedom Sanitation districts, the Emergency communications Center JPA, LAFCO, Transportation Commission, and others.
3. Attends meetings of the Board of Supervisors, the Planning Commission, LAFCO, the Assessment Appeals Board, and the Santa Cruz County Sanitation District (required). Attends meetings of other commission and districts as needed.
4. Acts as the attorney for the Public Administrator in decedent cases and maintains significant caseloads in mental health proceedings and child protective matters.
5. Provides legal services in such matters as employee discipline and equal employment opportunity, as well as in labor relations and risk management.
6. Maintains significant caseloads in defense of tort actions, workers compenstation claims and civil rights cases pursuant to the County's self-insurance program.
7. Administers the Mobilehome Rent Adjustment Ordinance program.

The need for legal services is determined by the specific and changing needs of each local public agency and by the dynamic regulatory, legislative, and judicial environments.

District Attorney

County of Santa Cruz

3

DISTRICT ATTORNEY'S OFFICE
KATHRYN CANLIS, DISTRICT ATTORNEY
MEMORANDUM

DATE: April 10, 2002
TO: Alan Hiromura, Senior Departmental Analyst
FROM: M. S. McFarland, Chief of Administration
SUBJECT: District Attorney Program Descriptions

CONSUMER AND ENVIRONMENTAL AFFAIRS

The Consumer Affairs division of the District Attorney's office performs a wide range of responsibilities and services to the Santa Cruz community. The services provided include the following:

- Conducts consumer education and advocacy, counseling and complaint adjudication.
- Receives, evaluates, and investigates consumer inquiries and complaints.
- Initiates consumer fraud and white collar crime prosecutions.
- Prosecutes building code violations.
- Investigates and prosecutes environmental protection violations.
- Investigates and adjudicates complaints involving mobile home sales.
- Represents consumer interests before local, state, and federal legislative bodies and before local private boards.
- Offers self help assistance to tenants and landlords involved in housing disputes.

One Consumer Affairs Program Manager and one Consumer Affairs Specialist position respond to telephone inquiries and written complaints from the public and the business community. Inquiries are screened for appropriate actions, and individuals are advised as to how to resolve specific consumer issues, problems, and complaints. Staff serve as a "clearing house" in directing callers to appropriate county, state and federal agencies. Staff also perform the function of analyzing and mediating consumer complaints, investigating questionable business practices and assisting the attorneys in the preparation and prosecution of consumer fraud crimes. As a result of the mediation effort by the specialists, money and in-kind refunds to consumers totaled \$30,000 during the fiscal year 2000-2001.

There is one paralegal position assigned to the division. The paralegal assists the two attorneys with legal research on current consumer fraud cases on a part time basis while working the majority of their time on the asset forfeiture program.

A volunteer provides mobile home owners with assistance with problems with mobile home sales within mobile home parks; twelve cases were resolved during the 2000-2001 reporting period. The second part time paralegal provides landlord/tenant assistance, materials distribution and mediation between landlords, tenants, and roommates.

The two attorneys in the division have settled consumer fraud cases during the 2001-2002 fiscal year,

17

with an estimated \$140,000 in settlement money going directly into the General Fund. One attorney focuses primarily on consumer fraud prosecutions. An important consumer protection case handled this year was a case brought in conjunction with the California State Attorney General's office against a statewide chain of jewelry stores. The jewelry sales are targeted to primarily low income people and Spanish speakers. The principal allegation is that the salespeople do not disclose that the consumer is signing up and paying for credit insurance as well as a diamond and gold warranty. The settlement is expected to include the payment of restitution to all consumer victims who unknowingly purchased the unwanted insurance. Another case involved a Watsonville landlord who subdivided land and rented it to tenant farmers. The landlord charged for items not specified in the agreement, and the District Attorney's involvement corrected the violations.

The attorney specializing in environmental issues provides code enforcement in the areas of planning and environmental health concerns. The attorney has been receiving referrals of new kinds of cases, appropriate to economic and technological realities. For example, it is becoming a more common practice to fail to report even accidental spillages of hazardous materials by gasoline service stations, due to the high cost of paying for cleanups, in spite of the fact that the cost may eventually be covered by state cleanup funds. The environmental section has long been involved in issues of substandard housing. The office receives referrals of abuses of the County's Affordable Housing Ordinance, particularly sham transactions to get out from under the encumbrances created by participation agreements, fraud in obtaining affordable units, and rentals at amounts greater than permitted by the ordinance. Additionally, the environmental attorney was invited by the California District Attorneys Association to write chapters for a book written for and by environmental prosecutors. The book will be the first peer reviewed and professionally edited and published book for environmental prosecutors in the country.

The Consumer Affairs specialists increased efforts to provide education and outreach to the community throughout the 2001-2002 fiscal year. The regular live news presentations to the KION new audience on the noon news was continued with regular reports on topics such as payday loans, high priced collect calls from Mexico, credit card number scams, telemarketing, prizes and sweepstakes, debt collection, and product recalls. Monthly office hours at the Sheriff service centers located throughout the county continued, with a specialist offering assistance to consumers inquiring about problems with telephone long distance services, tenant/landlord issues, and neighborhood disputes. Presentations and speeches were made to high school students, senior centers, and various service groups. The office began writing regular features for two monthly newspapers, the *Aptos Times Publishing Group* and the *Mid County Post*. Topics have included neighbor law, college scholarship scams, work at home scams, high cost loan problems, retail return policies, tenant tips, and business opportunities. The office received an award from the Soroptimists club in recognition of the outreach and consumer education efforts in the community.

Grant Programs

- *** Workers' Compensation Fraud
- *** Auto Insurance Fraud

"VICTIM SERVICES CENTER: Mandated by CA Government Code 13959-13974

The Victim/Witness Assistance Center has been established by state law and is primarily funded by the Governor's Office of Criminal Justice Planning and the California Victim Compensation and Government Claims Board to provide financial, emotional, social and informational support to victims and witnesses of violent crime. These services are provided by both professional staff and trained community volunteers.

****Advocacy Program**

This program is staffed with three Victim Services Advocates, Clerk II, and a .55 FTE Program Manager that provide direct victim assistance. This assistance comprises of court appearance assistance, victim counseling, criminal justice system assistance, and other direct services. The advocates provide the support for victims of primarily violent crimes against themselves, family, or close relationships. In the FY01-02 budget the County funded with the assistance of other grant programs a fourth advocate, however, due to this years budget constraints this position cannot be continued.

****Claims Program**

This program is staffed with three Victim Services Representative positions, of which only 2.5 FTE positions are currently filled. The claims program provides financial assistance for losses incurred due to violent crime. In addition funds are made available through this program for medical needs, counseling services, funeral expenses in the case of homicides, and relocation costs for domestic violence related crimes. These funds are State funds disseminated by this staff on a revolving account. The unit submits these claims through a State sponsored computer program and is monitored by the State.

CHECK RECOVERY PROGRAM

In the State of California, the economic loss in NSF checks is greater than the loss from all robberies, burglaries, and bank robberies combined. The checks creating this huge loss are not forgeries, or checks that go through once and are recovered on the second pass through the maker's account; these are checks that are NSF and "Account Closed," and are never recovered through the banking collection processes.

In September, 1991, the Check Recovery Program was opened under the authority of 1001.60 - 1001.67 of the California Penal Code, with an emphasis on accomplishing the following:

Establishment of a deferred prosecution/restitution program which would allow NSF check writers the opportunity to pay restitution in lieu of prosecution.

Provide a central clearinghouse for all NSF/Account Closed checks.

Assure timely prosecution of bad check writers who fail to make restitution.

Assure that the program be self-sustaining through the revenues collected as fees.

Our program has developed a large database on re-offending NSF check writers. This information is shared with local law enforcement agencies and has proven to be an asset in those cases where felony prosecution is appropriate. The program is anticipated to be self-funding in that revenues produced from this program's activity funds all costs associated with the program.

*****Anti-Drug Abuse Program**

This program consists of one FTE attorney within the Criminal Prosecutions Program and one FTE investigator that is currently assigned to the Santa Cruz County Narcotics Enforcement Team (SCCNET). The Santa Cruz County District Attorney's Anti-Drug Abuse Enforcement Program was established, in conjunction with (SCCNET), to conduct investigations and initiate asset forfeiture proceedings against criminal drug traffickers in Santa Cruz County. The program works cooperatively not only with SCCNET, but also with the Santa Cruz Police Department's Neighborhood Enforcement Team (SCCNET), and all other law enforcement agencies that arrest drug traffickers with the purpose of investigating and prosecuting narcotics sales cases in Santa Cruz County. The program is partially funded by a grant administered by the Governor's Office of Criminal Justice Planning.

The 2002-2003 budget request also includes the Marijuana Suppression Program (MSP) grant. The grant currently funds .5 FTE attorney time for this program. This program is partially funded by the grant to provide for the prosecutory functions of crimes related to marijuana possession and usage.

CRIMINAL PROSECUTIONS PROGRAM: Mandated by CA Government Code Sections 26500-26509

This program is made up of several sub programs primarily responsible for the prosecution of criminal cases that carry sanctions associated to misdemeanor and felony penalties. The current staffing consists of seventy nine and one half positions including, administrative, attorney, investigative, clerical and technical.

Administrative

This unit provides the administrative services to the District Attorney's Office which include but is not limited to, budget administration, personnel administration, grant administration, purchasing, accounts-payable, accounts-receivable, facilities, information services, travel, training, and a variety of other duties.

****Legal Services**

This unit is primarily comprised of the attorney and clerical staff that provided the direct services of prosecution. The services provided range from the filing of cases, input of cases in the case management system, pre-trial responsibilities, preliminary hearings, motion preparation, life sentence reviews, calendar preparation, court appearances, witness coordination, and supervisory duties. Sub units of this program are:

- 1) **Misdemeanor Court
 - a) prosecution of all misdemeanors occurring in North County
 - b) support of all prosecutions
- 2) **Felony Court
 - a) prosecution of all felonies occurring within the County
 - b) support of all prosecutions
- 3) ***Special Prosecutions Unit, prosecutions of the following type cases:
 - a) homicides
 - b) sexual assaults
 - c) sexually violent predators
 - d) mental cases
 - e) high profile cases
- 4) **Witness Coordination
 - a) witness arrangements for all courts in the North County
- 5) **Intake Unit
 - a) entering of all felony cases in the County
 - b) entering of all misdemeanor cases in North County
 - c) preparation for filing all cases in the North County
- 6) ***Watsonville Court
 - a) entering of all misdemeanors in South County
 - b) witness arrangement for all cases in South County
 - c) prosecution of juvenile cases in South County
 - d) review of juvenile cases in South County
- 7) **Juvenile Court
 - a) prosecution of juvenile cases in North County
 - b) review of all juvenile cases in North County
- 8) Community prosecution
 - a) liaison with Sheriff Office in San Lorenzo Valley
 - b) community outreach projects in San Lorenzo Valley and Beach Flats area of Santa Cruz City
 - c) liaison with Santa Cruz City Police in Beach Flats area
- 9) ***Domestic violence Unit
 - a) review of all domestic violence cases in North County
 - b) filing of all misdemeanor and felony domestic violence cases in North County and all felony cases countywide
- 10) ***Investigations Unit
 - a) investigations support for all cases referred by attorney staff
 - b) investigation of all child abduction cases
 - c) investigation of check recovery cases
 - d) supeona service
 - e) on call for homicides and high profile cases
 - f) local law enforcement liaison on case investigations
- 11) ***Santa Cruz County Auto Theft Recovery Unit
 - a) investigation of all vehicle thefts within the County

- b) Auto Insurance Fraud cases
- 12) **Public Administrator: **Mandated by CA Government Code 24000-24012**
 - a) disposition of property of persons who have died without family or others
- 13) ***Grant Programs
 - a) Child Abuse Vertical Prosecution
 - b) Statutory Rape Vertical Prosecution
 - c) Violence Against Women Vertical Prosecution

** Denotes programs mandated by the State Penal Code

*** Denotes offenses that are mandated to be prosecuted by the State Penal Code but not necessarily on how it is accomplished, ie. Grant Programs are not required but the crimes they fund would require prosecution, SCARE, not required but the crime of vehicle theft would be required to be prosecuted, etc.

General services

General Services Program Summary

Administration

Administration of capital plant projects (request to advertise, recommendation of award, notice of award, notice to proceed, notice of completion, vendor payments).
 Living Wage Ordinance implementation and program management.
 Oversight of the 701 Ocean Street Cafeteria and atrium food services.
 Scheduling of Board Chambers and after hours meetings at 701 Ocean Street.
 Management of the Mom's Room at 701 Ocean Street.
 Management of employee shower room at 701 Ocean Street.

Facility Management

Facility security.
 Work Order processing for all departments.
 Coordination for abatement of dangerous materials (asbestos, PCBs).
 Coordination of building repairs and safety.
 Integrated pest management.
 Coordination and liaison for water quality testing at County facilities.
 Fire alarm inspection and testing.
 Emergency response to equipment failure.
 Worker safety programs.
 Building and equipment maintenance for all County facilities including Detention facilities.
 Monitoring of water systems and preventive maintenance on all backflow prevention devices.
 Sign making.
 Lock-smithing (including detention facilities).
 Support for capital construction projects - review of plans and specifications, integration with maintenance projects.
 Jail facilities maintenance.
 Preventive maintenance program.
 Repair and maintenance of energy conservation equipment (cogeneration units).
 Repair and maintenance of all emergency generators.
 Repair and maintenance of all County heating, ventilation and air conditioning units.
ADA access assessment, review and projects.
 Elevator emergency response.
 Emergency response to maintenance problems and safety issues.
 After hours meetings staffing at 701 Ocean Street for accessibility and building systems .
 Worker safety programs.
 Air quality management- check air flows and measure air changes.
 Coordinate moving and remodeling projects for County departments.
 Coordinate reduction of use of hazardous chemicals

Custodial/cleaning services.
Furniture moving.

Energy Management

Review and processing of utility bills for County facilities.
Coordination of energy retrofitting programs.
Recommend energy conservation measures, activities & projects.

Purchasing

Centralized purchasing for all departments for commodities and services.
Surplus equipment.
Assist departments with development of technical specifications for purchases of commodities and services.
Development of master purchasing agreements for commodities and services to assist departments with similar purchasing needs.

Warehouse

County records storage.
Elections storage.
Surplus storage.
Staging and delivery services of furniture and removal of surplus furniture for all departments.
Stocking and distribution of foodstuffs (dry goods) and certain office supplies.
Delivery, staging and short term storage of goods.

Fleet Services

Maintenance, diagnostics and repair of County vehicles.
Maintenance of the fueling station.
Coordination of motor pool for employee checkout.
Maintenance of compressed natural gas (CNG) fueling station.
Review of driver license and history information of employees with vehicle assignments.
Development of specifications for vehicle purchases.
Vehicle utilization analysis.
Build-out of Sheriff's Office vehicles.
Manage distribution of surplus vehicles to non-profit agencies.
Coordinate disposition of surplus vehicles.
Smog certifications for County fleet vehicles.
Promotion of "green vehicle" usage in Fleet.
Promote electric bicycle pool (to be implemented in 2002/03).

Employee Parking and Transportation Programs

Promotion of alternative transportation programs.
Coordination of (free) employee bus pass distribution.
Coordination of jury parking pass program.

Coordination of County Van Pool program.
 Coordination of employee Emergency Ride Home Program.
 Coordination of bicycle loaner and free bicycle locker programs.

Coordination of employee parking waiting lists and employee parking pass distribution.
 Parking enforcement at 701 Ocean Street, employee parking at UCSC Inn, and Water Street parking lots.

Technical Communications Services

Maintenance, repair and installation of mobile portable and fixed site radio communications equipment for 70 fixed sites and thirty three (33) agencies' portable and mobile radios.
 Work order system for repairs and preventive maintenance.
 Worker safety training program.
 On-Call 24/7 response for public safety communications systems.
 Preventive maintenance program (equipment, towers, network).
 System integration planning and contract coordination for local government and public safety agency users.
 Radio frequency coordination and licensing for County departments and allied local government agencies.
 Computer and cellular phone integration and support.
 Contract repair and preventive maintenance for public safety/local government agencies, including SCCECC (9-1-1).
 Time and materials repair for public safety agencies.
 Network planning and consulting for local agencies.
 Radio frequency coordination and licensing.
 Contract repair and maintenance for public safety/local government agencies.
 Engineering and technical project management.
 End users' instruction for public safety agencies and local governmental agencies.
 Worker safety training program.
 Public address system design, maintenance, and installation for the Board of Supervisors and Courts (both fixed and portable equipment).
 Technical assistance in preparing specifications for procurement of communications equipment for County departments, Courts and allied public safety agencies.

Office of Emergency Services

Preparedness material distribution (community).
 Lead trainer for disaster response readiness.
 Staff to Disaster Council, County Fire Advisory Committee.
 Grant programs: Felton Grove, Fire Safe, Homeland Security, Emergency Management Performance, Landslide Hazard Mitigation.
 Response coordination during disasters and large scale emergency events.
 Emergency planning, plan maintenance and risk/threat analysis.
 Emergency Operations Center Readiness.

County 9-1-1 Liaison.
Emergency alert and notification (EAS).
County representative to State OES.
Geologic hazard abatement district administration (3 districts).
Mitigation program planning.
Hazard/threat analysis and identification.

County Fire

Response to fire/medical emergencies/hazardous materials/rescues.
Staff to County Fire Advisory Commission.
Fire inspection program.
Fire prevention program (pre-incident planning).
Staff and volunteer management, coordination and training.
Fire plan check.
Street addressing program.
Area Fire Coordinator (all local fire districts/agencies).
Fire disaster training and fire response coordination.
Equipment procurement, preventive maintenance and repair.
Fire facility maintenance, repair and construction management.
Development of fire fees for CSA 4 (Pajaro Dunes) and CSA 48 (County Fire) and coordination of associated public hearings.

Health Services Agency

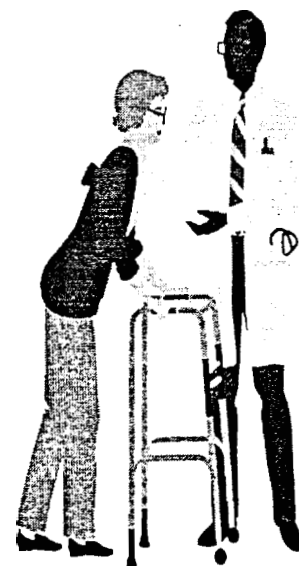


County of Santa Cruz

HEALTH SERVICES AGENCY

2001-2002

**BUDGET PRESENTATION
TO THE
COUNTY
BOARD OF SUPERVISORS**





**HEALTH SERVICES AGENCY
ADMINISTRATION**

County of Santa Cruz

HEALTH SERVICES AGENCY

P.O. BOX 962, 1080 EMELINE AVENUE, SANTA CRUZ, CA 95061
(831) 454-4066 FAX: (831) 454-4770 TDD: (831) 454-2123

June 17, 2001

Board of Supervisors
701 Ocean St.
Santa Cruz, Ca. 95060

Subject: Health Budget Summary 2001-2002

Dear Members of the Board,

As you know for several years, HSA has been preparing a special report for budget hearings that provides graphic representations of the budget information, organizational charts, and key health statistics for Santa Cruz County.

Attached is the information for Fiscal Year 2001-2002 for HSA. Also included is the full text of the Health Officer's Report on the Health Status of the County. We shall only be providing highlights during our budget presentation on June 21st due to time constraints.

We will be posting the full document for the public on the HSA website, www@santacruzhealth.org. I hope this is a helpful adjunct to the FY 2001-2002 Budget Book.

Sincerely,

Rama K. Khalsa
Health Agency Administrator

Cc: Susan Mauriello, County Administrative Officer
HSA Managers

44

17

HEALTH SERVICES AGENCY MISSION AND VALUES

The Santa Cruz County Health Services Agency exists to protect the public health of Santa Cruz County and to help assure residents access to medical care and treatment. The ultimate goal of the Health Services Agency (HSA) is healthy people living in healthy communities. Programs and services provided or supported by HSA are designed to promote healthy people and communities and incorporate these basic values:

- All people are treated with dignity and respect irrespective of race, gender, ethnic background, age, sexual orientation, marital status, economic status, immigration status, physical appearance, medical or mental condition, and religious or philosophical beliefs.
- Client confidentiality is protected and respected.
- Clients are entitled to receive services in a prompt and professional manner or clear reasons are provided for exceptions.
- Clients are entitled to a clear and responsive complaint process that is without barriers.
- Clients are entitled to be apprised of their health status and participate in development of a treatment plan to improve their health.
- Clients are entitled to information on the costs of care and their options for getting health insurance coverage through a variety of programs.

By “protecting public health”, HSA is committed to:

- The promotion of immunizations against vaccine preventable diseases, water fluoridation and dental disease prevention, vigorous communicable disease control, monitoring food and water safety, health education to prevent accidents and illness, and monitoring of key indicators of community health.
- Promotion of universal health coverage in health, mental health, dental and substance abuse services to insure easy access to prevention and treatment services.
- Elimination of stigmas for persons with mental illness, HIV and other disease which create social fear.
- Providing a full continuum of mental health services to the most vulnerable citizens suffering from severe and persistent mental disorders as well as a safety net of emergency mental health services, disaster services, and services needed by the citizens of the county for conditions affecting their mental health.
- Assuring availability of primary care services to children, prenatal care, and a full range of family planning services including emergency contraception and abortion.
- Prevention of substance abuse and addiction of all kinds, utilizing a comprehensive, community-based, holistic approach that incorporates public health solutions and acknowledges the relapsing nature of addiction.
- Promotion of community awareness and prevention of domestic violence, child and elder abuse, and exploitation of vulnerable citizens.
- Advocacy for expanding health coverage and environmental protection and securing the resources for HSA and other health providers to carry out the mission.

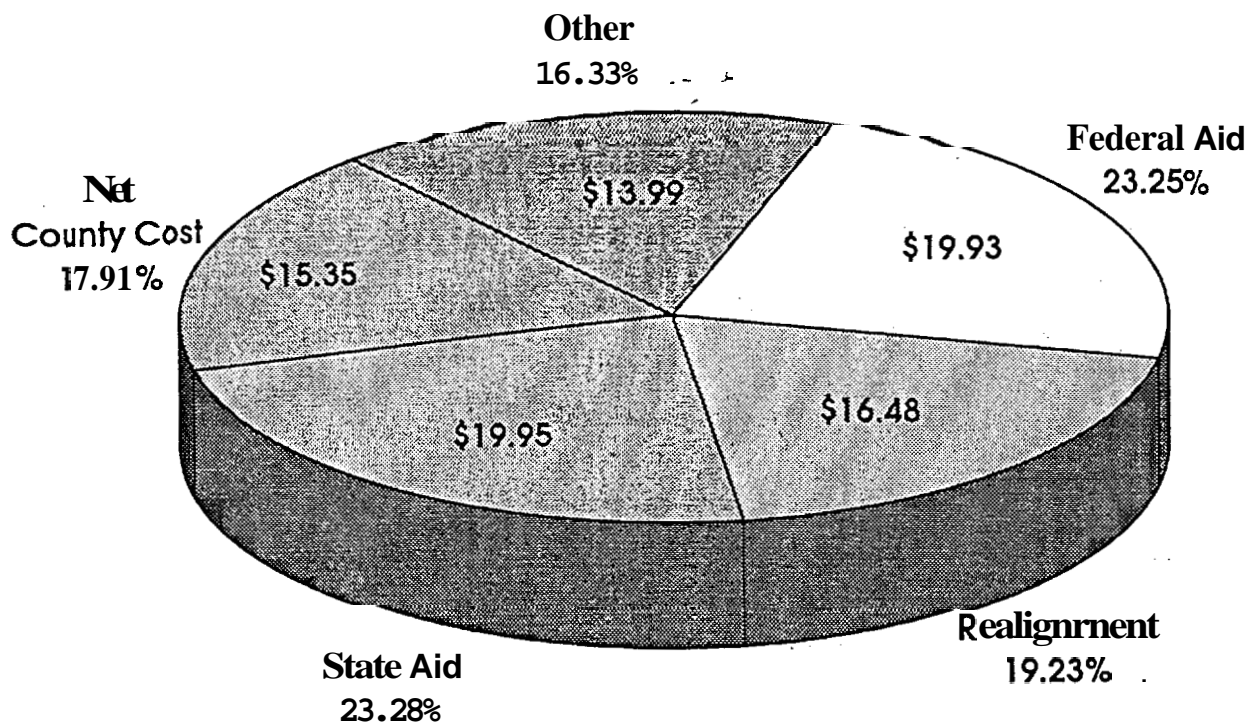
HEALTH SERVICES AGENCY SUMMARY OF EXPENDITURES / FUNDING FISCAL YEAR 2001/2002

Division	Public Health	Clinic Services	Medi-Cruz/EMS	Environ'l Health	Alcohol & Drug	Mental Health	HSA Admin	Rlgmnt Match	Agency Totals
EXPENDITURES									
Budgeted Expenditures	\$ 16,090,109	\$ 12,955,450	\$ 8,585,311	\$ -	\$ 5,041,691	\$ 33,469,679	\$ 480,286	\$ 9,078,051	\$ 85,700,577
Admin Allocation	(1,932,849)	(2,097,283)	(666,182)	-	(409,613)	(3,020,671)	8,126,598	-	-
Subtotal	14,157,260	10,858,167	7,919,129	-	4,632,078	30,449,008	8,606,884	9,078,051	85,700,577
Admin Allocation (Note 1)	1,932,849	2,097,283	666,182	-	409,613	3,020,671	(8,126,598)	-	-
Program Adjustments (Note 2)	(3,331,988)	-	-	3,331,988	-	-	-	-	-
Adjusted Expenditures	\$ 12,758,121	\$ 12,955,450	\$ 8,585,311	\$ 3,331,988	\$ 5,041,691	\$ 33,469,679	\$ 480,286	\$ 9,078,051	\$ 85,700,577
FUNDING									
State Aid	\$ 4,021,359	\$ -	\$ 718,623	\$ 116,158	\$ 1,198,080	\$ 6,255,884	\$ 50,000	7,591,606	\$ 19,951,710
Federal Aid	2,947,116	-	72,000	-	2,134,465	14,588,583	185,978	-	19,928,142
Fees	11,000	9,377,953	426,715	2,333,751	265,751	652,700	-	-	13,067,870
Grants	-	-	1,000	-	-	-	-	-	1,000
Other Co Depts	100,000	-	-	-	-	124,200	-	-	224,200
Realignment	3,826,448	1,447,050	4,823,498	-	-	6,382,167	-	-	16,479,163
MAA	399,900	-	110,681	-	16,568	65,000	107,705	-	699,854
Net County Cost	1,452,298	2,130,447	2,432,794	882,079	1,426,827	5,401,145	136,603	1,486,445	15,348,638
Totals	\$ 12,758,121	\$ 12,955,450	\$ 8,585,311	\$ 3,331,988	\$ 5,041,691	\$ 33,469,679	\$ 480,286	\$ 9,078,051	\$ 85,700,577
STAFFING									
Budgeted Positions	121.80	117.10	21.50	43.00	16.00	203.20	58.45	0.00	581.05
Program Adjustments	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Adjusted Positions	121.80	117.10	21.50	43.00	16.00	203.20	58.45	0.00	581.05

Notes: 1) The Agency Admin allocation is shown for information purposes only.
2) Program adjustments reclassify Environmental Health Program which is displayed in the County Budget under Public Health.

HEALTH SERVICES AGENCY
Summary of Funding Sources
Fiscal Year 2001/2002
(\$ millions)

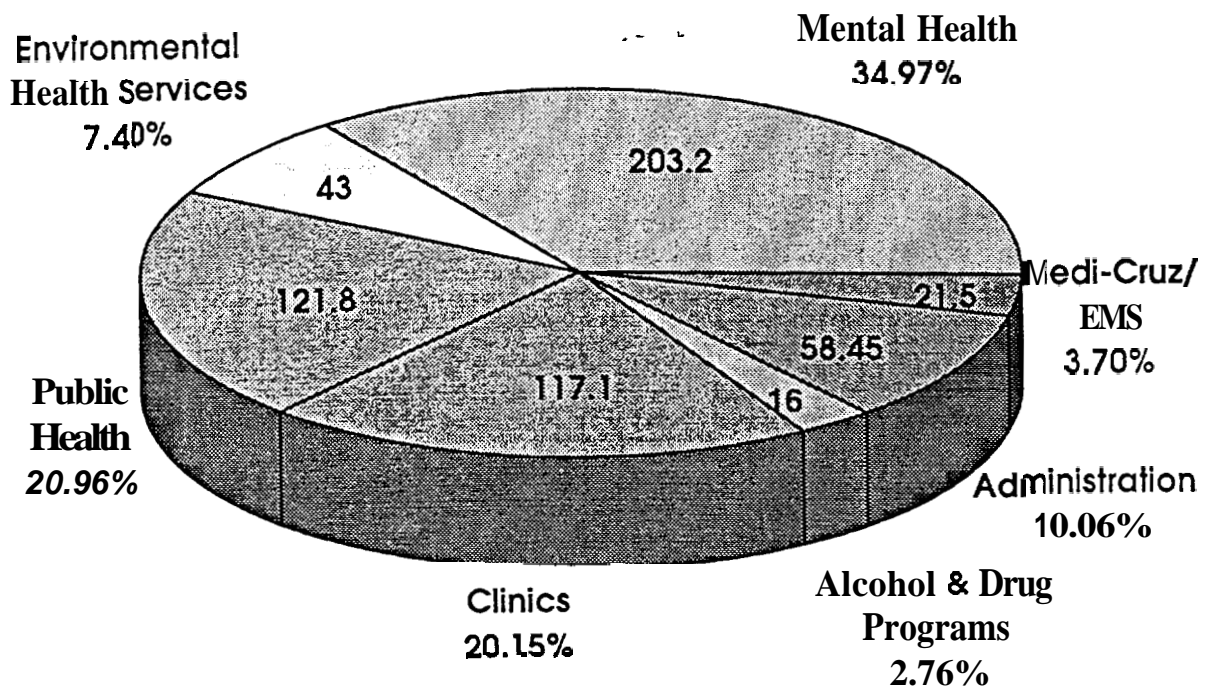
Total Funding = \$85,700,577



Note: Federal Aid includes FQHC revenues of \$7.03 million.

**HEALTH SERVICES AGENCY
Budgeted Positions
Fiscal Year 2001/2002**

Total FTE 's = 581.05



HEALTH SERVICES AGENCY

PUBLIC HEALTH SERVICES DIVISION

OVERVIEW

What is our business?

The Mission of the Public Health Services Division is to promote and preserve the health of children, families and individuals in the County.

Goals and objectives

To conduct health programs and services that meet both the needs of County residents, as well as fulfilling State and federal health mandates; to develop public health programs that improve health outcomes when compared to State and nationally-developed health indices; and to protect County residents from contagious diseases that pose risk to the community.

How are we organized?

The Public Health Division includes a variety of programs including Children's Medical Services, Public Health Field Nursing, Disease Control Management, HIV Testing, Early Intervention & Care Services, Community Health Promotion and Prevention, Maternal, Child and Adolescent Health programs, and the Homeless Persons' Health Project. In 2001/02, plans are in process to develop a health planning and evaluation unit within Public Health. This unit will carry out one of the core functions of Public Health, which is to perform community health planning and assessments. Based on the requested 2001/02 budget, there are 121.80 FTEs in the Public Health Division.

The Division is supervised by the County Health Officer who also supervises Clinics and Detention Health Services, MediCruz/Emergency Services and Environmental Health Services divisions. The Chief of Public Health provides direction over programs within Public Health Services.

Who are our customers and clients?

All County residents benefit from public health services including persons who may be exposed to communicable disease; children in need of immunizations; persons receiving disease prevention information; teens and adults wishing to avoid pregnancy; low income mothers and children needing health services or examinations; persons with HIV and AIDS; disabled children; homeless persons, and many others at risk of disease and disability.

Effects of others on our activities?

Financial Constraints - Public health services are primarily funded by State and Federal sources and are “categorically” restricted in nature to specific use, generally for particular target groups. These target groups may include children and youth, childbearing-age women, persons with HIV disease, and other groups at high **risk** for illness and injury. Additional legal mandates require the provision of certain health services but without a guarantee of funding. These services, which include communicable disease control, emergency medical services, and community health surveillance must be paid all or in part with county funds.

Operational Control - Categorical program regulations include requirements regarding quantity and quality of services to be provided, and specifies which target populations will receive services. Deviation from these State and/or Federal requirements can result in audit exceptions or funding loss. California law includes regulatory requirements pertaining to emergency medical services, communicable disease, promotion of maternal and child health, and the provision of other health services. Many of these requirements include the need for specified levels of staffing including the need for certain licensed or certified health professionals. These staff are bound by professional and ethical standards, professional licensing requirements and scope of practice requirements in the performance of their work.

Use of County funds

The majority of categorically funded programs require County matching funds. Of the \$12.76 million of expenditures in public health programs, 11.38%, or **\$1.45** million is net County cost. These funds are used **as** required match and/or to leverage various State and federal funds, and assist the County to meet its maintenance of effort obligation to draw down California Healthcare for Indigents (CHIP) funding.

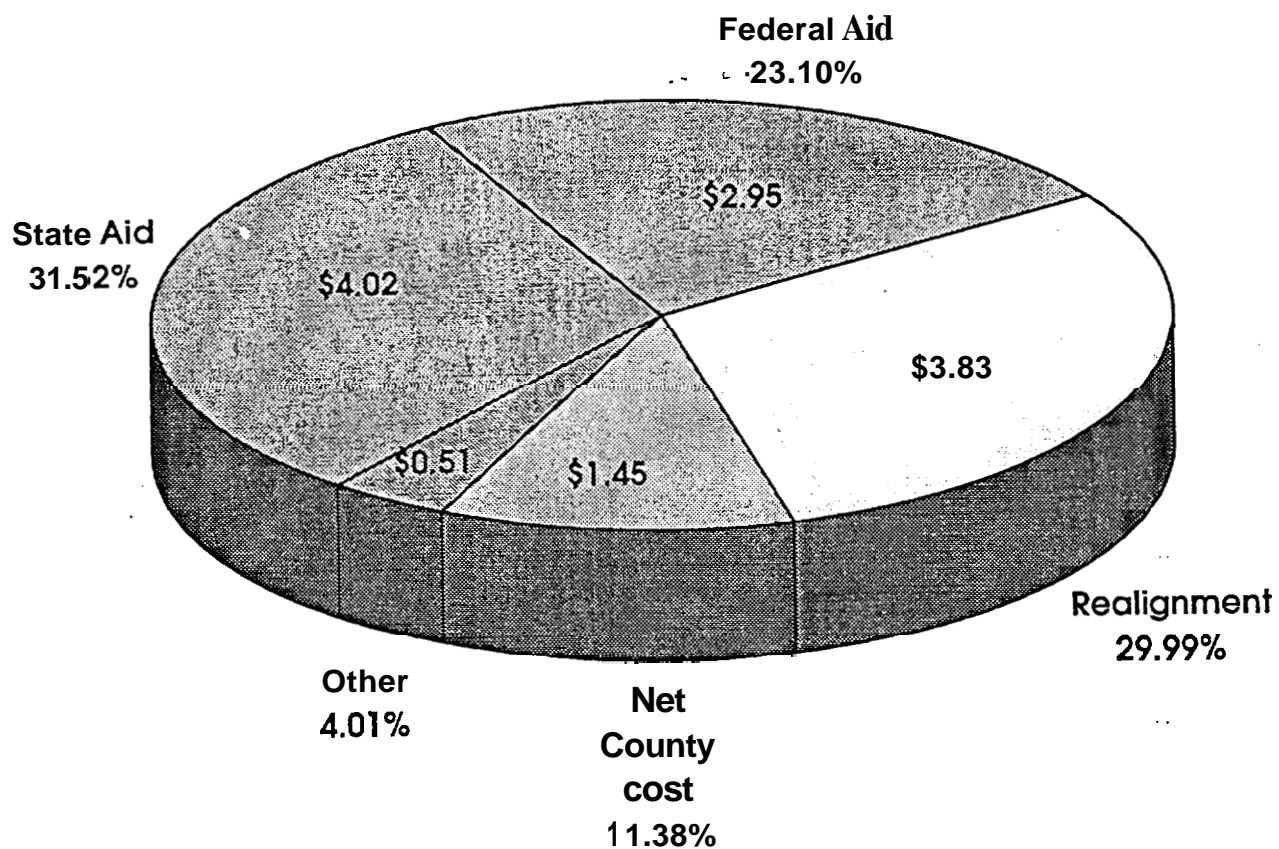
County funded programs, such as Communicable Disease Control and various public health nursing functions are considered vital to the health and safety of the community. Most of these programs also carry State mandates for the provision of service.

Measurement of outcomes

State and Federally funded programs establish outcome measures or work products that are used to guide the development of annual work plans. Actual outcomes are reported based on formats required by each funding source. Other measures of outcomes that reflect the general health of the community include birth and death statistics, rates of communicable disease, birth rates and other such measures. Additionally, internal goals and objectives, by program, **are** also established, reported and analyzed for quality control purposes.

HEALTH SERVICES AGENCY
Summary of Funding Sources
Public Health Services
Fiscal Year 2001/2002

Total Funding = \$ 12.76 million



HEALTH SERVICES AGENCY

OUTPATIENT MEDICAL CLINICS AND CRIMINAL JUSTICE MEDICAL SERVICES

OVERVIEW

What is our business?

The "Clinics" division of HSA contains outpatient primary medical care services as well as ancillary support services offered by the County of Santa **Cruz**. In addition, medical services are provided to the County's criminal justice system at the Main Jail and Juvenile Hall.

Goals and objectives?

To protect the health of the community and individuals through a coordinated health care delivery network that offers primary care, core public health services and ancillary support services.

How are we organized?

The Clinics are a major division within the Health Services Agency. The Clinics provide direct patient care at the Santa Cruz and Watsonville Health Centers as well as at the Main Jail and Juvenile Hall. In addition, Pharmacy, Clinical Laboratory, Public Health Laboratory and Radiology ancillary support units are located at the Santa **Cruz** site. Based on the requested 2001/2002 budget, there are 117.1 FTEs in the division.

Divisional staff include licensed physicians, nurse practitioners, physician assistants, nurses, pharmacists, micro-biologists, laboratory technologists, as well as medical, clerical and management support staff. This complement of staff is divided among the various sites throughout **the** County.

The division operates pharmacies in **Santa Cruz &** Watsonville that provide services to clinics, mental health and jail medical patients and clients.

Who are our customers and clients?

The clinics provide care and treatment to County residents through a wide range of programs **as** follows:

- Clinic services are provided for up to 3,000 Central Coast Alliance for Health (Alliance), formally known as **SCCHO**, patients per year. The Alliance is the County's Medi-Cal Managed Care program.

Facility Remodeling - There are two major remodels planned in FY 2001/2002. Both are to be accomplished at the Santa Cruz Clinic site. First is the planned remodel of the clinic facility space. Additional examination rooms, a separate pediatric waiting area and an overall reworking of the clinic suite for better patient flow, with an emphasis on greater use of the existing space, will be addressed in this project. Secondly, there is a planned remodel and expansion of the current public health and clinical laboratory space in the building. Severely beset with a shortage of workspace and inadequate ventilation, this renovation will address those issues and the complexity of newer technology and increased volume currently challenging the lab.

Clinic Data Processing - Funds have been budgeted in the administrative budget for the identification and selection of a new clinic medical/information data system. The current system implemented in 1983 is increasingly unable to provide the medical and management information data that are required in our complex medical setting. This significant enhancement of system will allow for more timely management decisions and will effectively enhance patient care.

Use of County funds

For 2001/2002 the Net County contribution to the division's budget totals 16.44%, or \$2.13 million. These funds serve as match for various other program funds and assist the County to meet its maintenance of effort obligation to draw down CHIP revenue.

Measurement of outcomes

Many third party funding sources require records and reports documenting the provision of services. These funding sources conduct monitorings, on-site reviews and audits regarding program operations. Another outcome measurement is documented in the completion of patient care and in resolution or assistance to patients regarding their health issue. Although not all patients get well, the Clinics strive to improve the quality of life for those who can not be cured. Patient satisfaction surveys are conducted and data are reviewed through medical chart audits and site visits to insure that the best care possible is being provided within the contractual framework and fiscal constraints of Clinic programs. Quality Assurance audits are conducted by the Medical Directors of the Clinics to ensure appropriateness of treatment plans and consistency of care provided by each clinic provider.

*Health Services Agency
Public Health
Indigent Care (Medi-Cruz) / EMS*

David McNutt, M.D., M.P.H.
Health Officer

Robert Varty
Administrator, Indigent Care/EMS
(1.00)

— Indigent Care (17.50)

— Medi-Cruz

— CA Healthcare for Indigent Program (CHIP)

— Emergency Medical Services Fund

— Fiscal Intermediary Services

— Eligibility Services

— Emergency Medical Services (3.00)

Who are our customers and clients?

For indigent medical services, the target group is predominantly adult residents of Santa Cruz County whose income does not exceed two hundred percent of the federal poverty income guidelines and who do not qualify for the Medi-Cal program. However, children and aged individuals may qualify if they are not eligible for Medi-Cal due to other eligibility restrictions. Community based providers of medical services must also be considered as clients and customers since they are relied upon for the provision of specialty and inpatient care to persons eligible for Medi-Cruz. Their voluntary participation in indigent care programs is essential to maintaining a viable health care delivery system.

For EMS, the entire county population is a potential user of emergency medical services and disaster response.

Effects of others on activities?

Medi-Cruz reliance on realignment revenue has produced very limited funding growth since it ~~was~~ implemented by the State as the primary source of funding for indigent care in FY 91-92. The limited realignment growth has been offset by reductions in net county costs and the precipitous decline of CHIP tobacco tax funding. Consequently, Medi-Cruz resources have not increased markedly since its inception eighteen years ago.

On the demand side, efforts by the State and federal governments to contain Medi-Cal and Medicare expenditures, as well as the effects of welfare reform, have resulted in fewer people being eligible for those programs. An increase in denials has also meant more people pursuing appeals, and extended time periods before many of the appeals are definitively resolved. Consequently, many expensive cases must be carried by Medi-Cruz during the appeal process. By tightening their eligibility requirements in response to increased demand, the State and federal governments, in effect, have shifted more of the burden of paying for medical care to the counties.

Medi-Cruz program eligibility and benefits have been reduced on several occasions in response to declining financial resources. At this point there are no meaningful structural measures available to significantly reduce program costs while still maintaining a comprehensive service delivery network and fulfilling the County's Section 17000 obligation. Cost containment efforts in recent years have focused on curtailing the medical necessity criteria by which treatment decisions are evaluated. Such decisions remain tempered by community standards of medical practice, the need to maintain program participation by specialty physicians, and the severity of medical conditions requiring treatment.

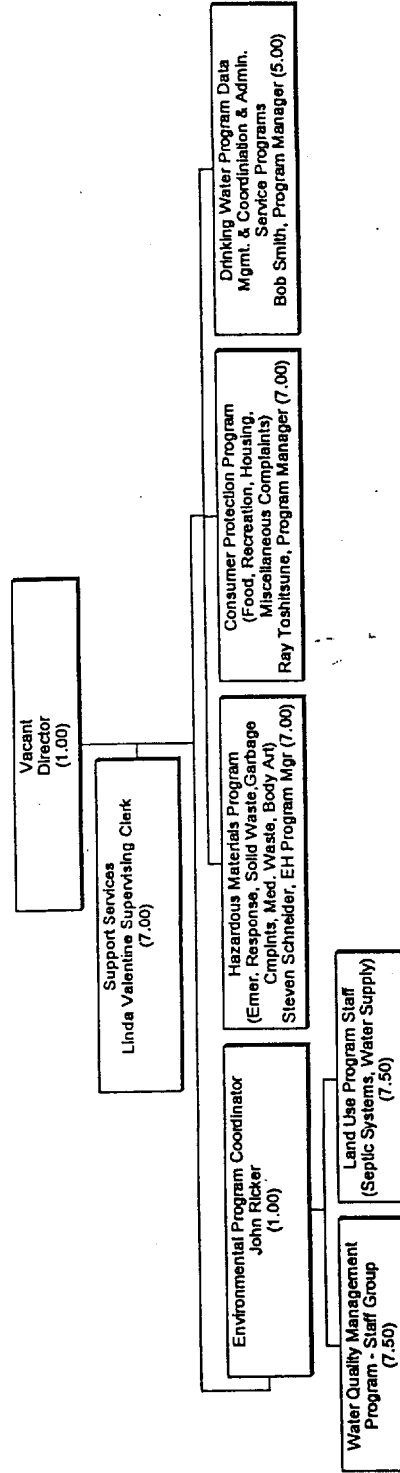
Resources available to fund EMS outside of the County have not changed markedly. The revenue available through the Emergency Medical Services Fund (Maddy Fund) has not increased. There are funds in the one-time EMS Appropriation account, fiscal-specific to July 1, 2000 - June 30, 2001. The use of these funds will preserve Maddy funds for future periods so there will be some Maddy fund roll-over for the next period. The Tobacco tax funds an EMS portion of the emergency physician account, but these funds are declining as the State expands its use of them for other purposes.

Staff attending commissions

The EMS Manager attends the following commission meetings:

- Fire Department Advisory Commission (Vice-Chair)
- Emergency Medical Care Commission (staff)
- Technical Advisory Group on Ambulance Contract Compliance (Chair)
- Prehospital Advisory Committee (staff)

Health Services Agency
Public Health
Environmental Health Services



43.00FT

to the State for certain programs.

Operational Control - Environmental Health Services operates under a number of operational controls including: annual budgetary constraints; "Fee-for-service" standards; State oversight and minimum program requirements for delegated programs (hazardous material/waste regulation, small public water system regulation, medical waste regulation, employee housing); rules from regulatory agencies such as the Regional Water Quality Control Board, Department of Toxic Substances Control, Department of Health Services, US Environmental Protection Agency, etc.; and California Health and Safety Code requirements related to environmental health.

Use of County funds

The Net County cost of \$882,000 makes up 26.47% of the divisional budget. County funds are used for programs for which no permit or fee-based revenue exists or where it only partially offsets program costs. These include:

- Response to tenant complaints of substandard rental housing.
- Response to garbage, animal waste, general nuisance, sewage discharge complaints.
- Stream, beach, drainage way water quality-monitoring.
- Vector control advice and consultation (rats, ticks, flies, cockroaches, etc.).
- Disaster response.
- Emergency response to hazardous materials incidents.
- Paralytic shellfish poisoning sampling.
- Septic system problem investigations outside San Lorenzo Watershed.
- Water quality and water resources planning.

These funds also assist the County to meet its maintenance of effort obligation to draw down CHIP funding.

Measurement of outcomes

Outcome measures include: number of routine facility inspections completed in comparison to program goals; satisfactory program audits from other agencies for delegated programs; measurement of response times to service requests and complaints to established program goals; completion of reports and special projects on schedule; and measurement of actual times spent on activities as compared to budgeted allocations. **A** Customer Satisfaction program is in effect.

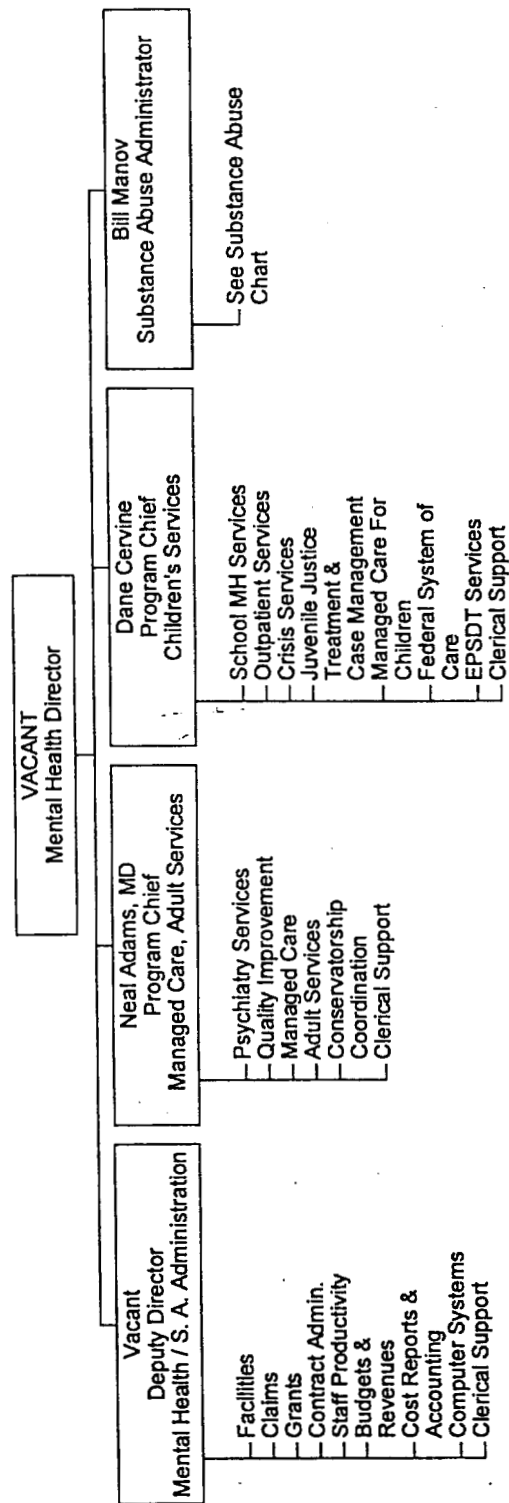
Staff attending commission advisory board meetings

Environmental Health Program Managers attend the following commission and committee meetings:

- Hazardous Materials Advisory Commission
- Fire Advisory Commission
- Water Advisory Commission
- On-site Sewage Disposal Technical Advisory Committee

Health Services Agency

Mental Health and Substance Abuse Services



203.12 FTE Mental Health
16.00 FTE Substance Abuse

All services have an interagency focus. CMHS Children's Services works closely with HRA's Child Protective Services, Juvenile Probation, and the schools. CMHS Adult Services works closely with HRA's Public Guardian, the Social Security Administration, State and County Medi-Cal, the State Department of Rehabilitation, and Cabrillo Community College. Older Adult Services links with HRA's Adult Protective Services and the Public Guardian, as well as with local senior serving agencies.

Core mental health services including assessment, care planning, care coordination and therapy are provided by County CMHS staff. Additional rehabilitative and **24** hour care services are provided by current agencies. All mental health services to Medi-Cal clients, both County provided, as well as contract, are coordinated with the Central Coast Alliance for Health to assure the best clinical outcome of both health and mental health care.

Who are our customers and clients?

Sixty-one percent of clients receiving mental health services are adults, thirty percent **are** children and nine percent are older adults. Sixty-three percent of services are provided to north county and mid-county residents, twenty-eight percent to south county residents, five percent to county residents residing out of county, and four percent to homeless individuals. Medi-Cal recipients make up 75% of the client caseload, 7% have just Medicare and **18%** are indigent or have some form of insurance coverage. Crisis emergency mental health services and assessments are provided to all county residents, regardless of income level.

Customers also include other County departments and their clients; including the Human Resources Agency, Probation Department and Sheriff's Office. Additional customers include community based health and social service programs, hospitals and CMHS subcontractors.

Directives, Mandates and Accountabilities

The Local Mental Health Board represents the community and Board of Supervisors in the planning and provision of CMHS services. The Board is comprised of 11 members, one of which is a member of the Board of Supervisors. State statute governs the board, its activities and appointments.

State and federal law dictate the duties and responsibilities of CMHS. State, federal government and other non-County programs provide **84.4%** of the funding for CMHS programs. **AS** these funding sources change priorities or funding levels, the provision of locally delivered services is impacted. Over the past several years, targeted categorical grants have been an important addition to the funding mix. CMHS programs and funding are integrated into and funded in part by "realignment legislation," which defines the relationship and funding rules between the State and counties. A portion of sales tax and vehicle license fee revenues creates the realignment allocation which pays for local mental health services and provides the match for Medi-Cal services. The State requires special tracking of these funds for mental health care through a special trust account.

CMHS also provides support for other non-mandated services deemed important to the County. These include jail mental health services, River Street Shelter services, special outreach services

61

Use of County funds

For 2001/2002, the net County cost for the division is **\$5.4** million, or 16% of the total budget. The majority of the County funds are used **as** match for State, federal and/or grant funding. The remaining funds are used to provide the following services to the community:

- River Street homeless shelter services.
- Jail mental health services.
- Indigent emergency care at Dominican hospital.
- Indigent medication and therapy services for adults & children.
- Redwoods services for undocumented children.
- Services to non-Medi-Cal youth as **part** of the AFDC foster care reduction programs.
- Downtown Santa Cruz outreach services.
- Self -Help Programs.
- Housing Assistance.

Measurement of outcomes

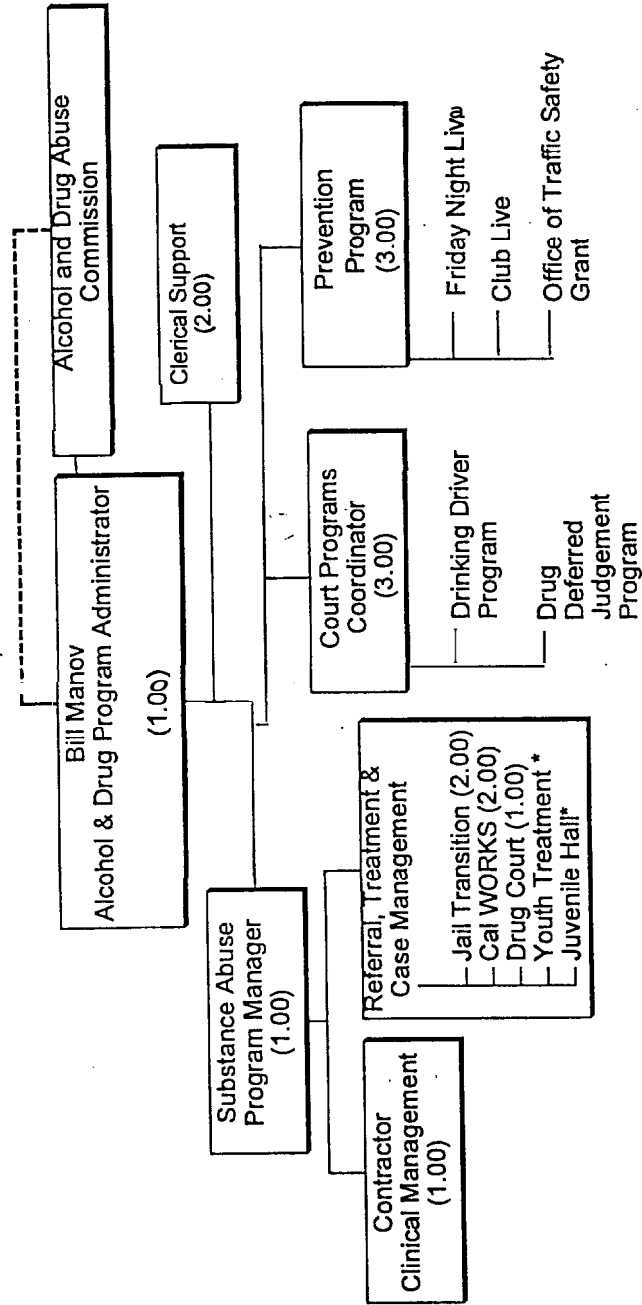
CMHS programs are evaluated in a variety of ways. Many State and federally funded programs require a variety of client data and cost reports to be submitted on a regular basis. These reports are reviewed and monitoring site visits and audits are conducted frequently.

Internally, CMHS Children's Services has a long-standing research component which tracks clinical outcomes and costs of services. Outcome measures for this component include: school attendance, grades, ability to live with family, arrest and re-arrest rates, improvement of psychiatric symptoms and functioning, costs of services, and costs associated with group home placement, hospitalization, and incarceration, which normally are indicators of treatment failures.

Beginning two years ago CMHS Adult Services ~~was~~ mandated by the State to collect client satisfaction surveys and quality of life data annually from each client served. Analysis of these surveys has assisted in refining the provision of adult services to improve care. CMHS is now working with the State to establish performance benchmarks and to use data to support ongoing quality improvement.

17

Health Services Agency Alcohol & Drug Program



16 FTE

* Positions budgeted in Children's Mental Health

HSA-Alch&Drug01-02.ppt

62

17

system include a Drug Court grant, the Jail Transition Counselor, and Drinking Driver and Drug Deferred Judgment Programs. Implementation of Proposition 36 during the 2000-01 fiscal year will be a significant enhancement of the partnership with the criminal justice system.

- Welfare: Approximately 13% of clients in funded treatment programs in 1999-00 were on CalWORKs. Additionally, 13% of treatment clients were estimated to have open Child Welfare Services (CWS) cases. Implementation of Proposition 10-funded alcohol and drug treatment services for parents of children age 0 to 5 who have open CWS cases will meet a pressing need for assessment, case management and treatment services for this population.
- Schools: Each of the major school districts is contracted to provide on-site prevention and early intervention services for students. Training and technical assistance, and the Friday Night Live/Club Live youth development program is provided to schools, and services are coordinated through the Together for Youth interagency prevention collaborative.
- Mental Health: Many persons who are severely mentally ill also abuse alcohol and drugs. The Alcohol and Drug Program and Community Mental Health Services jointly conduct dual diagnosis treatment programs for adults and adolescents. In addition, 10.4% of clients in contracted alcohol and drug treatment programs self-report serious mental health problems.
- Community Organizations, Local Governments and the Community At-Large: Training, technical assistance, collaborative projects, and fundraising assistance are provided to neighborhood organizations, local governments, and community members seeking to address alcohol and drug problems.

Effects of others on activities

Financial Constraints: There are several factors that directly impact divisional operations including:

- State and Federal Appropriations - Approximately 66% of the program budget is dependent on State and Federal appropriations.
- Grant Funding - Several projects are dependent on time-limited grant funding.

Operational Control: Factors influencing operational control include:

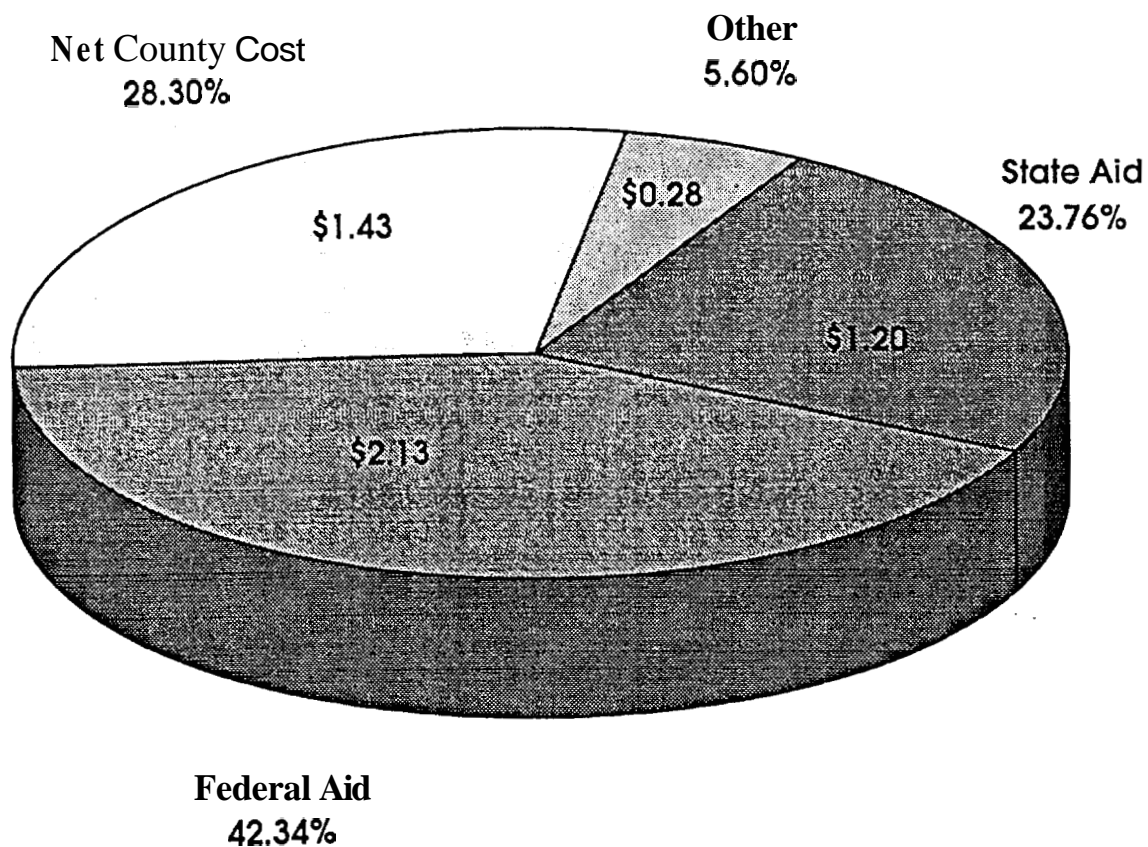
- State and Federal Regulations - Program licensing and certification regulations, audit requirements.
- Set-Aside and Grant Funds - State and federal legislative funding set-asides and grants for primary prevention, services for women with children, HIV testing and counseling, dual diagnosis, and drug courts have program operational standards.

Use of County funds

r

**HEALTH SERVICES AGENCY
Summary of Funding Sources
Alcohol & Drug Programs
Fiscal Year 2001/2002**

Total Funding = \$ 5.04 million



HEALTH SERVICES AGENCY

ADMINISTRATIVE AND OTHER SUPPORT SERVICES

OVERVIEW

What is our business?

The Health Services Agency (HSA) Administrative Support Services division provides administrative support and oversight functions **on** behalf of all HSA divisions - Community Mental Health Services, Public Health Services, Alcohol and Drug programs, MediCruz/ EMS, Clinics, and Environmental Health Services. Administrative support services include: liaison with the Board of Supervisors, County Administrative Office, Auditor-Controller and other County departments; agency fiscal services; information services and support; agency human resources administration; purchasing; facilities maintenance and housekeeping; and various other administrative/executive services.

Goals and objectives

It is the mission of HSA Administrative Support Services to provide executive oversight and support to all HSA divisions. It is the goal of the units within the division to assist other **HSA** divisions by providing them with the tools, information, systems and processes to accomplish their respective goals and objectives. One of the priority objectives of this division is development, management and oversight of the **HSA** budget within established funding and expenditure limits.

How are we organized?

The Administrative Support division is comprised of seven distinct units - Personnel, Fiscal, Web Applications Development, Agency Information Services, Operations (Facilities, Purchasing/Messenger, Housekeeping), Health Planning and Quality Assurance and Executive. Based on the requested 2001/2002 budget, there are **58.45** FTEs in the division, which is 10 % of the agency total.

The Personnel unit, working closely with County personnel, is responsible for agency recruitments, personnel and payroll actions for employees, worker's compensation claims, staff training, position control, and employee relations and disciplinary actions. These services are provided for the agency's 581 FTE budgeted **and** approximately 100 extra help positions. The unit administers recruitments and conducts specialized outreach and advertising for the approximately 97 position classifications unique to the agency. The unit conducts extensive local, regional and national outreach campaigns for the agency's professional classifications, seeking highly skilled and ethnically diverse candidates for employment.

The Fiscal unit is responsible for management of agency fiscal matters including development and maintenance of the agency budget; completion of claims and financial reports to grant and funding agencies; processing of agency claims from employees and contractors; coordination

Use of County funds

Funding for the Administrative Support Services division is cost applied proportionally to all operating HSA divisions.

Measurement of outcomes

Outcome measurements include the overall efficiency of program operations, divisional staff and client feedback on operational activities, feedback from the County Board of Supervisors and County Administrative Office, actual budget expenditures in comparison to appropriations, lack of audit exceptions from reviewing agencies, compliance with various State and Federal agencies mandating standards, and feedback from the public and community at-large.

Commissions and advisory boards

The Agency Administrator attends meetings of the following Boards and Commissions:

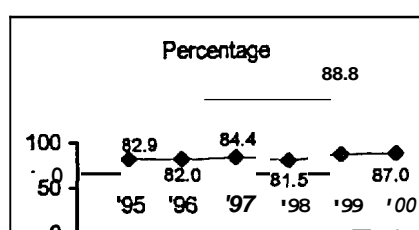
- Board of Supervisors
- Managed Medical Care Commission

**2001-2002
PROFESSIONAL LICENSES AND CERTIFICATIONS**

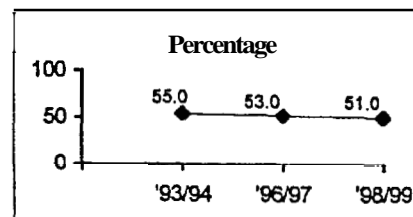
JOB TITLE	LICENSE OR CERTIFICATE	NUMBER OF FTE
Chief of Public Health	CA State Registered Nursing License Public Health Nursing Certificate	1.00
Chief Pharmacist	CA State Pharmacy License	1.00
Chief Radiology Tech	CA State Diagnostic Radiology Certificate	1.00
Clinic Nurse I, II, III	CA State Registered Nursing License	6.50
Clinic Physician	CA State Physician and Surgeons License State and/or Federal Narcotic License	5.45
Clinic Lab Tech	CA State Clinic Lab Tech License	1.00
Clinical Psychologist	CA State Clinical Psychology License	5.00
Detention Nurse Asst. Program Mgr.	CA State Registered Nursing License <u>AND</u> CPR Certified	2.00
Detention Nurse Program Manager	CA State Registered Nursing License <u>AND</u> CPR Certified	1.00
Detention Nursing Staff	CA State Vocational Nursing License <u>OR</u> CA State Registered Nursing License <u>AND</u> CPR Certified	16.05
Director Mental Health Services	CA State Clinical Psychologists License	1.00
Director of Environmental Health	CA State E.H. Specialist Registration	1.00
Director of Laboratory Services	CA State P.H. Microbiologist Certificate	1.00
Environmental Health Specialist	CA State E.H. Specialist Registration	8.00
Environmental Health Program Mgr.	CA State E.H. Specialist Registration	3.00
Health Services Manager	CA State Registered Nurse License <u>AND</u> CA State Public Health Certificate <u>OR</u> CA State Clinical Psychologist License <u>OR</u> CA State Clinical Social Worker <u>OR</u> CA State License Marriage, Family and Child Counselor	4.80
Medical Director	CA State Physicians and Surgeons License <u>AND</u> State and/or Federal Narcotics License	3.00
Medical Director - Health Officer	CA State Physicians and Surgeons License <u>AND</u> State and/or Federal Narcotics License	1.00
Mental Health Nurse Clinician	CA State Registered Nursing License	.90
Mental Health Program Manager	Clinical Psychologist <u>OR</u> Clinical Social Worker <u>OR</u> Marriage, Family & Child Counselor License <u>OR</u> Registered Nursing License	8.00
M.H. Supervising Client Specialist	Clinical Psychologist <u>OR</u> Clinical Social Worker <u>OR</u> Marriage, Family & Child Counselor License <u>OR</u> Registered Nursing License	12.80

Community Assessment Project
2000 Results - HEALTH

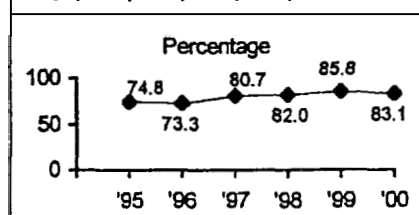
Health



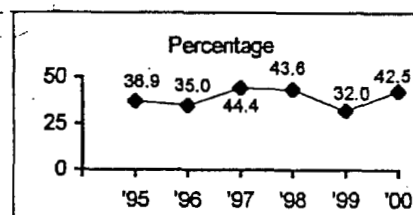
✓ Respondents reporting **that** they have a regular source of primary health care.



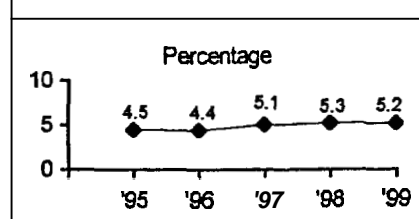
✓ Percent of eleventh graders reporting **use** of alcohol in the last 30 days.



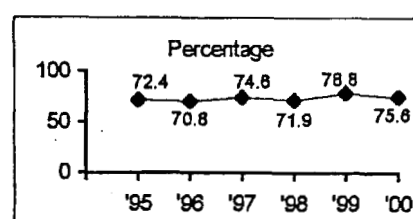
Respondents with health insurance.



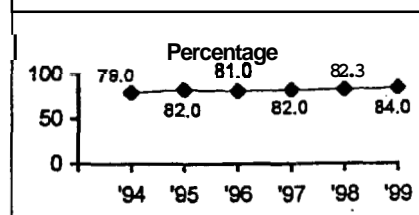
Respondents reporting that they think **our** community finds the **use** of marijuana very acceptable.



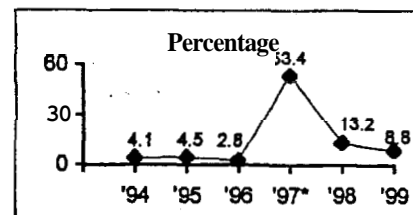
✓ Birth weight - percent of low weight births (under 5.5 pounds).



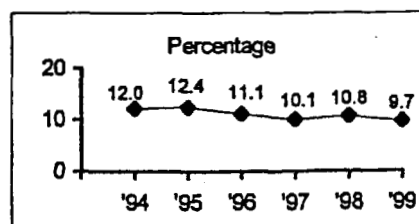
Respondents reporting that they have a regular **source** of dental care.



Prenatal care received in the first trimester.



Kindergarten students needing one or more immunizations for admission to school.
*In 1997, the State required that incoming kindergartners complete the three dose Hepatitis B vaccine series. Because this requirement was new, many children were out of compliance.

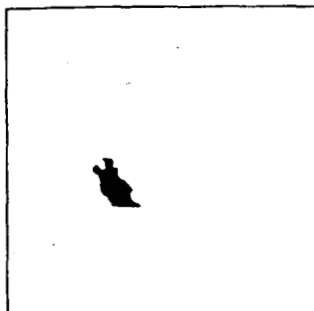


Teen Birth (percent of total births).

✓ Indicates **Key Indicators** throughout **this** document

Exhibit E

ACTUAL CAUSES OF DEATH IN THE UNITED STATES IN 1990 - JAM/ 1993		
CAUSE	ESTIMATED NUMBER	% TOTAL DEATHS
Tobacco	400,000	19
Diet/Activity patterns	300,000	14
Alcohol	100,000	5
Microbial Agents	90,000	4
Toxic Agents	60,000	3
Firearms	35,000	2
Sexual Behavior	30,000	1
Motor Vehicles	25,000	1
Illicit Drug Use	20,000	<1
TOTAL	1,060,000	50



SENATE DISTRICT 15

Senate District 15 is made up of Santa Cruz County, part of Monterey County, and San Benito County.¹

This district has the 32nd highest uninsured rate among persons ages 0-64, when the state's 40 Senate districts are arrayed from highest to lowest uninsured rates. The district has approximately 120,000 uninsured residents (an estimate that is based on multiplying the district's estimated total population by its estimated uninsurance rate).

	SENATE DISTRICT 15	CALIFORNIA
District Level Uninsured Rates by Age Group²		
PERCENT OF CHILDREN WHO ARE UNINSURED (AGES 0-18)	9%	19%
PERCENT OF NONELDERLY ADULTS WHO ARE UNINSURED (AGES 19-64)	20%	24%
PERCENT OF TOTAL NONELDERLY WHO ARE UNINSURED (AGES 0-64)	16%	22%
PERCENT OF ELDERLY WHO ARE UNINSURED (AGE 65+)	0%	2%
District Level Demographics		
TOTAL POPULATION ³	830,000	33,958,367
POPULATION DISTRIBUTION BY AGE GROUP³		
0-18 YEARS	29%	30%
19-64 YEARS	61%	60%
65+ YEARS	10%	10%
TOTAL	100%	100%
POPULATION DISTRIBUTION BY RACE/ETHNICITY³		
NON-LATINO WHITE	51%	51%
LATINO	36%	30%
ASIAN AMERICAN/PACIFIC ISLANDER	9%	12%
AFRICAN AMERICAN	3%	6%
AMERICAN INDIAN/ALASKA NATIVE	1%	1%
TOTAL	100%	100%
POPULATION DISTRIBUTION BY FEDERAL POVERTY LEVEL²		
INCOME BELOW 100% POVERTY	11%	14%
INCOME 100%-200% POVERTY	24%	20%
INCOME 201%-300% POVERTY	18%	15%
INCOME 301%+ POVERTY	41%	51%
TOTAL	100%	100%

Sources:

1 <http://www.igs-ucb.caltech.edu/igs/CAL/JOURNAL/links/SENATE.html>

2 Estimates calculated by the UCLA Center for Health Policy Research based on data from Current Population Surveys, 1990 Census, and Claritas Population Estimates, 2000.

3 The district's data derived from Claritas Population Estimates, 2000, and California data from March 2000 Current Population Survey.

4 In 2000, the poverty threshold was \$8,959 for one person under age 65, \$11,531 for a family of two under age 65, \$13,470 for a family of three, and \$17,761 for a family of four, etc.



THE STATE OF THE COUNTY'S HEALTH – 2001

71

INTRODUCTION

It is a pleasure to appear before you for my second annual presentation on the **State of the County's Health**. After 14 months on the job, once again I'd like to try to take credit for all the good things that have continued – and point out that I really have not had enough time to correct all the problems that I inherited from my good friend and predecessor, Dr. George Wolfe. However, I assure you that I **am** working on this legacy!

The Santa Cruz County Health Status Profile for 2001, which actually covers data from prior years, is included in your printed budget book. It shows indicators based on: ■most frequent causes of death; ■new cases of infectious diseases; and ■Maternal and Child Health measurements. We do not yet have poverty data from the 2000 Census.

Newer data since last year continue to show that for 23 of **28** indicators, Santa Cruz County is doing better than the statewide averages. For only five of the **28** indicators are we worse than the statewide average. These indicators include: suicides; drug-related deaths; hepatitis C infections; measles infections; and adequacy of prenatal care. These are nearly all amenable to behavioral interventions. The measles figure is artificially high because of one bad year – 1999. Our First Trimester Prenatal Care rate of **84%** in 1999 was actually better than the statewide rate of 82.2%, but this alone is insufficient to measure adequacy of prenatal care.

Last year, we had met all but six of the major national ten-year goals that came due in the year 2000 (stroke, drug-related deaths, measles, tuberculosis, late or no prenatal care and adequacy of prenatal care). Starting this year, the bar has been lowered for the National Objectives as new more ambitious targets have been set for the year 2010. Of 22 new targets for the year 2010, we already have met or exceeded eight of them, including major causes of death due to: ■all cancers; ■lung cancer; ■female breast cancer; ■coronary heart disease; ■diabetes; and ■motor vehicle accidents. Noteworthy is that our deaths from female breast cancer have finally fallen below the state average and also the year 2010 national objective, most likely the result of earlier detection and treatment.

17

The physician shortage in the community by some estimates now totals at least eleven physicians, including specialists in **AIDS** treatment, orthopedic surgery, primary care, neurology and neurosurgery, and obstetrics-gynecology. We have had to devote more and more physician resources to treating patients with **AIDS** as the capacity in the private sector has reached its maximum. Rarely are we able to find an orthopedic surgeon in our community to care for our indigent or Medical patients. As a result, we have been forced to open an orthopedic clinic at our Santa Cruz site. Too often, patients needing inpatient orthopedic services must go outside our county. In a recent survey of physicians in the county, with a limited response of only 41 physicians, over half said that they plan to move out of the county, retire early or change careers. Most physicians are very unhappy with the Hospital Emergency Department on-call process, inadequate reimbursement for being on-call, and the requirement to accept and treat uninsured patients without compensation when on-call. This is also a state and national problem, but it affects our county significantly due to our small size and relative isolation from other medical resources.

Our local hospitals like those throughout the nation are facing expanding costs and ever more restricted revenues on top of unrestrained expectations and demands of patients. The possibility exists that this county could see a reduction in access to hospital services in the next few years if trends continue.

On the brighter side, our Emergency Medical Services/Ambulance System is operating effectively and is meeting all of the performance standards in the current contract. The expansion of the capacity of our Fire Departments to respond to medical emergencies **has** resulted in more rapid on-scene times for paramedics. Preparations are afoot to go to competitive bid for ambulance services when the current contract expires. One goal in this process will be to integrate the work of the EMS providers in the county in order to achieve a more cost-effective yet responsive system.

WHAT LIES AHEAD?

Health Disparities: As I mentioned last year, the Surgeon General and the US Public Health Service set a national objective of zero health disparities among various population groups by the year 2010.

looking at the possibility of providing health insurance to low income workers in essential services such as our day care centers.

Hepatitis C appears to have the potential human, social and economic impact at least equal to and likely greater than the HIV/AIDS epidemic. We do not have funds to do the medical work-up for these patients, let alone offer treatment to all who might be eligible for our services. Medications alone cost \$10,000-16,000 for a course of treatment, with treatment success rates ranging between 35-70% long term remissions if not cure. We are working with local partners and our statewide organizations to ~~try~~ to develop funding sources to help us care for these individuals. We are disappointed by the lack of initiatives at the State level to acknowledge the serious public health implications of the growing Hepatitis C-infected population.

One of the exciting new projects included in our budget proposal is the creation of an Office of Planning and Evaluation within our public health infrastructure. One vision for this new unit, which is being established by realignment of existing positions without additional funding, is to help bring about a formal *Healthy Communities* effort in our county. There are over 1,000 such projects nationwide and our county is mature enough for such an effort, building upon the superb work of our United Way and its Community Assessment Project. Over the next couple of years, our Office of Planning working with other coalitions will help to assemble a community consensus on the prioritization of health issues facing the county **and** from this, the development of a series of coordinated action plans and funding streams to address the major priorities. Other activities we must undertake in coming years include new areas of surveillance for occupational illnesses and injuries, intentional and unintentional injuries, the environment, chronic diseases, long term care, unmet mental health needs, and other areas that are short on quantitative data needed for planning new services. We will better integrate and utilize the data collection efforts of numerous organizations including the national Health and Nutrition Examination Survey, the national Health Interview Survey, the statewide Behavioral Risk Factor Survey, our local Community Assessment Project and various other ad hoc surveys that are sometimes duplicative, use inconsistent definitions, and sometimes collect dust sitting on shelves. And finally, the Office of Planning and Evaluation will identify new technologies and develop frameworks to assist all of our programs in establishing **and** improving their capacities for quantitative outcome analyses.

Our community continues to have very high expectations for services from its governmental agencies. Unless we expand our partnerships, improve our productivity, and seek new ways to solve old problems,

**Health Status Profile
County of Santa Cruz - 2001**

SANTA CRUZ COUNTY RATE

<u>INDICATOR</u>	<u>BETTER</u> than <u>Statewide Average</u>	<u>WORSE</u> than	<u>BETTER</u> than <u>National Objective 2010</u>	<u>WORSE</u> than
MORTALITY 1999				
Motor Vehicle Deaths	x		x	
Unintentional Injury Deaths	x			x
Firearm Injury Deaths	x			x
Homicide Deaths	x		x	
Suicide Deaths		x		x
All Cancers, Deaths	x		x	
Lung Cancer Deaths	x		x	
Breast Cancer Deaths, Women	x		x	
Coronary Heart Deaths	x		x	
Cerebrovascular Dis. (Stroke) Deaths	x			x
Drug-Related Deaths		x		x
MORBIDITY 1997-1999 Average				
AIDS Incidence	x			x
Hepatitis C		x		x
Measles Incidence		x		x
Tuberculosis Incidence	x			x
Syphilis Incidence	x			x
MATERNAL & CHILD HEALTH				
Infant Mortality Rate, All 1995-1997	x			x
Hispanic Infant Mortality 1995-1997	x		none established	
% Low Birth Weight Infants 1997-1999	x			x
% Late or No Prenatal Care 1997-1999	x			x
% Adequate Prenatal Care 1997-1999		x		x
Teen Pregnancy Rates 1996-1998	x		none established	
% Breastfeeding/Early Postpartum 1997-1999 (Best in state)	x		x	
CENSUS				
Persons under 18 in Poverty 1990	x		none established	

Data reformatted by County of Santa Cruz Health Services Agency 6/10/2001

Human Resources Agency

HUMAN RESOURCES AGENCY

List of Programs – FY 01/02

Program Description – Direct Services	Mandated?
Benefit Services	
CalWORKs Intake Temporary cash assistance and employment assistance for low-income families with dependent children.	Y
Medi-Cal Provides medical coverage for aged or disabled adults and families with dependent children.	Y
Food Stamps Eligibility determination and distribution of food stamps for low-income adults and families including individuals transitioning off CalWORKs.	Y
General Assistance Determine eligibility for Cash aid for single adults and families not eligible for CalWORKs. 100% locally funded, mandated but under local control.	Y
Refugee Resettlement Program Time limited cash assistance grants to assist refugees resettling in the United States.	Y
Cash Assistance Program for Immigrants Cash assistance for aged, blind and disabled immigrants who are no longer eligible for federal SSI income due to their immigration status.	Y
Veterans Service Provides access to federal benefits and referrals to support services for Veterans and their families.	N
CareerWORKs	
CalWORKs Employment Training & Support Career Assessment, job search, training, and support services for eligible participants.	Y
Workforce Investment Act Services Through one stop career centers universal employment services to all members of the community. Based on eligibility additional service support to dislocated workers, adults, and youth.	Y
Child Care Subsidy Programs Childcare for parents in employment training programs, including CalWORKs & WIA, parents transitioning off cash aid, and low-income working parents. Respite care for parents served by Child Protective Services.	Y
Family & Children's Services	
Emergency Response Investigations of alleged child abuse and neglect	Y
Family Preservation & Maintenance - Services provided to keep children safely in the home include counseling, respite childcare, and parenting classes.	Y
Family Reunification Services provides to assist the family to reunify safely	Y
Permanency Planning and Adoptions After 12 months in out-of-home placement, the law requires that a permanent plan be made for the child's future, which may lead to adoption.	Y
Independent Living Skills Services provided to assist youth ages 16-18 who are transitioning out of foster care. Aftercare services also provided to kids up to 21 years of age.	Y
Licensing Inspects, performs criminal checks, and licenses foster homes. Inspects, performs criminal checks, and licenses family day care homes.	

HUMAN RESOURCES AGENCY

List of Programs – FY 01/02

Program Description	Mandated?
Adult Services	
In-Home Supportive Services Provides in-home and personal care services to the elderly and disabled.	Y
Public Authority Designated Employer of Record for IHSS Independent Providers	Y
Multi-Purpose Senior Services Program Provides an array of services to keep elderly and disabled Medi-Cal clients at home safely.	N
Adult Protective Services Investigates abuse and neglect of elderly and disabled adults, and provides protective intervention.	Y
Public Guardian Following services provided for elderly and disabled adults unable to manage their own affairs. LPS – Conservatorship of Person Probate – Conservatorship of Estate Payee – Mental Health & Non-Mental Health	Y N N

HUMAN RESOURCES AGENCY

List of Support Services – FY 01/02

Support Services Required to Administer Mandated Programs
Administrative Services
Fiscal Services
–Fiscal management.
–Audit social services programs.
–Disburses funds and payments.
–Accounting & Budgeting.
–Prepare Federal & State claims.
Program Integrity
–Special Investigations Unit (SIU) – detection & prosecution of welfare fraud.
–Fair Hearings Unit – Responsible for client appeals.
–Civil Rights Coordination.
Information Services
–Manages all computer related & other business equipment activities.
–Automated Client Systems Unit-software applications support & training.
–Technical Operations/Network Engineering manages network, installs & repairs hardware.
–Mail room & services and supplies.
Facilities
–Maintenance, repairs, upgrades & alterations of both county & leased buildings.
Staff Development
–Provide induction training for Social Workers, Eligibility Workers and core training for Employment and Training Specialists.
–Ongoing training for HRA employees.
Personnel
–Timecards & payroll.
–Recruitment, examinations, oral panels & bilingual testing.
–Processing of appointments, promotions, transfers & salary increases.
–Disciplinary actions.
–Grievances-contract violations.
–County EEO liaison.
Program Planning & Evaluation
–Community Programs Planning/Monitoring
–Homeless Continuum of Care
–Grant Writing
–Legislative Analysis
–Workforce Investment Board
–Long Term Care Interagency Commission
–Seniors Commission
–Human Services Commission
–Latino Affairs Commission
–Summer Lunch Program
–Media/Public Inquiries

I
nformation Services

Information Services Department Department Overview

Mission Statement

The mission of the Information Services Department is to provide cost effective, quality information technology services and solutions to Santa Cruz County Departments and local agencies, thereby enabling these departments and agencies to provide quality services to the people of Santa Cruz County.

What is our business?

Santa Cruz County's Information Services Department has been charged with the responsibility to provide information management service programs and functions to County Departments and selected local agencies. These programs (1.) and functions (a.) include:

- 1. Provide technology direction and planning for the County of Santa Cruz.**
 - a. Provide consultation to County Departments.
 - b. Determine technology standards and procedures.
 - c. Provide technology orientation and direction to County Departments.
 - d. Collaborate with departments and plan technology projects.
 - e. Plan for and acquire resources needed to implement programs and projects.
 - f. Provide training required to accomplish program objectives.
 - g. Prepare: budgets, RFPs, needs assessments, project plans and contracts.
- 2. Provide computer application development and implementation and support services.**
 - a. Evaluate department requests for service.
 - b. Review, assess and analyze applications, identify benefits, determine system *costs* and requirements.
 - c. Plan implementation, negotiate vendor support, and coordinate system implementation (vendor) or development (by staff).
 - d. Perform system design and program development tasks.
 - e. Maintain production systems with ongoing program support; or, coordinate vendor maintenance support.
 - f. Provide data base analysis and support.
 - g. Develop Internet / Intranet services; maintain web site and provide

assistance to departments with web development and support.

3. Provide support for Personal Computers (PCs) and their desktop applications.

- a. Consult with departments regarding PC equipment and software.
- b. Administer the PC Replacement program (PCR).
- c. Set PC hardware and software standards.
- d. Establish standard procedures for software installation and support including standards for virus protection .
- e. Provide help desk support to County departments and selected outside agencies.
- f. Implement new PC/LAN based collaborative applications, e.g., "Exchange".
- g. Install PCs (PCR), and related "trickle down" (old PC moved to a new person) installations.
- h. Assist departments with any PC moves, adds or changes.
- i. Ensure that software on PCs has been properly licensed.

4. Provide a centralized Data Center that supports the County's technology infrastructure and shared computing platforms.

- a. Maintain central computer operations support for large mainframe computer applications.
- b. Perform pre-scheduled centralized reporting functions.
- c. Ensure that data backup capabilities are implemented, scheduled and performed according to a backup plan. Provide for scheduled off-site storage of critical data. Restore data from back-up as required.
- d. Support shared printers county-wide. Troubleshoot and coordinate shared printer maintenance and repairs.
- e. Configure operating systems "Systems Software" and provide systems level programming as required.
- f. Analyze new technology and assess impact of new technology on existing computers, systems and network infrastructure.
- g. Provide technical expertise and assistance to other support staff in the County.
- h. Maintain network infrastructure network components and network operating system software.
- i. Administer the County's switched and routed network configurations.
- j. Install shared file servers, applications servers and special purpose servers including Internet and intranet servers.

- k. Provide on-call support services for nights and week-ends.
- l. Ensure that all mainframe, server, switch and router software is maintained near current levels and properly licensed. Apply software fixes as required.

5. Provide county-wide Telecommunications(telephone) services.

- a. Consult with departments regarding telephone services and options.
- b. Coordinate telephone services with service providers.
- c. Design telephone services for new sites
- d. Monitor telephone services and rates to identify cost reduction opportunities.
- e. Provide telephone switch maintenance for 9 county switches.
- f. Coordinate telephone cable installations including all adds, moves and changes.
- g. Program telephone switches for call announcements, and Automatic Call Director (ACD) messages.
- h. Provide planning, acquisition and installation of voice mail boxes.
- i. Review all invoices for telephone cabling and switch work.
- j. Maintain phone directory; post the directory in the Yellow Pages, and Internet; maintain internal directory for the Intranet.
- k. Analyze cellular phone orders, usage and plans.
- l. Coordinate cellular phone orders, services and plans with cellular providers.

6. Provide a centralized document production and duplicating service.

- a. Consult with departments regarding their document production service needs.
- b. Provide high volume rapid copy reproduction services.
- c. Design masters for document and reproduction.
- d. Provide custom offset press document production and reproduction services.
- e. Coordinate special custom services with outside printing service companies.

7. Provide a centralized mail handling and interoffice delivery service.

- a. Collect and deliver inter-office mail.
- b. Collect outgoing mail from departments, apply postage, prepare for postal collection and maintain accounting records.
- c. Operate automatic postage metering equipment.
- d. Consult with departments regarding postage needs.

These service programs are provided with the objective of enabling direct service departments and agencies to provide cost effective, quality services to the people of Santa Cruz County.

How are we organized?

The Information Services Department is organized into specific divisions in order to apply appropriate resources to specific service programs. Divisions include: Application Development Division; Data Center Division including systems, network and server sections; Administrative Division; and the Telecom and Duplicating Sections (separate funds).

Who are our customers?

Ultimately the people of Santa Cruz County are our customers, however our direct service customers are all the departments of the county plus other selected local agencies. Any department in need of a service delivery solution may request services from the Information Services Department. The Information Services Department is prepared to evaluate service requests, directly provide service solutions, or assist the customer department in identifying and implementing solutions provided by outside vendors.

Financial Constraints and Control

Financial Constraints - The Information Services Department operates as an Internal Service Fund. This accounting approach provides the mechanism to recapture full cost of services. Funding is ultimately constrained by the funding abilities of the departments we serve and the County as a whole. Outside influences that affect the funding of our customer departments, in turn, affect our ability to provide solutions to these customers.

Operational Control - Information Services Department operational control is exercised by the ISD department budget along with County and Department policies and procedures. The department's direction, plans, budgets, projects and priorities are reviewed and approved by the following entities: Information Services Policy Committee, County Administrative Office and final approval by the Santa Cruz County Board of Supervisors. In addition, legislation and state administrative actions often result in requirements to provide new technology solutions, or the need to enhance existing services to our customer departments. These outside project influences will often require adjustments in project priorities.

Use of County Funds

Services are provided to all departments and agencies. Approximately 55% of revenue is provided by the general fund and 45% non-general fund.

Measurement of Outcomes

The Information Services Department in the broadest context measures outcomes in

terms of progress in the implementation of Long Range Planning elements. Annually outcomes are measured in terms of the annual budgetary work plan for completing specific planned projects. Operational performance is measured in terms of system availability, schedules met, tasks accomplished and problems resolved. Development projects are measured against specific project control plans used in planning and monitoring larger projects.

Committees and agency collaboration

Information Services staff participate in ongoing Committee/Council activities:

Information Services Policy Committee

Inter-Agency Coordinating Committee

Criminal Justice Council

Parks, Open **Space** and Cultural **Services**

Programs and Functions within the Parks and Recreation Department		
Division	Function or Program	Including
Administration - 491100		
	Management	Parks Director and the Admin. Svcs. Mgr. including budget preparation, long-range planning and coordination with the community on various projects.
	Clerical	Reception, Phones, Office Supplies, Board letters, Contracts, Commission Agendas and minutes, and all other Dept. correspondance
	Fiscal	Deposits, Payments, Purchasing, Payroll, Personnel, Accounting, and all other financial transactions and analysis.
	Information Services	The management and maintenance of the telephone system, and the Computer Network system for over 50 users.

Facilities - 492100	
Swim Center Customer Svce.	Reception, Phones, Swim Admissions, Pool and Community Rm. Rentals
Registrations	Recreation Program Registrations
Reservations	Park Rentals including Community Rooms, Picnics, Fields, Grounds, etc.
Tenant Management	Horse Boarders and House Rentals
Facility Attendants	Staffing for Reservations involving alcohol or special events.
Maintenance - 492300	
Park Maintenance	<ul style="list-style-type: none"> ●Management and oversight including integrated pest management, and safety training. ●Building Maintenance and preparation for events and field rentals ●Sports Field Maintenance and Preparation ●Landscape Maintenance ●Equipment Maintenance Minor Improvement Projects under \$25,000 ●Memorial Tree and Bench installations ●Management of Volunteer Services such as work release crews, CAB, CCC ●Playground Repair and Upgrades

Swim Center - 493100	
Aquatics Programs	<ul style="list-style-type: none"> ● Lifeguarding for Lap Swim, Rec. Swim, and other special events. ● Swim Lessons ● Community Safety & First Aid Training Classes ● Other Aquatic Programs such as Adult Fitness, ● Water Aerobics and Water Polo
Swim Ctr. Maintenance	<ul style="list-style-type: none"> ● Building Maintenance ● Grounds Maintenance ● Pool & Equipment Maintenance ● Minor Improvement Projects under \$25,000
Planning - 494000	
Park Planning	<ul style="list-style-type: none"> ● Designs for new parks ● Designs for improvements to existing parks ● Project Management ● Grant Management
Recreation - 495999	
Rec. Administration - 495050	<ul style="list-style-type: none"> ● Contract administration with Rec. Agencies ● Rec. Management and Oversight
Mobile Recreation - 495060	Mobile Recreation
Marketing & Promotions - 495100	Activity Guides, Advertising, Brochures, Flyers.
Natural Resources - 495200	QHR Naturalist Program including docents, classes, etc.
Youth Programs - 495300	After-school recreation, pre-school program, neighborhood summer recreation programs, winter and spring and summer camps, and the junior volunteer program.

Teen Program - 495400	Year-round teen program at the Shoreline Middle School
Special Events/ Other Programs - 495500	Staffing for the BLD, Superkid Triathlon, Triathlon Camps and Classes.
Sports Programs - 495600	Summer sports camps and classes, softball leagues, volleyball leagues, and soccer leagues for adults.
Classes (contracted) - 495700	Various classes available to the public such as sailing, computer training, arts, etc.
Senior and Adult Programs - 495800	Capitola Mall Walking program, special trips and fitness classes and the annual ice cream social at the fairgrounds.
Renaissance Camp - 495900	Summer Art and Science Camp for kids 6-10.
Cultural and Art Programs - 495905	Arts Commission, Artist of the Year, Mobile Muse, Art Shows, and Percent for Art Projects.

89

SANTA CRUZ COUNTY PARK and BEACH ACCESS LIST

90

PARK or BEACH ACCESS NAME	ACRES
DISTRICT 1	
Anna Jean Cummings Park	96.5
Beach Access:	
12 th Avenue	na
13 th Avenue	na
20 th Avenue	na
21 st Avenue	na
26 th Avenue	na
35 th Avenue	na
38 th Avenue	na
Geoffrey Dr.	na
Johann's Beach Dr.	na
Pleasure Point Square	na
Rockview	na
Santa Maria Beach	8
Sunny Cove Beach	na
Brommer Park	7.6
Coffee Lane Park	2.7
Felt Street	.8
Floral Park	.9
Hestwood Park	.6
Hook (41 st Ave)	.5
Jose Ave Park	3.5
Moran Lake	9.2
Richard Vessey Park	.5
Santa Cruz Gardens	1.9

17

91

Simpkins Family Swim Center	9.0
Soquel Lions Park	.2
Winkle Farm Park	6.3
DISTRICT 1 ACRES	148.2
DISTRICT 2	
Aldridge Lane Park	3.0
Aptos Village Park	8.7
Beach Access:	
Dolphin/Sumner Avenue	na
Via Concha Avenue	na
Via Palo Alto Avenue	na
Bert Scott Estate	30
Freedom Lake	34.0
Hidden Beach	1.5
Pajaro Dune	5.0
Pinto Lake Park	183.0
Place Del Mer	3.0
Polo Grounds Park	61.5
Scott Park	4.5
Seascape Park	6.0
Valencia Hall	.8
Willowbrook Park	2.7
DISTRICT 2 ACRES	343.7

17

92

DISTRICT 3	
Abbott Square	na
Bonny Doon Parking Lot	.5
Davenport Landing Beach Access	.5
Greyhound Rock Beach Access	70
Lighthouse Field	36.0
Old Jail/Octagon	.5
Scott Creek Beach Access	39.5
Twin Lakes Park	1.4
Veterans Memorial Building	.2
DISTRICT 3 ACRES	148.6
DISTRICT 4	
Mesa Village Park	2.1
Veterans Memorial Building	.2
DISTRICT 4 ACRES	2.3
DISTRICT 5	
Ben Lomond/Wilder Hall/Library	1.1
Felton Covered Bridge Park	6.3
Highlands Park	26.1
Michael Gray Field	3.0
Miller Property	400.0
Quail Hollow Ranch	300.0
DISTRICT 5 ACRES	736.5
TOTAL ACRES	1379.3

17

Government Grounds	
Emeline	
Felt Street	
Freedom Annex	
Government Center	
Main Jail	
Probation	



P_{ersonnel}

95



COUNTY OF SANTA CRUZ

PERSONNEL DEPARTMENT

RISK MANAGEMENT

701 OCEAN STREET, SUITE 310, SANTA CRUZ, CA 95060-4073

(831) 454-2600 FAX: (831) 454-2245 TDD: (831) 454-2123

JANET MCKINLEY, RISK MANAGER

April 10, 2002

To: Alan Hiromura, County Administrative Office

From: Janet McKinley, Personnel Department

A handwritten signature in cursive script that reads "Janet McKinley".

Re: Requested List of Personnel Department Program and Legal Mandates

As requested in the **April** 1, 2002 memo to each department head, attached is a list of Personnel Department programs and their legal mandates for each program.

If you have additional questions, please feel free to contact me at x2246.

Thank you.

jm

SANTA CRUZ COUNTY PERSONNEL DEPARTMENT MANDATES BY PROGRAMS

DIVISION	FUNCTION	CATEGORY OF MANDATE	LEGAL BASIS OF MANDATE
ADMIN	ACCOUNTING	Mandated: State Law Local Law	GASB 10; Generally Accepted Accounting Principals (GAAP); County Code; County Auditor Regulations. Service Level: Discretionary
	BUDGETS	Mandated: Local Law	County Auditor Regulations Service Level: Discretionary
	PERSONNEL POLICIES AND STANDARDS REVIEW	Mandated: Federal Law State Law County Code	Government Code Sections 12900 et seq. and 12950; Title VII of the Civil Rights Act 1964; Pregnancy Disability Act; Family Medical Leave Act; Drug Free Workplace Act; Americans with Disabilities 1990; ADEA 1967; Civil Service Appeal Standards - Code of Civil Procedures 1985.3; County Code Section 3.24. Service Level: Mandated
EMPLOYEE RELATIONS & SALARY AND BENEFIT ADMIN	LABOR RELATIONS	Mandated: Federal Law State Law County Code	Government Code Section 3500, et seq. (Meyers, Millias and Brown Act); Fair Labor Standard Act (FLSA); Pregnancy Disability Act; Family Medical Leave Act; Drug Free Workplace Act; Americans with Disabilities Act 1990; CA State Personnel Board; Merit Systems; Local Agency Personnel Standards (LAPS) 11711, 11712, 17121, 17130, 17141, 17142, 17152, 17153, 17160 and 17200; Code of Civil Procedures 1985.3; CA Family Rights Act of 1991; Memoranda of Understanding; Peace Officers' Bill of Rights; Omnibus Transportation Employee Testing Act of 1991; Personnel Regulations Section 110, 120, 130, 160 and 180. Service Level: Mandated
	WAGE AND SALARY	Mandated: Federal Law State Law County Code	Government Code Section 3500, et seq. (Meyers, Millias and Brown Act); Equal Pay Act of 1963; Fair Labor Standards Act (FLSA); Federal Family Care and Medical Leave Act of 1993 (FMLA); Family Rights Act of 1991; Memoranda of Understanding; Personnel Regulations Section 110, 120, 150, 160, 170 and 180. Service Level: Mandated
	DEVELOPMENT AND RECOGNITION	Mandated: Federal Law State Law	Title VII of the Civil Rights Act 1964; Executive Order 11246 (Federal Mandate for Affirmative Action); CA Code of Regulations, Title 8, Section 3203 (SB198); Personnel Regulations Section 170; Memoranda of Understanding. Service Level: Discretionary

96

17

SANTA CRUZ COUNTY PERSONNEL DEPARTMENT MANDATES BY PROGRAMS

PERSONNEL SERVICES	RECRUITMENT AND ASSESSMENT	Mandated: Federal Law State Law County Code Local Law	<p>Title VII of the Civil Rights Act 1964; Executive Order 11246 (Federal Mandate for Affirmative Action); Civil Rights Act of 1991 (CRA); Age Discrimination in Employment Act of 1967; Americans with Disabilities Act 1990; Equal Employment Opportunity Commission (EEOC) Guidelines; CA Merit System; Local Agency Personnel Standards (LAPS); CA Fair Employment and Housing Act 1980; Omnibus Transportation Employee Testing Act of 1991; County Code 3.16; Personnel Regulations Section 110, 120, and 130.</p> <p>Service Level: Discretionary</p>
	CLASSIFICATION	Mandated: Federal Law State Law County Code Local Law	<p>Government Code Section 3500, et seq. (Meyers, Millias and Brown Act); Fair Labor Standards Act (FLSA); Equal Pay Act of 1963; Americans with Disabilities Act 1990; CA Fair Employment and Housing Act 1980; CA Merit Systems; Local Agency Personnel Standards (LAPS); Govt Code Section 19801; County Code 3.16; Personnel Regulations 110, 120 and 130.</p> <p>Service Level: Discretionary</p>
	EMPLOYEE SELECTION	Mandated: Federal Law State Law Local Law	<p>Title VII of the Civil Rights Act 1964; Executive Order 11246 (Federal Mandate for Affirmative Action); Civil Rights Act of 1991 (CRA); Age Discrimination in Employment Act of 1967; Drug Free Work Place Act; Americans with Disabilities Act 1990; Immigration and Control Act of 1986; CA Fair Employment and Housing Act 1980; CA Merit Systems; Local Agency Personnel Standards (LAPS); CA Vehicle Code, Section 14606 (Driver's License Pull Notice Program); County Code 3.28; Personnel Regulations Section 110, 120, and 130.</p> <p>Service Level: Mandated and Discretionary</p>
AFFIRMATIVE ACTION	AFFIRMATIVE ACTION	Mandated: Federal Law State Law County Code Local Law	<p>Title VII of the Civil Rights Act 1964; Executive Order 11246 (Federal Mandate for Affirmative Action); Civil Rights Act of 1991; OFCCP Regulations; Age Discrimination in Employment Act of 1967; Americans with Disabilities Act 1990; Equal Employment Opportunity Commission (EEOC) Guidelines; CA Fair Employment and Housing Act 1980; OCJP Regulations; AB 676 (CA Reporting Requirements); AB2064 (Sexual Harassment Policy and Complaint Procedure); County Code, Personnel Regulations Sections 120 and 190; Prop 209; Executive Order W-136-96</p> <p>Service Level: Mandated</p>
	AMERICANS WITH DISABILITIES	Mandated: Federal Law State Law Local Law	<p>Americans with Disabilities Act 1990; Government Code 12940 et seq.; CA Title 24; Personnel Regulations Section 190</p> <p>Service Level: Mandated</p>

97

17

SANTA CRUZ COUNTY PERSONNEL DEPARTMENT MANDATES BY PROGRAMS

	CONTRACT COMPLIANCE	Mandated: Federal Law State Law	Title VII of the Civil Rights Act 1964; Executive Orders 11246, 11375 and 12432; Drug Free Workplace Act; Public Contracts Code 2000 24 CPR, Part 85, 36(e); State Govt Code Section 11135; State Labor Code Section 17000 49 CPR, Part 23; County Code Section 12G Prop 209; Executive Order W-136-96. Service Level: Mandated
EMPLOYEE RELATIONS	EMPLOYEE BENEFITS	Mandated: Federal Law State Law	Government Code Section 3500, et seq; Tax Reform Act; IRS Section 105h, 79, 125, 127, 129, 402, 403(b), 411, 414q; Family Medical Leave Act; Consolidated Omnibus Budget Reconciliation Act of 1986 (COBRA); Americans with Disabilities 1990; AB1672; CA Family Rights Act of 1991; State Code of Civil Procedures 1985.3; GASB 10; Memoranda of Understanding. Service Level: Mandated
RISK MANAGEMENT	LIABILITY PROGRAM	Mandated: State Law	Government Code Section 815 et seq.996; PERA Regulations; GASB 10; CA Insurance Codes-Self Funded Plans; CA Controllers Guidelines; CA Vehicle Code. Service Level: Mandated
	WORKERS COMPENSATION	Mandated: State Law	Federal Rehabilitation Act of 1973; Americans with Disabilities Act; CA Workers' Compensation Rights Reform Act of 1989; CA Labor Code Sections 138.4, 139.5, 3200 et. seq.; 8 CCR 10101 (c), 10109; GASB 10; State Controllers Guidelines; CA Code of Regulations, Title 8 Section 3203 (SB198). Service Level: Mandated
	UNEMPLOYMENT INSURANCE	Mandated: Federal Law State Law	Public Law 64-566; Emergency Unemployment Compensation Act of 1991; AB644; CA Unemployment Insurance Code; GASB 10; State Controllers Guidelines. Service Level: Mandated

98

17

SANTA CRUZ COUNTY PERSONNEL DEPARTMENT MANDATES BY PROGRAMS

OCCUPATIONAL SAFETY AND HEALTH	INJURY AND ILLNESS PREVENTION PROGRAM	Mandated: Federal Law State Law County Code	<p>Federal OSHA Regulations; CPR Title 29, Parts 1900-1910; CFR 29 - 1910.1001 and 1926.58 (Asbestos Regulations); EPA Regulations; Substances Authorization and Recovery Act (SARA) 1980 - Title III; Water Quality Regulations; Comprehensive Environmental Response, Compensation and Liability Act (CERCLA) 1980 PL96-510; Resource Conservation and Recovery Act of 1976 (RCRA) PL 94-580; CA Code of Regulations (CCR), Title 8, (CAL/OSHA) and Section 3203 (SB 198); CCR Section 5194 and 3203 (Communications and Reporting); CCR Section 5144 (Respirator Protection); Article 108 (Confined Space Entry); CCR Section 4190 and Article 110 (Laboratory Safety Standards); Section 5193 (Blood borne Pathogens); CCR Section 3203 (Tuberculosis Prevention); CCR Section 3203 (Driver Safety); CCR Sections 3220 and 3221 (Fire Safety and Building Evacuation); CCR Section 5143 (Building Air Quality); CCR Section 5208 (Asbestos Exposure); (CCR), Title 8, Section 5110 (Ergonomic Standards); Department of Transportation, 49CFR Part 40, Procedures for Transportation Workplace Drug and Alcohol Testing Programs; CA Labor Code Sections 139.5, 4636, 4637, 4644, and 6400; County Injury and Illness Prevention Program (IIPP); General Industry Safety Orders, Section 1509; Memoranda of Understanding.</p>
Service Level: Mandated			

P_{lanning}

SANTA CRUZ COUNTY PLANNING DEPARTMENT PROGRAMS AND RESPONSIBILITIES

PLANNING PROGRAMS

DEVELOPMENT REVIEW SECTION

STATE MANDATE:

PROJECT REVIEW - Coastal, Residential, Administrative, Commercial, Ag, Subdivisions (pre app/ initial studies/ project processing/ public hearings/ building permit/ condition compliance)

PLANNING COMMISSION - staff support to the Commission

OTHER:

GEOGRAPHIC AREA PLANNERS

ZONING COUNTER AND PHONES - Public Information/pre-application Assistance

APPLICATION INTAKE - Accept Discretionary And Environmental Permit Applications

PERMIT CENTER STAFFING

AGRICULTURAL POLICY ADVISORY COMMISSION STAFF SUPPORT

ZONING ADMINISTRATOR, including staff support

DESIGN REVIEW

BUILDING PERMIT REVIEW for Zoning Consistency

ENVIRONMENTAL PLANNING

STATE MANDATE:

CEQA REVIEW

EIR MANAGEMENT

PROJECT REVIEW - Grading Permits, Seawalls

DISCRETIONARY PROJECT REVIEW - Analyze and Comment on other development applications

MINING/QUARRY OVERSIGHT

FEDERAL AND STATE MANDATE:

GEOLOGY/GEOTECHNICAL REVIEW

FLOODPLAIN MANAGEMENT

OTHER:

EIR CONTRACTS

PROJECT REVIEW - Riparian, Sensitive Habitat, Archeology, Erosion Control

BUILDING PERMIT REVIEW for environmental consistency

EMERGENCY RESPONSE/ SAFETY ASSESSMENTS - Unsafe to Occupy Geologic Determinations

TECHNICAL CONSULTANTS - Provide technical assistance to public agencies on environmental and technical issues

ADVANCED PLANNING

STATE MANDATE:

GENERAL PLAN DEVELOPMENT AND ADMINISTRATION

HOUSING POLICY/ MEASURE J PROGRAM ADMINISTRATION

ZONING ORDINANCE/ LAND USE REGULATION ADMINISTRATION

COORDINATION WITH COASTAL COMMISSION ON COASTAL POLICY

FEDERAL MANDATE:

HISTORIC RESOURCE COMMISSION STAFF SUPPORT

OTHER:
 COMMUNITY PLANNING
 SPECIAL STUDIES
 TIMBER POLICY
 HOUSING COMMISSION STAFF SUPPORT
 HISTORIC RESOURCE PRESERVATION
 CENSUS- DEMOGRAPHICS

WATER RESOURCES

WATER SUPPLY PLANNING/WATER RESOURCES MANAGEMENT/GROUNDWATER MODELING
 COORDINATION WITH WATER AGENCIES/OTHER COUNTY DEPARTMENTS
 WATER CONSERVATION
 MARINE SANCTUARY COORDINATION
 OIL SPILL CONTINGENCY PLANNING
 WATSONVILLE SLOUGHS PROJECTS
 FISHNET 4C LIAISON
 GRANT ADMINISTRATION FOR FISH HABITAT RESTORATION
 TIMBER HARVEST REVIEW
 WATER ADVISORY COMMISSION STAFF SUPPORT
 FISH AND GAME COMMISSION STAFF SUPPORT
 TECHNICAL ADVISORY COMMITTEE PARTICIPATION
 FLOOD ALERT SYSTEM MANAGEMENT
 SPECIAL DISTRICT ADMINISTRATION (ZONE 4 AND FLOOD GENERAL)

BUILDING, ENFORCEMENT, AND ADMINISTRATION

BUILDING

STATE MANDATE:
 APPLICATION INTAKE- Accept Building Permit Applications
 ADMINISTRATION OF THE BUILDING PERMIT PROCESS
 ISSUE BUILDING PERMITS
 BUILDING PLAN CHECK
 ACCESSIBILITY REVIEW
 FIELD INSPECTIONS FOR ACTIVE BUILDING PERMITS
 DANGEROUS BUILDING DETERMINATIONS
 CODE AMENDMENTS

OTHER:
 BUILDING BOARD OF APPEALS SUPPORT
 BUILDING COUNTER AND PHONES- Public information/pre-application Assistance
 PERMIT CENTER STAFFING

CODE COMPLIANCE

STATE MANDATE:
 BUILDING CODE ENFORCEMENT
 ABANDONED VEHICLE ABATEMENT
 ADMINISTRATION OF THE COUNTY-WIDE VEHICLE ABATEMENT AUTHORITY
 ABATEMENT OF DANGEROUS BUILDINGS

PARTIAL STATE AND FEDERAL MANDATES:
 ENVIRONMENTAL PROTECTION ENFORCEMENT

OTHER:

ABATEMENT OF NEGLECTED PROPERTIES
HEARING OFFICER SUPPORT
ZONING CODE ENFORCEMENT

GEOGRAPHIC INFORMATION SYSTEM

UPDATE AND MAINTAIN OVER 100 LAYERS OF GEOGRAPHIC INFORMATION
PROVIDE MAPS AND DATA TO COUNTY DEPARTMENTS AND OUTSIDE AGENCIES AND THE
GENERAL PUBLIC
DEVELOP AND PUBLISH INTERNET AND INTRANET GIS APPLICATIONS

ADMINISTRATION

SOFTWARE AND COMPUTER SUPPORT
LIAISON WITH INFORMATION SERVICES ON AUTOMATED SYSTEMS
ALUS CHANGE OF PLATFORM
RECORDS MANAGEMENT
CLERICAL SUPPORT
RECEPTION/SWITCHBOARD
FISCAL SUPPORT AND CASHIERING
BUDGET PREPARATION AND MANAGEMENT
PERSONNEL SUPPORT
SPACE/FACILITIES MANAGEMENT (ALL LOCATIONS)
TRAINING
SYSTEMS DEVELOPMENT
QUALITY ASSURANCE/CUSTOMER SERVICE

P_{robation}

COUNTY OF SANTA CRUZ
PROBATION DEPARTMENT
Inter-Office Correspondence

DATE: April 12, 2002

TO: Susan A. Mauriello, County Administrative Officer

FROM: John P. Rhoads, Chief Probation Officer

SUBJECT: Probation Programs

Index 572000 Juvenile Hall: Functions/Programs

- Administration
- Intake and Staff Supervision
- Juvenile Detention
 - School Program
 - Mental Health Services
 - Medical Health Services
 - Special Services and Programs
- Food Services

Index 574000 Probation: Functions/Programs

- Administration
 - Probation Department Administration
 - Staff Training
 - Fiscal Services
- Adult **Services**
 - Adult Investigation
 - Adult Supervision
 - Specialized Caseloads
 - Proposition **36**
 - Drug Court
 - Mental Health
 - Santa Cruz Police Dept. Intensive Supervision
 - Watsonville Police Dept. Intensive Supervision
 - Sex Offender
 - Limited Services
 - Family Support
 - Work Furlough
 - Domestic Violence
 - Pretrial Services

Probation Department Programs

Page 2

Juvenile Services

Intake

Investigation

Field/Supervision

Santa Cruz Police Department Intensive

Santa Cruz Police Department Diversion

Home Supervision/Electronic Monitoring

Placement Prevention / Placement

GROW Program (TANF Services)

PARK Program (Index 574300 Challenge Grant Program)

TANF Services

Job Development

Community Development

Neighborhood Accountability Boards

Victim Services

Watsonville Community Court

Youth Garden

Intensive Home Supervision

Juvenile Sex Offender Treatment

Drug and Alcohol Treatment

Juvenile Work Program

Juvenile Hall Mental Health Services

Juvenile Hall Wrap-around Services

Juvenile Justice Crime Prevention Program

Community Action Program

STAR Program

Index **574100** Probation Grants:

Mentally Ill Offender Crime Reduction (Adult) .

Domestic Violence (VAW-STOP Program) (Adult)

Reclaiming Futures (Robert Wood Johnson Foundation) (Juvenile)

Casey Foundation (Juvenile)

Juvenile Accountability Incentive Block Grant (Juvenile)

Index 576000 State Correctional Schools Index

California Dept. of Youth Authority

Diagnostic Services

Index 577000 Care of Court Wards Index

Care of Court Wards - Ranches, Camps, Group Homes

P_{ublic Works}

DEPARTMENT OF PUBLIC WORKS PROGRAMS AND FUNCTIONS

The Department of Public Works is responsible for administration, engineering, maintenance and construction of the County's roads, bridges, bikeways, sanitation, drainage, and flood control facilities, and solid waste disposal services. The department also administers the real property, surveyor, and development review programs, as well as manages various Board-governed special districts.

The department's focus is its ongoing effort to rebuild critical components of the County's aging infrastructure, involving road resurfacing, culvert replacement, and bridge reconstruction and seismic reinforcement, as well as various sanitation inflow and infiltration reduction projects and critical flood control/levee repair projects. In addition, the department also includes the County's Parking Citation Program and improvements to the County landfill and recycling programs.

The Department of Public Works has four major divisions: Transportation, Development Services, Special Services, and Administration.

DEPARTMENT ADMINISTRATION

Department Administration provides direction for the activities of the department including associated clerical support and central record keeping, and staff support to the Board of Directors of the Santa Cruz County Sanitation District.

ADMINISTRATIVE SERVICES DIVISION

The Administrative Services Division is responsible for department-wide functions and includes the following seven organizational units, Fiscal, Management Information Systems, Program Administration, Personnel, Safety, Fleet and Equipment Maintenance, and Real Property, that follow.

FISCAL

The Fiscal unit is responsible for coordinating, performing, and managing the fiscal and accounting activities of the department.

MANAGEMENT INFORMATION SYSTEMS

The Management Information Systems unit is responsible for managing and providing technical support and training for the department's computer systems, network and related equipment, development of automation applications and coordination, preparation and administrative support for the department's budget and capital improvement program, and coordinating the development of Geographic Information System (GIS) data specific to Public Works including the pavement management system, sanitation sewer pipe system and flow modeling, and mapping of storm drains and culverts.

PROGRAM ADMINISTRATION

The Program Administration unit is responsible for 44 Road, Lighting, and Sanitation County Service Areas (CSA) including budget preparation, administration and coordination of work programs. This unit is also responsible for CSA benefit assessment and service charge proceedings, including Proposition 218 elections, coordination and updating of the County's comprehensive Traffic Control Device Inventory, claims investigations and litigation research. The unit coordinates the department operations emergency center response efforts and provides backup for the Office of Emergency Services (OES) administrator as it relates to on-call

emergency response duties, and in conjunction with the MIS division, coordinates the preparation of the department's budget.

SAFETY

The Safety unit is responsible for planning, developing, implementing, and coordinating Public Works equipment and work site safety programs and procedures, on-going training of Public Works staff, auditing for Cal/OSHA compliance, accident investigation/prevention, coordinating with the Personnel Department on the Department of Transportation drug and alcohol testing program, and dispatching Public Works crews while assisting the public in response to emergencies. This unit also coordinates and manages the Live Oak Parking Program, and is responsible for insuring that Public Works' employees are properly trained and assessed in conformance with Cal/OSHA requirements in the safe operation of equipment.

FLEET AND EQUIPMENT MAINTENANCE

The Fleet and Equipment Maintenance unit is responsible for the preventive maintenance, repair and rebuilding of all road, drainage and sanitation equipment within the Public Works equipment fleet. In addition, this unit is responsible for the purchase of materials, tools, and mobile equipment and the maintenance and replacement of the department's fuel storage facilities.

REAL PROPERTY

The Real Property unit is responsible for the acquisition, disposition and management of County-owned real property and leases of real property. Property management activities include rents and leases of property (both by and for the County), sales of excess property, property acquisition, maintenance of a real property inventory, and physical maintenance of certain County-owned real property.

PERSONNEL

The Personnel unit is responsible for recruitment, examination, outreach, and hiring of 53 classifications unique to Public Works, provides staff support in handling departmental personnel employee relations, disciplinary issues, coordinating training for employee development, and processing all personnel, benefits, and payroll-related transactions.

TRANSPORTATION DIVISION

The Transportation Division is responsible for the planning, design, and maintenance of the County's roadway system, as well as Redevelopment, special districts, signalization and bikeway projects. The division is also responsible for transportation planning, traffic engineering, bridges, implementation of the County's Pavement Management Program (PMP), the maintenance and operation of the County's 600-mile roadway network, encroachments and utility coordination. This division is divided into five organizational units: Transportation and Road Planning Engineering, Road Design Engineering, Pavement Management/Road Operations Engineering, Redevelopment Engineering, and Road Maintenance.

TRANSPORTATION AND ROAD PLANNING ENGINEERING

The Transportation and Road Planning Engineering unit is responsible for overseeing transportation and roadside improvements associated with public and private development projects, including the review of traffic impact studies and required mitigation, the development of plan lines and right-of-way requirements, and staffing the Engineering Review Group (ERG). This unit also assists with the design and implementation of selected capital improvement projects throughout the county, some of which are designed in the department, with others managed through a design engineering consultant.

110

drainage and other RDA improvement projects. This unit is responsible for project specifications and bidding, contract administration and some construction inspection of RDA projects.

In addition, this unit is responsible for coordinating RDA project designs with other Public Works staff, other County, state and regional agencies, utilities and staff in other departments. RDA Engineering staff also provide technical support to the Engineering Review Group and other planners, preparation of plan line studies for the various routes in the Redevelopment Agency area, and review of the Americans with Disabilities Act accessibility regulations for the department.

ROAD MAINTENANCE

The Road Maintenance unit is responsible for maintenance of all "County" roads (600 miles) and equipment and material yards, including pavement maintenance and restoration, bridge repair, yard maintenance, culvert replacement and meeting 4(d) Rule requirements, cribbing, concrete work, bike lane maintenance, litter control along the County's road right-of-way, median landscaping (except in CSA 9E), tree trimming and certain storm drain activities. In addition to ongoing maintenance responsibilities, the road crews will have continued responsibility for repairing storm damage sites from the past several disasters.

DEVELOPMENT SERVICES DIVISION

The Development Services Division is responsible for the planning, design, maintenance and operations of the County's sanitation facilities. The division is also responsible for the County's surveyor, mapping services and development plan review. This division is divided into three organizational units: Sanitation Engineering, Water and Wastewater Operations, and Surveyor and Development Review Engineering.

SANITATION ENGINEERING

The Sanitation Engineering unit serves the Santa Cruz County Sanitation District, the Freedom County Sanitation District, the Davenport County Sanitation District and County Service Areas #2, 5, 7, 10, and 20. Sanitation engineering services include development and engineering of capital improvements, identification and coordination of state and federal financing for sewer projects, reviewing and checking of development plans, reviewing and processing of annexations, issuance of permits and determination of fees for new sewer construction and connections to main sewer systems, and administration of certain special projects involving the determination and preparation of sewer service charges/assessments and their related reports, infiltration reduction, sewer basin studies, and the coordination of all sanitation programs with the Environmental Health Department and the Regional Water Quality Control Board (RWQCB).

WATER AND WASTEWATER OPERATIONS

The Water and Wastewater Operations unit provides operation and maintenance service to County Sanitation Districts and County Service Areas. Responsibilities include operation and maintenance of two advanced sewage treatment plants, four package-type treatment units, one water treatment plant, ten major transmission facilities, twenty-one lift stations and over 200 miles of sewer lines in the various districts.

SURVEYOR AND DEVELOPMENT REVIEW ENGINEERING

The Surveyor and Development Review Engineering unit provides mapping, development plan review and general services for the public and various County departments, including the Planning Commission. Functions include record of survey map processing, final parcel map review, subdivision and use permit improvement plan checks, County mapping program, including adding the County survey maps to the County's electronic mapping system, assessment district

17

REFUSE DISPOSAL OPERATIONS (SOLID WASTE)

The Refuse Disposal Operations unit is responsible for the operation of the County's Buena Vista refuse disposal site, the Ben Lomond transfer station, and the Construction and Demolition (C & D) program.

CONSTRUCTION ENGINEERING

The Construction Engineering unit provides contract administration and inspection services for contract projects in the following areas: sanitation, drainage, roads, and County buildings. Additionally, this unit is responsible for subdivision and assessment district inspection, and supervision of the survey crew.

Contract administration includes working with the contractor to insure that the terms and conditions of the contract are satisfied, processing progress payments and reports associated with a contract and coordinating the construction activities with other units of County government, utility companies, adjacent property owners and businesses, and in the case of road work, the traveling public, including bicyclists and pedestrians. Inspection services include both the inspection and surveying of the work as it progresses and the inspection and testing of materials used in the construction. In addition, inspection services are provided by this unit for various other County building projects.

R_{ed}development

Redevelopment Agency – Programs and Functions

April 2002

Community Improvement Project Function

- Community Design Process for all Agency-sponsored Projects
- Coordination with Planning on Permits for Agency-sponsored Projects
- Coordination with DPW on Design for Agency-sponsored Projects
- Design of Streetscape and Park Projects
- Oversight of Construction for Streetscape and Park Projects
- Coordination with DPW on Design for Road and Drainage Projects
- Urban/Community Design Studies in Special Areas
- Site Assembly Studies
- Coordination with Sponsors of Major Commercial Development Projects

Affordable Housing Function

- New Affordable Housing Project Coordination
 - Project Conceptual Design
 - Coordination with Project Sponsor
 - Coordination with Planning on Permits
 - Project Financing
 - Project Construction Oversight
- Mobile Home Rehab Program
- First Time Homebuyer Program — includes unit repurchases
- Last Month/Security Deposit Assistance Program (through Housing Authority)
- Measure J Unit Preservation — salvaging foreclosures
- Managing Loan Portfolio (old CDBG and RDA housing loans)
- Paloma del Mar Rent Subsidy Program
- Measure J Income Certification
- Families in Transition (through FIT)
- Felton Grove Rehab Loan Program
- Annual Housing Report to HCD
- Management of County's Housing Fund (for County)

Other Programs

- Management of Agency-owned Properties
- Administration of Soquel Parking and Business Improvement Area (for County)
- Management of CSA 9E Streetscape Maintenance Program (for County)
- Management of New RDA Study in San Lorenzo Valley (for County)
- HDL Sales Tax Tracking
- Small Business Assistance Program

Fiscal/Support Functions

- Financial tracking systems for individual projects
- Claims review and processing
- Personnel services

Budget preparation and tracking
Annual fiscal reports to State Controller
Coordination of departmental computer systems
Fiscal reports for bond holders
Loan collections and management

/is

Sheriff-Coroner-
Operations

116

SANTA CRUZ COUNTY SHERIFF'S OFFICE



AN OVERVIEW OF THE DEPARTMENT'S MISSION AND ORGANIZATION 2002

Presented by Mark Tracy, Sheriff – Coroner

TABLE OF CONTENTS

Part 1 – Departmental Overview	
Mission Statement.....	1
Sheriffs Office Organizational Chart.....	2
Part 2 – Operations Bureau	
Operations Bureau Organizational Charts with narrative	3
Sheriffs Office Beat Map.....	13
Offices Per Capita In Each Agency	14
Crime Statistics for 2001	15
Part 3 – Administration Bureau	
Administration Bureau Organizational Chart with narrative..	17
Part 4 – Detention Bureau	
Detention Bureau Organizational Chart with narrative	21
Part 5 – United Way	
Community Assessment Project Year 7.....	24
Part 6 – Community Policing	
Community Policing Division Organizational Chart with narrative.....	29
Sheriffs Service Center Statistics	33

PART 1

DEPARTMENTAL OVERVIEW

Santa Cruz County Sheriffs Office

Mission

Our mission is to be united with local communities to make Santa Cruz County a place where all people can live safely and without fear.

Vision

The Santa Cruz County Sheriffs Office has a proud history of aggressively attacking crime in a proactive and timely manner. We strive to maintain the highest standards of professional ethics and personal integrity, and we are committed to the proper treatment of those in custody. We are also committed to developing and applying community-based policing and problem-solving techniques. To this end, we augment our use of time-tested police and corrections methods with innovative approaches to community protection and involvement.

Core Values

In our professional responsibilities, we value:

- Excellence and effectiveness solving crime and community problems
- Partnerships with the community
- Flexibility in adapting to change
- **Risk** taking, innovation and creativity
- Equal protection and service for all
- Quality training **and** commitment to personal and professional growth
- Managing all of our resources prudently and effectively
- Ongoing evaluation of our progress

In our individual conduct and relationships with others, **we** value:

- Integrity and ethical behavior
- Respect for the rule of **law** and for the dignity of **all** people
- The acceptance of responsibility and accountability for our actions
- Empathy and compassion for others
- Direct and open communications
- The acceptance of healthy, respectful disagreement
- Problem resolution methods that are supportive and positive for **all** involved

Dated

Mark S. Tracy
Sheriff-Coroner

Santa Cruz County Sheriff's Office

Sheriff-Coroner

Operations Bureau

- Patrol Division
- Investigation Division
- Programs Division
- Special Operations
- NetCom Liaison

Administration Bureau

- Fiscal Division
- Personnel & Training Division
- Community Relations/ Internal Affairs Division
- Records Division
- Civil Division

Detention Bureau

- Jail Division
- Special Services Division
- Rountree Lane Division
- Administration Division

PART 2

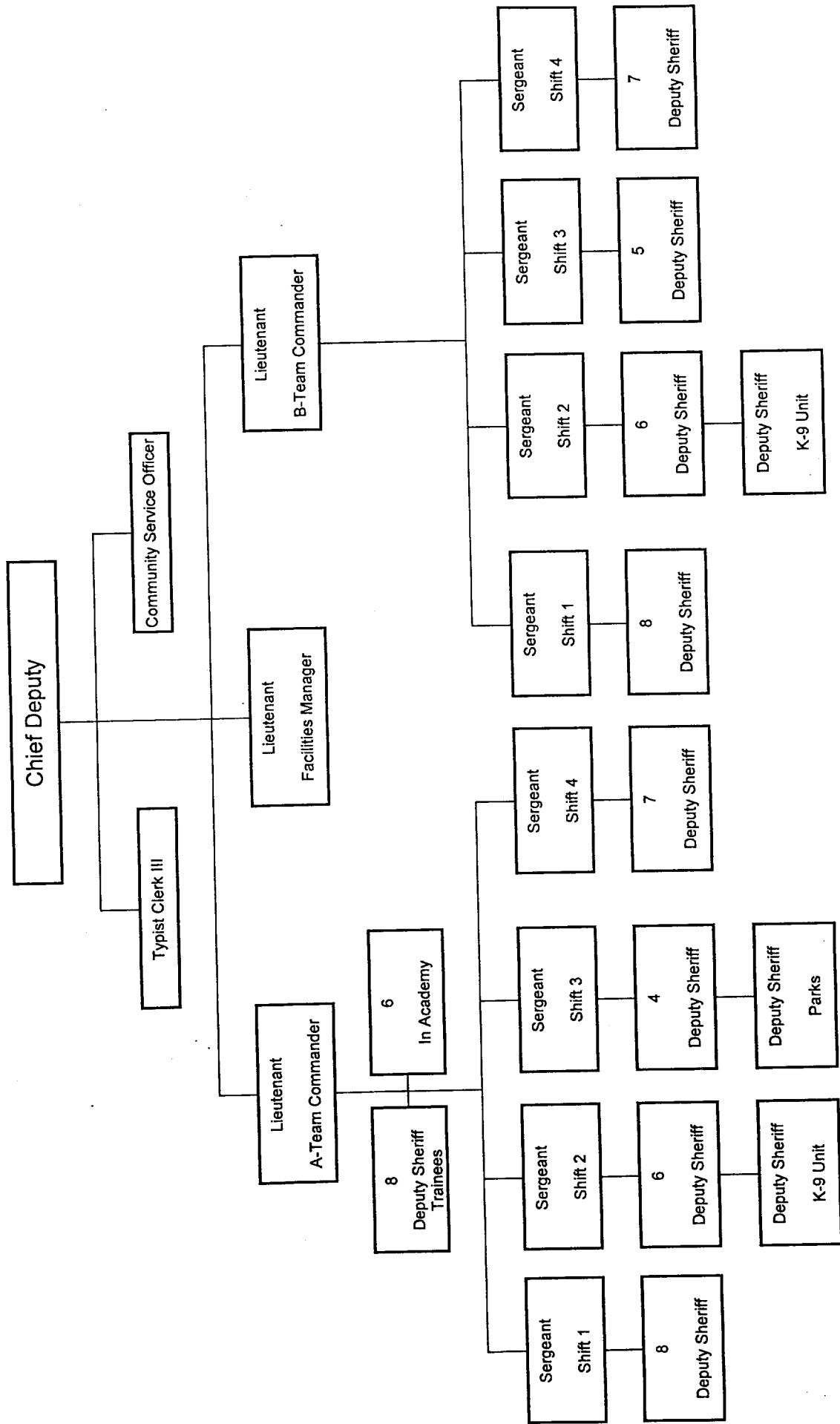
OPERATIONS BUREAU



SANTA CRUZ COUNTY SHERIFF'S OFFICE

OPERATIONS BUREAU

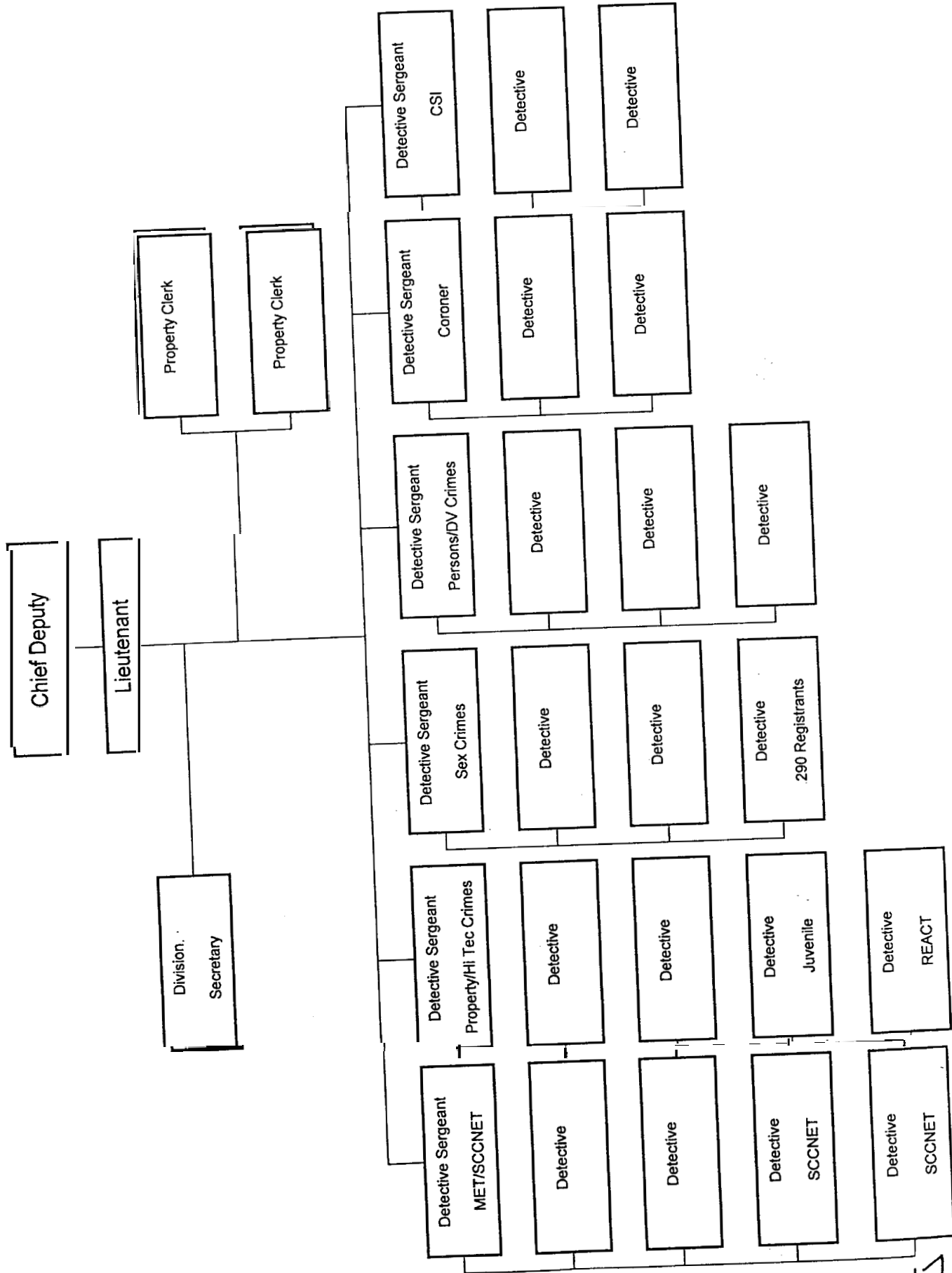
Patrol Division



122

17

SANTA CRUZ COUNTY SHERIFF'S OFFICE
OPERATIONS BUREAU
Investigations Division



GENERAL PROGRAM STATEMENT
661300
PATROL

The Operations Bureau Chief Deputy, Facilities Lieutenant and the Typist Clerk are carried in the Patrol Division.

The Patrol Division is divided into two distinct teams, the A-Team and the B-Team. Each team is managed by a Lieutenant and has four (4) Sergeants. The Sergeants, which are referred to as "Watch Commanders" are assigned a deployment period which assures round-the-clock patrol coverage. The Watch Commanders are responsible for supervising assigned Patrol Deputies during their deployment periods. The general management of the Patrol Division staff is the responsibility of the Patrol Lieutenant.

Currently, the County's unincorporated areas are divided into six patrol areas, or "beats." Each of these beats is staffed on a 24-hour basis by one Deputy patrol unit. The County's beat structure currently includes:

- * Beat 1 - North San Lorenzo Valley
- * Beat 2 - South San Lorenzo Valley
- * Beat 3 - Live Oak & North Coast
- * Beat 4 - Soquel
- * Beat 5 - Aptos
- * Beat 6 - Pajaro Valley

During those periods when patrol watches are above the minimum of six Deputies, additional units are also deployed. The purpose of these units is to overlap all of the beats, thereby affording coverage when the primary beat unit is occupied, by taking calls of service, prisoner transportation, etc. The overlap units also result in quicker response times to high priority calls and are used as the back-up unit for those situations which require more than just a single unit response.

The Patrol Division operates according to the Community Policing/Problem Oriented Policing philosophy. This provides for the continuing assignment of Deputies to the same communities, neighborhood or beats through their shift change cycles. This enables them to become familiar with the people in their assigned areas and their specific problems.

Similarly, the public becomes better acquainted with the Patrol Deputies who work their neighborhoods through repetition. This also enables the Patrol Deputies to work in better consort with the Community Policing Deputies and the POP Teams. This interaction with the community promotes confidence in the public service provided by the Patrol Division.

PERSONNEL UTILIZATION
661300
PATROL

Operations Bureau Chief Deputy

All elements of the Operations Bureau, which includes the Patrol, Investigation, and Community Policing Divisions are commanded by a Chief Deputy. This position is generally responsible for organizing, managing, staffing, directing and controlling all Sheriff's Office field operations. He also assists the Sheriff-Coroner and other bureau Chiefs in the development of office-wide policies, and translates the results into specific operational protocols within the Operations Bureau. He reports directly to the Sheriff-Coroner. In addition, the Chief Deputy serves as "Incident Commander" when major operations are mounted. He serves as the Sheriff's primary representative in large scale mutual aid cases that require emergency response. The Operations Bureau Chief Deputy assumes the position of acting Sheriff-Coroner in the Sheriff's absence.

Patrol Team Commander (Lieutenant)

Aside from the general management of assigned Patrol Division staff, each Patrol Team Commander is responsible for supervising all on-duty Sheriff's Office bureaus and activities (including the jail, jail farm, and Investigation Division staff) after regular business hours and on weekends. They also coordinate all requests for mutual aid from other law enforcement agencies and fulfill the Sheriff's obligations as the mutual aid operational area coordinator pursuant to State law. They also provide relief to the Patrol Watch Commanders (Sergeants) on an as-needed basis.

Patrol Watch Commander (Sergeants)

The Patrol Watch Commanders perform direct in-field supervision of the Patrol Deputies. The span of control is approximately 1 Sergeant to 8 Deputies. In addition, these Sergeants assign coverage to specific Deputies, conduct roll-calls, approve arrests, assure quality of written crime reports and incident reports and provide oversight and control over all enforcement operations that occur during their assigned shifts.

The Sergeants also assume the responsibilities of the Team Commanders (Lieutenants) in their absence.

GENERAL PROGRAM STATEMENTS - PART I

DEPARTMENT DESCRIPTION AND WORKLOAD

DEPARTMENT: **SHERIFF-CORONER**

INDEX NUMBER: **661400**

INDEX TITLE: **INVESTIGATIONS**

INVESTIGATION DIVISION

The goal of the Investigation Division is to perform thorough and accurate investigations of matters that by their nature are not routinely handled by the Patrol Division. Detectives are assigned to investigate serious and complex crimes requiring technical skills, abilities, resources and very often specialized training. The Division is structured utilizing the specialization concept, in which criminal cases are assigned by established categories to the appropriate section for follow-up investigation.

During the year 2000 a new Unit was created within the Investigation's Division, the High Technology Crimes Unit. The new unit is now operational and staffed by the Property Crimes Sergeant, who has received many hours of specialized and highly technical training in the area of computer forensics. This training has already paid dividends on several investigations wherein computers were seized during a criminal investigation and the High Technology Crimes Sergeant was able to glean critical evidence using a variety of forensic tools and skills. This has been especially true in the area of child exploitation and child pornography. The unit has experienced a dramatic increase in referred cases to conduct computer forensic work on such cases as homicide, narcotics, white collar crimes, a variety of internet crimes including fraud, threats, harassment, and identity theft.

Also during the year 2000, a new Juvenile Crimes detective position was approved and was recently staffed. The Juvenile Crimes detective is assigned to the Property Crimes Section. This detective is responsible for not only investigating juvenile related crime, but also networking with parents, School Resource Officers, Probation Officers, school administrators and a variety of community based groups and organizations all involved in efforts to reduce juvenile crime and juvenile related issues. Because of staffing shortages experienced during 2001, this detective was also necessarily assigned to assist with other property crimes related investigations.

The Investigation Division operates under the command of a Lieutenant who directs (6) Section Sergeants. The Investigation Division is now divided into the following sections:

Administration/Clerical
Crimes Against Persons, Robbery/Homicide/Domestic Violence
Crimes Against Persons, Sexual Assault/Child Abuse
Crimes Against Property, Juvenile Crimes

Marijuana Enforcement Team
High Technology Crimes
Coroner
Narcotic Enforcement Team (County-Wide Unit)

CLERICAL

The clerical section is composed of a Division Secretary who performs a large variety of clerical and filing tasks. These duties include homicide case file management, transcribing lengthy tape recorded interviews, preparing case files on very large or complex cases, ordering all supplies and managing the incoming telephone calls, and maintaining a variety of statistical data. In addition, the Division Secretary is responsible for the filing of literally thousands of fingerprint cards which are received from the Detention Bureau during the booking process. This is a very time consuming process.

ROBBERY/HOMICIDE/DOMESTIC VIOLENCE

The Robbery/Homicide Section investigates all homicide and suspicious death cases which occur in the Sheriff's Office jurisdiction. They are also responsible for the investigations of all robbery, kidnaping, serious battery, elder abuse and assault cases, in addition to all other non-sexual or domestic violence crimes against the public.

One detective in this unit was assigned to investigate and review all cases of domestic violence including assault and battery, stalking, threats, and violations of court protective orders. This detective, who received specialized training in this field of investigation, left Sheriff's employment during the 2001 year and because of staffing shortages was not replaced. This function was assigned to the detectives within the sexual assault unit.

In 2001, the Robbery/Homicide section investigated ten (10) homicide cases that occurred in the Sheriff's Office jurisdiction and continued to actively investigate several old unsolved homicide cases. The unit investigated numerous serious assaults, robberies and other violent crime which is detailed statistically later in this report.

SEXUAL ASSAULT/PHYSICAL CHILD ABUSE

The Sheriff's Office Investigation Division Sexual Assault/Physical Child Abuse Unit consists of four deputies: a sergeant supervising three detectives. For several months during the year, this section also operated with one less detective due to staffing shortages.

These three detectives and the sergeant are now assigned to review and investigate all manners of sexual assaults involving children and adults in addition to physical child abuse. Investigative responsibility is broken down in four primary areas:

1. Sexual assault committed against adults
2. Sexual assault committed against children
3. Physical assault committed against children

4. Registration and investigation of convicted sex offenders.

The sergeant of this unit also is in charge of the Sexual Assault Nurse Examiner (*SANE*) program which is a team of trained medical professionals whose primary responsibility is to make observations and collect evidence in sexual assault cases. This is accomplished with great care and compassion for the victim, by means of specialized training and equipment, and by dedicated medical professionals.

Working with children who are victims of sexual or physical abuse is a challenging process which presents unique investigative issues. Detectives conduct all interviews involving young children in a special "soft room" in order to provide a comfortable, non-threatening environment. Often, a multi-disciplinary approach is utilized when Child Protective Services or another agency has responsibilities concerning a case.

During 2001 the unit investigated 90 child sexual abuse complaints and 41 child physical abuse complaints. Felony sexual assault offenses committed against adults are classified as rape, oral copulation, sodomy, digital penetration and sexual battery. The unit investigated 30 adult sexual assaults.

Convicted sex offenders must register their home address with law enforcement annually. There are 197 offenders residing in the Sheriff's Office jurisdiction. In 2001, the unit met with all offenders during the registration process and investigated in those cases where the offender did not comply with the law, resulting in 9 arrests. The unit visited the homes of all registered offenders to confirm residency.

The unit also completed the collection of biological samples (DNA) from out-of-custody felony offenders according to the requirements of Penal Code 296. During 2001, 234 persons viewed the Megan's Law CD-ROM to obtain information concerning sex offenders.

As stated previously, detectives in this unit were also assigned to conduct follow-up review and investigation on all domestic violence related cases. These include assault and battery, stalking, threats, and violations of court orders. The Sheriff's Office was the first agency in Santa Cruz County to form a domestic violence unit. The unit utilizes a statistics based computer modeling program, Mosaic, which is designed to assess the threat level to victims of domestic violence'. The unit also provides statistical data to, and acts as a liaison, with Women's Crisis Support. During 2001, the unit reviewed 652 cases, including **374** domestic violence related arrests.

PROPERTY CRIMES

The Property Crimes section is comprised of one Sergeant and three Detectives. As stated previously, the Sergeant of this unit is also the High Technology Crimes detective. In addition, one of the detectives assigned to this unit is detailed to the REACT high technology crimes task force based in the Silicon Valley. Each detective is assigned to a particular area of the County and

conducts follow-up investigations involving crimes of theft, burglary, forgery, fraud and vandalism. The Property Crimes Section also assists the Persons Crimes Section when a major case, such as a homicide, occurs. As with other units within the Investigation Bureau, staffing shortages due to experienced detectives leaving Sheriff's employment or having to be reassigned, seriously hampered this section in achieving its full investigative potential.

MARIJUANA ENFORCEMENT TEAM

The Marijuana Enforcement Team (MET) completed its second year of a three year grant cycle administered by the Office of Criminal Justice Planning. Two full-time detectives and one half-time assistant district attorney are funded by this grant. A detective sergeant is also assigned to supervise this section. MET targets commercial indoor/outdoor marijuana cultivation and marijuana traffickers through the use of informants, citizens, over-flight detection, other law enforcement agencies and a variety of investigative techniques.

Santa Cruz County, although the second smallest county in the state, has for years been in the top ten of California counties for marijuana plant seizures and arrests.

MET detectives are recognized court experts in the field of marijuana cultivation and possession of marijuana for sales cases. The assigned personnel are also keenly aware of the legal and political guidelines that relate to medical marijuana issues.

Seized property, which has been derived from the sale of marijuana, is entrusted to the Santa Cruz County Public Administrator for public auction. MET routinely prepares court orders for the destruction of seized marijuana growing equipment. U.S. currency determined to be illegal proceeds from the sale of marijuana is also seized pursuant to existing forfeiture laws.

The following are the Marijuana Enforcement Teams statistics for 1999, 2000 and 2001:

	<u>1999</u>	<u>2000</u>	<u>2001</u>
Marijuana Plots Eradicated	92	88	55
Marijuana Plants Eradicated	10,545	29,997	30,015
Processed Marijuana Seized	288 lbs	354 lbs	386.5 lbs
Suspects Arrested	135	73	63
Search Warrants Executed	48	22	28
U.S. Currency Seized	\$216,979	\$44,674	\$47,821
Guns Seized	67	27	29

The MET detectives are also called upon frequently to assist other units within the Investigation Bureau due to their special expertise in the field of narcotics enforcement. A large majority of crimes, everything from murder to theft, is related in some fashion to narcotics distribution or use. MET detectives maintain a close connection with criminal elements at a "street level" and as a result have

cultivated numerous informants who can quite often provide prime leads in criminal investigations. MET detectives are also utilized frequently in undercover and surveillance operations. Specialized equipment obtained with grant funds and maintained by MET detectives are also valuable tools which are utilized by the entire Investigation Bureau.

HIGH TECHNOLOGY CRIMES

As mentioned previously, this section was created in 2000 to address the growing problem of criminal activity on the Internet and computer crime in general. This could be everything from identity theft for the purpose of theft or fraud to child pornography. This section requires extensive training and very specialized computer forensic tools to conduct legally solid investigations. The section has provided training to patrol officers on how to preserve computers and associated peripherals for collection and what types of information may be gained from a forensic examination.

This section has already been able to assist in a number of cases where computer equipment was seized including several related to child pornography. In one case still being investigated, a number of local teenage girls were photographed in various stages of pose and nudity in a digital format and saved on disk. Many of the photos were hidden within various file types which the forensic investigator was able to retrieve, collect and preserve for evidence.

CRIME SCENE INVESTIGATION (CSI)

This section is comprised of one Sergeant and two Deputy Sheriffs who are trained in physical evidence collection, preservation and the reconstruction of crime scenes. They are available 24-hours a day seven days a week for response.

These investigators are highly trained and experienced in one of the most challenging and ever changing areas of law enforcement. The unit is recognized county-wide as the "experts" in crime scene investigation and as such they are called upon frequently by local law enforcement to assist on major cases in their jurisdictions.

CSI investigators gather physical evidence, video tape, photograph, and make schematic drawings of crime scenes. They preserve and analyze items of evidence including fingerprints, tool marks, biological fluids, vehicle and shoe tracks, narcotics and a variety of other evidentiary items. Crime Scene personnel are often called to court to set the stage for prosecution by testifying on their collection of evidence at major crime scenes. They also maintain a close working relationship with the State and Federal Departments of Justice laboratories.

CSI investigators respond to every major crime and are called constantly to lesser crimes to process crime scene or evidence. One area which CSI has been trying to expand it's abilities is in the area of video and photographic enhancement. Many times businesses which become the scene of a crime have installed video surveillance systems. These systems are often not of the highest quality as their

main function is to prevent employee theft and provide a visual deterrent to would-be criminals. However when a crime does occur and the suspects images are captured on video, these images are critical to solving the case and convicting those responsible. CSI is attempting to obtain equipment necessary to enhance these images and receive the requisite training. Such images recently resulted in the identification and apprehension of a serial rapist.

In 2001 CSI responded to **283** calls to process major crime scenes, conducted 565 latent fingerprint searches, **412** latent fingerprint comparisons, conducted narcotic chemical testing in 15 cases to confirm the substance was a controlled substance, and handled 225 follow-up requests from the District Attorney's Office. CSI also prepared numerous court exhibits for major cases and responded 47 times for assists to outside agencies.

The Crime Scene Investigation Section maintains a filing system for the retention of all fingerprint cards and photo images obtained at the County jail. There are currently more than 300,000 fingerprint cards and mug shot photos housed within the Crime Scene office. The unit also registers and maintains files on card room permits, concealed weapon permits and explosive permits.

CORONER SECTION

In Santa Cruz County the duties of the Sheriff include those of Coroner as defined and authorized by statute. Primarily, the Sheriff-Coroner is charged with the investigation of all sudden and unexpected deaths, securing the decedents personal property pending legal disposition and the internments of indigents. The Coroner Section also handles missing persons cases.

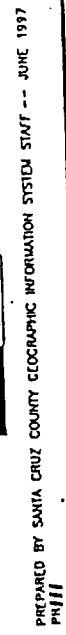
The Coroner Section is staffed by a supervising Sergeant and two Deputy Sheriffs, a contract Forensic Pathologist and a part-time back-up Forensic Pathologist. Sheriffs personnel provide **24**-hour, seven day coverage for all of Santa Cruz County.

During 2001 the Coroner Section investigated **735** deaths in Santa Cruz County. There were a total of 171 autopsies performed which included 16 homicides and 27 suicides. (note: autopsies are performed on ALL suspected homicide and suicide cases by the Sheriffs Coroner Section, including those within incorporated cities). There were also a number of visual inspections by the Forensic Pathologist.

The Coroner Section is charged with the responsibility of indigent burial. In 2001, they handled **39** indigent burials.

The Coroner Section received and investigated 391 missing persons reports, both adult and juvenile. Of those, **264** were located.

132



Police Officers Per Capita

The ratio of full time officers to population is an important indicator of access to public safety resources.

Santa Cruz Count

Agency	Number of Sworn Officers				
	1995	1996	1997	1998	1999
Capitola Police Department	22	22	22	23	23
Santa Cruz Police Department	84	91	93	94	95
Santa Cruz County Sheriff	136	141	146	150	135
(Unincorporated areas)					
Scotts Valley Police Department	21	21	21	21	22
Watsonville Police Department	48	54	57	57	62

Agency	Officers Per Capita				
	1995	1996	1997	1998	1999
Capitola Police Department	1 per 486	1 per 491	1 per 493	1 per 480	1 per 485
Santa Cruz Police Department	1 per 620	1 per 579	1 per 571	1 per 583	1 per 586
Santa Cruz County Sheriff	1 per 986	1 per 960	1 per 923	1 per 912	1 per 1,020
(Unincorporated areas)					
Scotts Valley Police Department	1 per 456	1 per 468	1 per 479	1 per 502	1 per 486
Watsonville Police Department	1 per 696	1 per 634	1 per 642	1 per 651	1 per 605

Source: All Santa Cruz County Law Enforcement Jurisdictions, 2001; Department of Finance Population Estimates, 2001.

The officer per capita figure is calculated by dividing the total population in a given jurisdiction by the 2001 Number of sworn officers in that jurisdiction. Officer count is typically performed during the month of October.

133

164

Santa Cruz County Crime Statistics - 2001

134

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Violent Crimes													
Homicide	1	0	3	1	2	1	0	0	0	0	0	2	10
Rape	1	2	1	5	7	2	4	4	5	3	2	5	41
Robbery	2	4	0	3	4	2	1	2	2	3	2	6	31
Aggravated Assault	22	6	15	11	14	14	16	5	21	12	16	12	164
Simple Assault	61	62	77	61	75	77	74	61	66	69	63	56	802
Property Crimes													
Burglary	53	30	44	28	43	34	47	59	42	69	51	71	571
Larceny	100	109	167	113	109	138	173	157	185	167	156	131	1705
Auto Theft	2	0	2	0	0	0	1	2	0	1	4	0	12
Arson	3	2	2	1	5	0	1	1	9	1	2	3	30
Domestic Violence													
Total calls for service	79	68	92	73	94	88	82	66	82	80	75	69	948
w/firearm	0	1	3	3	3	0	1	1	0	2	1	3	18
w/knife-instrument	7	1	4	1	4	3	3	1	6	1	2	2	35
other dangerous	21	5	15	17	18	15	19	15	12	10	16	13	176
personal -hands, etc.	46	52	63	40	60	57	56	41	57	65	53	45	635

Figures compiled from monthly Uniform Crime Reports (UCR)

17

Santa Cruz County Crime Statistics - 2001

Change in Crime Statistics

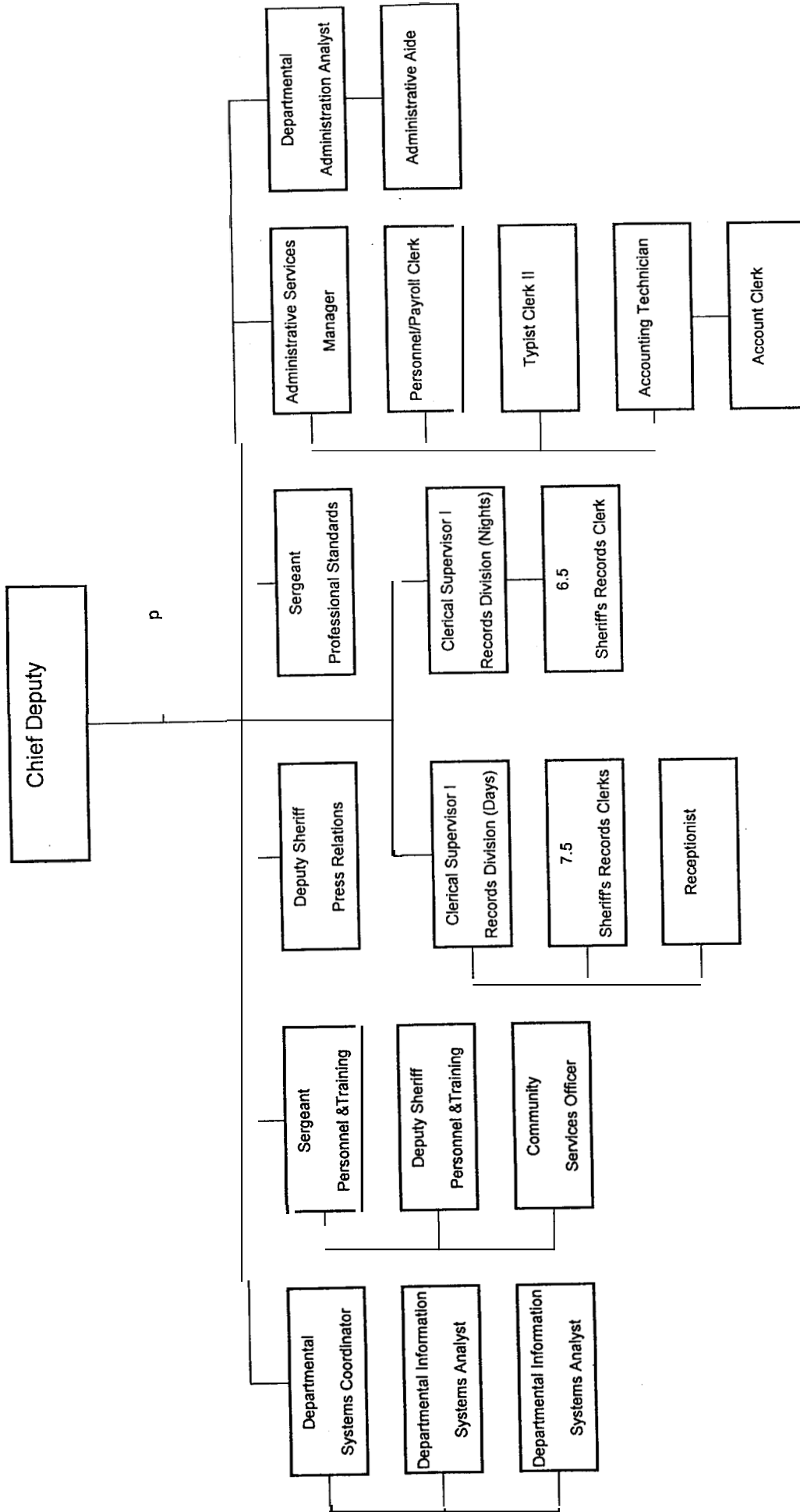
Violent Crimes	1999	2000	2001	Change 00 to 01
Homicide	1	4	10	+ 150.00%
Rape	34	27	41	+ 51.85%
Robbery	19	24	31	+ 29.17%
Assault	1009	993	966	- 2.72%
Property Crime				
Burglary	851	599	571	-4.67%
Larceny	1612	1560	1705	+ 9.29%
Auto Theft	11	12	12	0.00%

PART 3

ADMINISTRATION BUREAU

SANTA CRUZ COUNTY SHERIFF'S OFFICE

Administration Bureau



ADMINISTRATION BUREAU

The Administration Bureau manages all of the Sheriff's Office administrative, business and support functions in the following departments: Professional Standards, Press Relations, Recruitment and Hiring, Training, Records, Warrants, Departmental Analysis, Technology Unit, Civil, Payroll and Fiscal Management.

Managed by a Chief Deputy, the bureau operates during regular business hours, with the Records and Warrants sections providing uninterrupted service each day of the year, confirming warrants and providing records information to law enforcement officers and processing a large volume of documents for the courts.

Professional Standards Unit

The Professional Standards Unit investigates complaints made against the Deputy Sheriff's employed by the Santa Cruz County Sheriff's Office. These complaints may be initiated in person, anonymously, or can be generated internally by a member of the Sheriff's Office. Currently, there is one Sheriff's Sergeant assigned to investigate both sworn and civilian employee misconduct,

Approximately three to five complaints are received each month alleging misconduct or requesting explanation of a deputy's behavior. On the average, ten formalized internal affairs investigations are undertaken each year. All investigations are thorough and objective and are directed at maintaining public confidence and integrity. The goal is neither to condemn nor exonerate, but rather to identify and evaluate all the facts surrounding an incident and concluding the investigation with a fair and unbiased resolution. The internal investigation process is designed, not only, to sanction improper or unlawful activity, but to rehabilitate and redirect employees, as well, so as to create a standard of conduct which is predicated on employee growth and self-improvement. The law mandates that all internal investigations are confidential and only "findings" are released to the complainants. The findings are classified as sustained, not sustained, exonerated or unfounded.

This position also manages all civil claims and risk management claims against the Sheriff's Office. This position interacts and is the contact point for the Personnel Department and Risk Management Department.

Press Relations

The Media Relations and Public Information Unit is an integral part of the Sheriff's Office and the community policing concept. Sheriff's Tracy has designed this unit to be available at all times to respond to media requesting as well as to citizen's inquiries regarding all functions of the Sheriff's Office. The Public Information Officer speaks on behalf of the Sheriff's Office at all major crime scenes and organized media events.

Payroll and Fiscal Management

The Sheriff's Fiscal Unit provides centralized planning, coordination, monitoring, research and

evaluation for a broad range of budgeting, purchasing, grant and contact management as well as payroll services to the department.

The unit operates under the direct supervision of an Administrative Services Manager who coordinates the Administration and Operations Bureau budget which total more than 17.6 million dollars in expenditures and another 9.8 million dollars in revenues annually. In addition, the unit coordinates the payroll activities and personnel transactions for the entire Sheriff's Office, including the Detention Bureau and four Sheriff's Community Service Centers.

The Service Manager is responsible for approving departmental services and supply expenditures and most standard departmental payroll and personnel transactions. She manages fiscal operations for 21 state and federal law enforcement grants with a value of over 2.5 million dollars annually.

The Account Tech assists with grant and contract management, purchasing, completion and submission of state mandated claims, budget preparation, contracts and purchase orders. She monitors and coordinates the use of County credit cards for Sheriff's Office purchase and coordinates billing for police service contracts. An Account Clerk who concentrates on purchasing and accounts payable assists the Account Tech.

The Personnel and Payroll Clerk is responsible for coordinating and processing the Operations and Administration Bureau payroll and personnel transactions for 180 employees. She provides liaison with the County's Risk Management by processing employee injury reports.

Technology Unit

The Tech Unit is comprised of a Departmental Systems Coordinator and two Departmental Information Systems Analysts who provide training and daily support to computer users, while helping to lead the Sheriff's Office automation and technology in the new millennium. Major projects include Mobile Digital Computing, Message Switcher, Records Management System and Detention Management System. From fingerprint enhancement to document imaging, the Tech Unit works with staff, Information Services and others to ensure strong partnerships needed to forge a future filled with technological innovation, changes and challenges.

Training Unit

The Training Unit is staffed by s Sheriff's Sergeant. The Training Unit plans, schedules and presents the monthly Patrol Division training program, which provides twenty-four in-service training days each year. California POST off site advanced officer training and other professional training like the Museum of Tolerance are also scheduled by the Training Unit who also keeps records in the automated Training Management System. This unit was organized along with the Recruitment and Hiring Unit as the Personnel and Training Division. This division is assisted by a Typist Clerk.

Recruitment and Hiring Unit

This unit was organized along with the Training Unit as the Personnel and Training Division. The Personnel and Training Division was split in January 2001 into the Training Unit and the Recruitment

and Hiring Unit (RHU) to focus and improve performance. The RHU is staffed by a Sergeant, two Deputy Sheriffs and a Correctional Officer.

The Recruitment and Hiring Unit is dedicated to providing the best staff possible to serve as members of the Sheriffs Office. Recruitment is performed through personal contacts, follow-ups, applications, career fairs and advertisements. The hiring process includes testing, interviews, background investigations, scheduling polygraph, psychological and medical exams, and hiring new employees for the positions of Deputy Sheriff, Correctional Officer, Security Officer and Community Service Officer.

Departmental Analysis Unit

A Departmental Administrative Analyst and an Administrative Aide provide research and administrative support for the Sheriffs Office. Crime analysis, Board matters, National and California legislative analysis, government liaison, California State Sheriffs Association, and executive projects are all matter handled by the Departmental Analysis Unit.

Records and Warrants Division

The Records Division oversees warrants processing, arrest records for five law enforcement agencies and case processing. On average, about 23,000 warrants are on file in Sheriffs Records of which about one thousand are received and cleared each month.

The Records Division is a 24-hour operation. Assistance is provided to the dispatching communication center and State parks, as well as the other police agencies in Santa Cruz County. Warrants for the county are located in Records and must be personally confirmed for all C.L.E.T.S. hits. The Records Division processed over 12,508 new incident and crime reports in 2001.

Civil Division

The Civil Division is responsible for the service of court orders and enforcement of court judgments in Santa Cruz County. Through the enforcement of judgments, the Civil Division is responsible for the collection of monies by wage and bank garnishments, vehicle and business seizures and real property levies. These monies are subsequently paid to the judgment creditor to satisfy the court judgment. This Division also enforces court-ordered evictions and the service of Civil Bench Warrants.

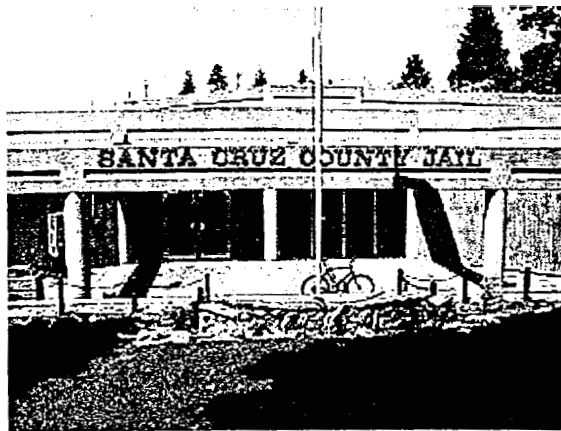
The Civil Division completed 2,179 services in 2001, including 267 evictions, **263** restraining orders, 459 wage garnishments, 207 bank garnishments and 25 going business levies.

Also in 2001, the Civil Division collected **\$73,576** in service fees and handled \$996,333 in the collection of court judgments.

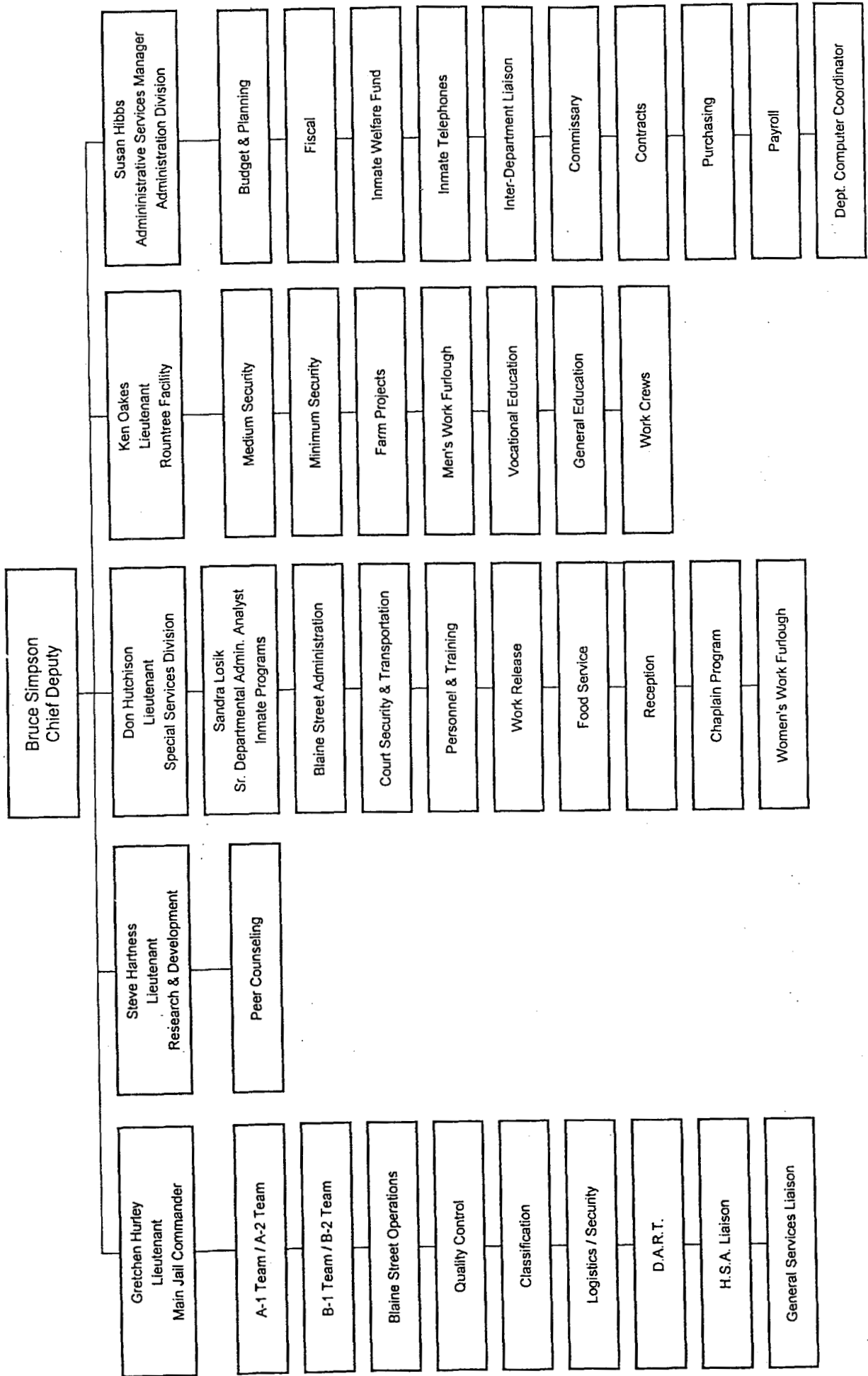
The Civil Division is comprised of one Civil Process Supervisor, three clerical employees and one Deputy Sheriff.

PART 4

DETENTION BUREAU



SANTA CRUZ COUNTY SHERIFF'S OFFICE
DETENTION BUREAU
2002/2003



GENERAL PROGRAM STATEMENT-
DETENTION BUREAU
Fiscal Year 2002-2003

AUTHORITY-California Penal Code, Part 3, Title 4- "County Jail, Farms and Camps"; California Code of Regulations, Title 15 and Title 24, ~~"Minimum~~ Standards for Adult Local Detention Facilities,'.

MISSION

The Sheriff's Detention Bureau's mission is the **PROTECTION OF THE PUBLIC** by providing facilities for the secure confinement of persons committed to the custody of the Sheriff in a safe and humane environment. Detention Bureau staff are committed to three basic responsibilities:

- **SECURITY**- Maintaining secure jail facilities to protect the public.
- **SAFETY** - Providing a safe environment for staff, inmates, and visitors to the jails.
- **SERVICE** - Providing quality programs and related services for inmate self-development, education, health, and vocational programs to assist the inmate's return to the community in a law-abiding and constructive fashion.

The Sheriff's Office recognizes that Detention Bureau is only a part of the overall County criminal justice system that impacts the nature and size of the jail population. To the extent consistent with the basic responsibilities of Security, Safety, and Service, the Detention Bureau endorses development and use of alternatives to detention and sentencing (such as work release, electronic monitoring, community service, and restitution) as a part of the criminal justice system.

DIVISIONS

The Detention Bureau has four divisions: Main Jail, Special Services, Rountree Lane facilities, and Administration. The Bureau currently has 167 authorized staff positions and housed an average daily inmate population of 562 in 2001 on a twenty-four hour basis. The Detention Bureau operates four jail facilities in the County; the Main Jail, Blaine Street, and the two facilities on Rountree Lane near Watsonville. The combined rated capacity for these facilities is set by the California Board of Corrections (BOC) at 539 inmates. During 2001, the Detention Bureau received over 13,700 people into custody.

MAIN JAIL- The Main Jail had an average daily population of 349 inmates in 2001. It has a rated capacity of 249 inmates. This facility, located on Water Street in Santa Cruz, houses **primarily** maximum and medium-security inmates, both sentenced and unsentenced. The Main Jail provides the only booking facility in Santa Cruz County for all law enforcement agencies. This facility has a specially designed medical and psychiatric housing unit staffed by medical professionals from the County Health Services Agency around the clock. In 2001 two major renovations were completed. These renovations were made possible from grants from the Board

of Corrections and allowed for the replacement of the essential security electronics system and the addition of several inmate showers and visiting facilities.

SPECIAL SERVICES- This division encompasses Court Security and Transportation, Training, Food Services, Blaine Street Women's Facility, Chaplain Services, and the Work Release Program (an alternative to incarceration program). Court Security provides Deputies and Sheriff's Security Officers to maintain the safety and security of the courtrooms and the secure transportation of inmates to their scheduled court hearings. The Training Section is responsible for the development of in-service training for officers as required by the State of California and training of new recruits.

The Blaine Street facility housed an average daily population of 18 female sentenced inmates in 2001 and provided a host of educational, vocational, and life-skills classes for them.

Work Release is a major alternative-to-incarceration program that oversees a monthly average of 231 participants who work on various community service projects at 43 different work sites, resulting in a savings for taxpayers. The Detention Bureau hopes to expand this program in the future and offer it to more participants who would be serving their sentences in overcrowded jail facilities. The Work Release staff also processed 1,058 bookings of out-of-custody defendants (court remands, citations, District Attorney 's Letters to Appear).

The Food Services Division served meals to an average daily population of 562 inmates for an approximate total of 615,390 meals in 2001.

ROUNTREE LANE FACILITIES - This division operates a men's minimum and medium - security facilities for sentenced inmates with a combined average daily population in 2001 of 186 men. Rountree has extensive literacy, vocational, substance abuse, and life skills classes provided by a variety of dedicated instructors and staff. Rountree Lane also provides the community with inmate labor crews for various community clean-up projects.

The Medium Security facility had an average daily population of 74 in 2001. This facility is a direct-supervision jail with a correctional officer assigned inside the inmate housing area around the clock. This has helped ease the overcrowding at the Main Jail.

Adjacent to the Medium Security Facility is the minimum security facility commonly known as the Rehab. This facility has a total rated capacity of 162. In 2001, the average daily population was 122.

ADMINISTRATION - This Division oversees budget preparation and administration, policy development, and planning of future projects. The Administration's responsibilities include fiscal, personnel, payroll, purchasing, contract administration, grant review, revenue accounts and administration of a large commissary system.

PART 5

UNITED WAY

COMMUNITY ASSESSMENT REPORT

PUBLIC SAFETY REPORT CARD

Are We Feeling Safe Yet?

Why is this important ? “It’s a welcome indicator when serious crime drops. It means we are safer than we were; and it means law enforcement can spend more of its available time working on community neighborhood issues.”

Though serious crime went down and the perception of safety inched up in Year 7, many Santa Cruz County residents are still worried about crime. “Perception is the reality in law enforcement. It’s often the smaller issues that make people feel unsure in their community such as broken windows, graffiti, speeding cars or a small time drug dealer living down the street. These things are not depicted in the FBI crime statistics, but they influence how we perceive our surroundings. So does exposure to the media that bombard us with random acts of violence. It can make us feel at times that we’re vulnerable when the statistical reality is that we are safer than we were.”

- Mark Tracy, Santa Cruz County Sheriff

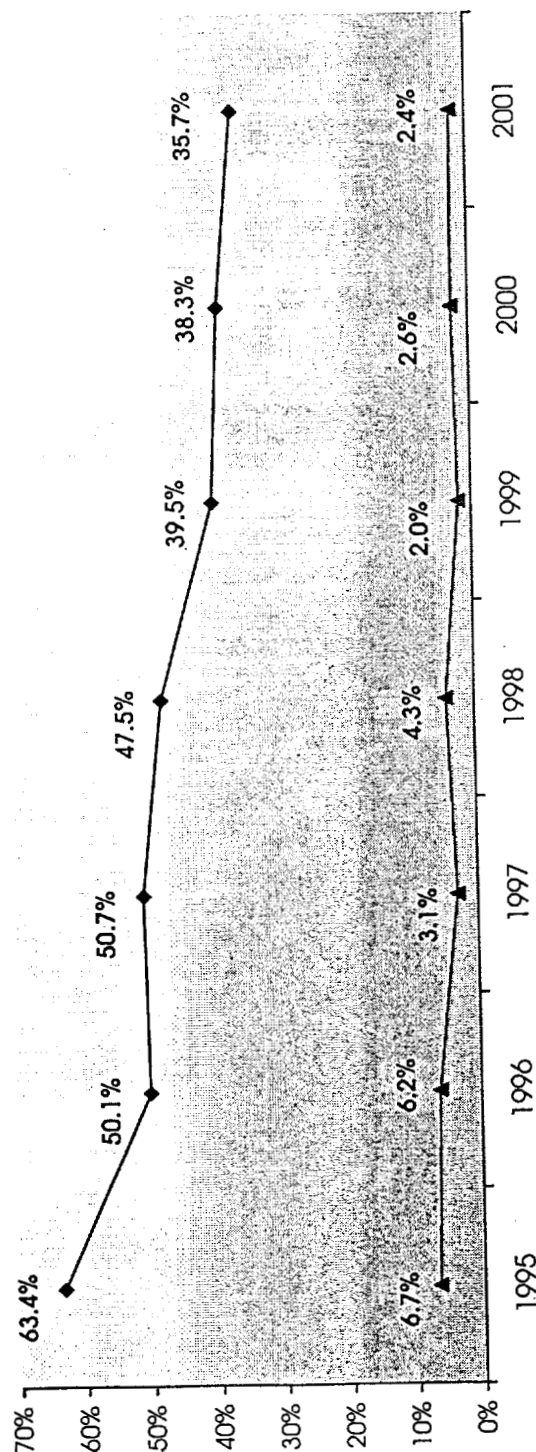
QUALITY OF LIFE INDICATOR 78

Concern about Crime / Neighborhood Safety

Measuring people's perception of safety in their community has become a key indicator for measuring the success of community-oriented policing.

How concerned are you about crime in Santa Cruz County?

How safe would you say you feel in your neighborhood?



◆ I am very concerned about crime. ▲ I do not feel safe at all in my neighborhood.

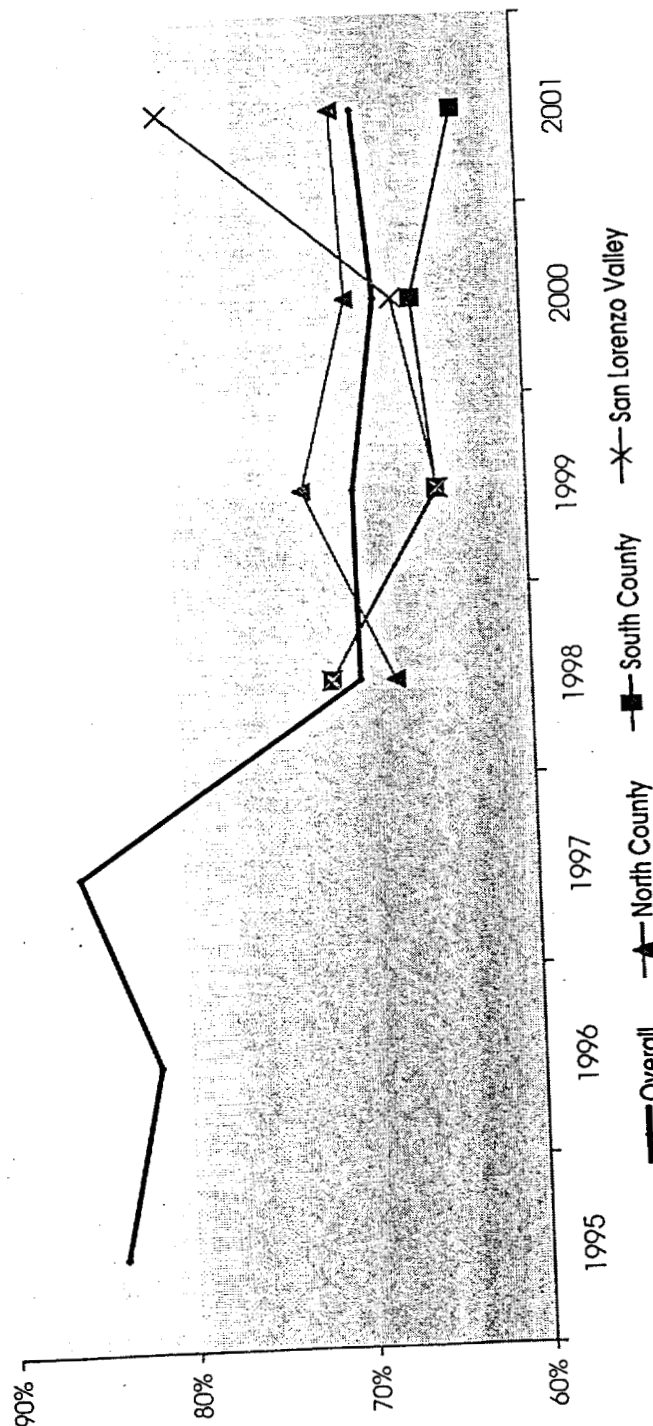
Total respondents	1995	1996	1997	1998	1999	2000	2001
How concerned are you about crime in Santa Cruz County?	347	489	507	512	559	658	699
How safe would you say you feel in your neighborhood?	344	498	509	513	560	657	706

Source: Santa Cruz Community Assessment Project, Telephone Survey.

*See appendix for results of statistical testing for these questions.

Neighborhood Safety - Children

*Do you feel children have a safe place to play in your neighborhood?** (Respondents answering "yes")



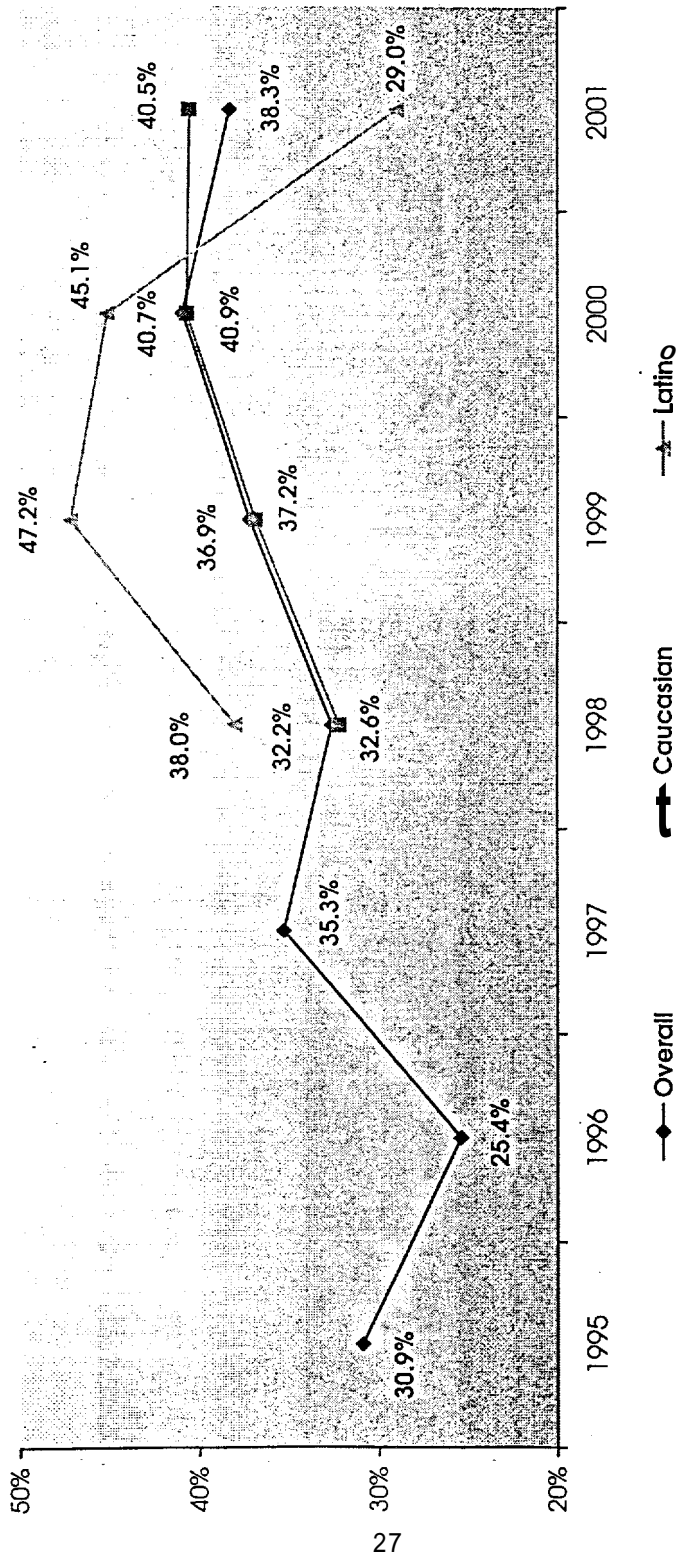
Respondents	1995	1996	1997	1998	1999	2000	2001
Overall	124	179	169	512	557	657	696
North County	-	-	-	223	313	345	200
South County	-	-	-	195	173	195	286
	-	-	-	94	60	113	211

Source: Santa Cruz Community Assessment Project, Telephone Survey.
 *Starting in 1998, this question was asked of the all respondents; in prior years only parents were asked. Therefore, the number of respondents increased in 1998-2001.

*See appendix for results of statistical testing for this question.

Law Enforcement Effectiveness

How effective do you think law enforcement is in our community? (Respondents answering "very")



Total respondents	1995	1996	1997	1998	1999	2000	2001
Overall	324	493	507	513	557	658	701
Caucasian	-	-	-	385	425	445	488
Latino	-	-	-	92	89	142	159

Source: Santa Cruz Community Assessment Project, Telephone Survey.
See appendix for results of statistical testing for this question.

QUALITY OF LIFE INDICATOR 80

Police Response

Response times are important, especially for crimes in progress. These statistics are for overall response times that include all calls for service, both emergency and non-emergency.

Average Response Time

Agency	Priority 1			Priority 2			Priority 3					
	1997	1998	1999	2000	1997	1998	1999	2000	1997	1998	1999	2000
Capitola Police Department	4:07	3:45	4:05	4:13	7:08	6:38	6:26	6:25	12:03	12:18	12:52	14:10
Santa Cruz Police Department	4:49	3:59	4:33	4:54	8:54	7:24	6:58	7:30	14:15	11:54	12:29	13:29
Santa Cruz County Sheriff's Office	12:01	8:41	8:44	8:55	18:34	16:58	14:55	15:22	25:40	25:12	24:21	23:24
Scotts Valley Police Department	3:00	2:50	2:50	3:00	7:00	-	-	-	-	-	-	-
Watsonville Police Department	5:01	3:57	4:11	4:22	10:52	8:57	7:42	7:01	18:21	17:56	17:35	18:33

Source: Santa Cruz Consolidated Emergency Communications Center and Scotts Valley Police Department, 2000.

Response times were calculated by Santa Cruz Consolidated Emergency Communications Center. All Jurisdictions (except Scotts Valley Police Department) use this agency as their dispatching system. Priority 1 is defined as a call for assistance that involves a person or an accident. Priority 2 involves property crimes and Priority 3 calls are informational.

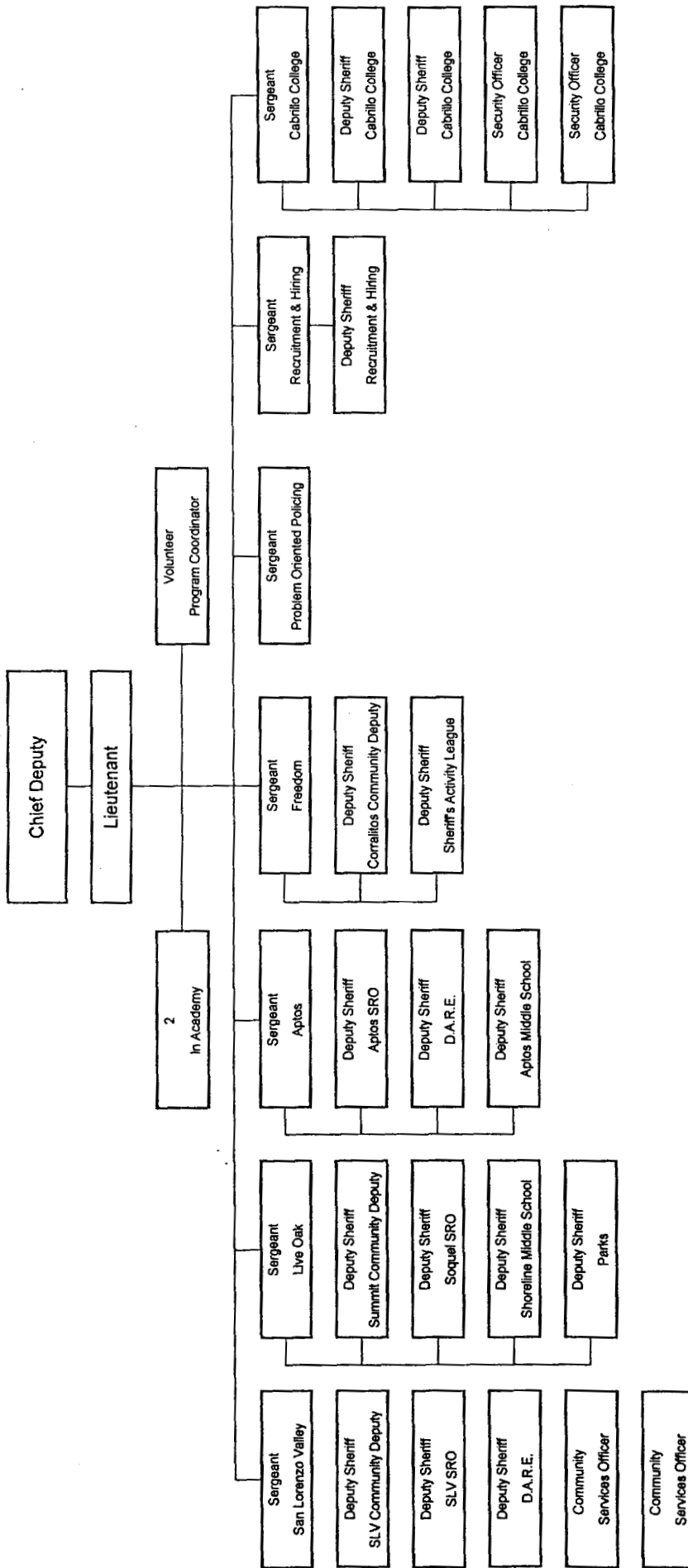
150

17

PART 6

COMMUNITY POLICING

Santa Cruz Sheriff's Office
OPERATIONS BUREAU
 Community Policing Division



PERSONNEL UTILIZATION

Sheriffs' Community Service Centers

Community Policing Division

The Community Policing Division consists of four store-front Service Centers, two problem oriented policing teams, Community Deputies, drug abuse resistance education Deputies, school resource officers, Sheriffs' activity league program, Community Service Officers, volunteer program coordinator and management of the Cabrillo College policing contract.

Service Centers

The store-front Sheriffs' Service Centers are located in the San Lorenzo Valley, Live Oak, Aptos and Freedom. They are each staffed by a Sheriffs' Sergeant and community volunteers. They provide easy access and a variety of policing services such as report writing, fingerprinting, neighborhood watch, bicycle registration, vehicle abatement, vacation watch,, community meetings, collaboration and involvement in addressing many other community problems.

Problem Oriented Policing Teams

Each of the two problem oriented policing teams (POP) consist of a Sergeant and two Deputies. The north County POP team works out of the Live Oak Service Center. The south County POP team works out of the Freedom Service Center. They concentrate on community problems and crime prevention by focusing on the underlying casual forces associated with crime and disorder.

Community Deputies

Community Deputies are assigned to the Summit, Corralitos, Davenport and the San Lorenzo Valley. Each of these Deputies are located in and involved in the community and are tailoring law enforcement, crime prevention and problem solving services to the specific needs of the residents in the area they serve.

D.A.R.E

Two Deputies are working at twelve schools each semester located throughout the County to educate youth on drug abuse resistance education (D.A.R.E.) The Deputies work in the classroom using a specific lesson plan. **This** program is part of many accepted strategies to build self-esteem and encourage children to make good decisions in their lives:

School Resource Officers

A safe and positive school experience is a major factor in helping young people develop into productive, law-abiding members of our society. We have assigned Deputy Sheriffs' as school resource officers to the campuses at Aptos High School, Soquel High School and San Lorenzo Valley High School. Two additional Deputy Sheriffs' will be assigned in FY 02/03 to Aptos Jr. High/Lakeview Middle Schools and Shoreline Middle School (in Live Oak). These school resource officers work with school administrators in crime prevention, intervention and education to make schools safe and secure.

Sheriffs' Activity League

A Deputy Sheriff has implemented a Sheriffs' Activity League Program (SAL) in the Freedom community. The SAL program is designed to meet the needs of our youth. This program is providing positive alternatives for young girls and boys. It is designed to get young people involved in athletics and activities at times when they would otherwise be unsupervised and at risk to be involved in criminal conduct or other negative behavior. The Sheriffs' Activity League is assisting our children in building self-esteem, personal pride, responsibility and teamwork through a variety of supervised sports, field trips and other activities.

Community Service Officers

The Community Service Officers are assigned as call-takers who work at the San Lorenzo Valley Service Center. The two Officers answer all of the day time phone calls made to the Sheriffs' non-emergency phone lines. This allows the Department to provide more complete, high quality, consistent and informed policing and problem solving services to the public.

Cabrillo College

The Sheriffs' Office has a policing contract with Cabrillo College. Staffing includes a Sergeant, two Deputy Sheriffs, two Sheriffs' Security Officers and two administrative support staff members. The Sheriffs' Office is responsible for providing all crime prevention and law enforcement services to the Cabrillo College community.

Parks Deputy

The Sheriffs' Office, in partnership with the County Department of Parks, Open Space and Cultural Services provides two Deputy Sheriffs' to handle public safety issues in all of the County parks. These Deputies work for the Sheriffs' Office. However, they work with and report to supervisors in the Parks Department.

Volunteer Program Coordinator

This non-sworn staff member coordinates and manages over 90 Sheriffs' Office volunteers. This position is responsible for recruiting, retaining and rewarding citizen volunteers. Standardized training and new program expansion and development are in the works in order to provide better, more efficient and more personalized services by volunteers to the residents of Santa Cruz County.

Community Policing Division Lieutenant

The Lieutenant is responsible for managing the Community Policing Division staff members, organizing and directing Departmental change to the community policing philosophy and has administrative responsibility for overall planning and development of new programs. The Lieutenant represents the Department on a number of commissions, organizations, committees and collaborations.

COMMUNITY POLICING

In general, community policing relies on organizational decentralization and a reorientation of patrol to facilitate two-way communication between police and the public. It assumes a commitment to broadly focused, problem-oriented policing and requires that police are responsive to citizen demands when they decide what local problems are and set their priorities. It also implies a commitment to helping neighborhoods solve crime problems on their own through community organizations and crime prevention programs.

Although there is no single definition of community policing, the most widely accepted one identifies three critical elements:

- Creation of and reliance on effective partnerships with the community and other public and private sector resources;
- application of problem-solving strategies or tactics.; and
- transformation of police organizational culture and structure to support this philosophical shift.

Sheriffs Center Statistics 2001

Phone calls	17,358
Walk – ins	10,205
Citation Sign-off	326
Vehicle Abatements	319
Crime Reports	918
Information Reports	167
Resident Checks	28

Main Service Centers are Aptos Service Center, Freedom Service Center, Live Oak Service Center, and San Lorenzo Valley Service Center.

5 Sheriff-Coroner- Detention

SHERIFF'S OFFICE DETENTION BUREAU
(List of programs and functions -- April 2002)

DETENTION BUREAU ADMINISTRATION

Personnel & Training: Provides for State-mandated training for all officers in the Detention Bureau (partially funded by the State, as long as minimum training hours are met)

Work Release: Major alternative to incarceration, (8 hours in lieu of 24 hours in custody, books all out of custody arrests for all agencies in Santa Cruz County)

Food Services: Provides for food services at all four detention facilities

Reception: Provides for receptionists at front desk of Main Jail and Rountree facilities, responsible for all jail visiting (professional and personal) which is required by the State

Chaplain Program: Provides for chaplain services for inmates at all four Detention facilities (fully funded by the Inmate Welfare Fund - IWF)

Administrative Services: Provides for budget planning, fiscal operations, administration of the IWF, inmate commissary, inmate telephones, contracts, purchasing, Personnel and payroll functions, computer coordination (positions partially funded by the IWF)

Medical Services: HSA provides medical services to inmates at all facilities

Inmate Programs: Develops and oversees inmate programs at all four facilities, such as drug treatment, vocational and general education programs (fully funded by the IWF)

COURT SECURITY

Court Security: Provides security in and around all courtrooms (fully funded by the State)

Perimeter Security: Provides entry screening and security for the courthouse (fully funded by the state)

MAIN JAIL FACILITY

Twenty-four hour a day, seven day a week operation for booking and housing of sentenced and unsentenced male and female inmates

Quality Control: Liaison with courts and other agencies, posts court dispositions, quality control of all booking information

Classification: Classifies inmates for housing purposes, monitors gang activity, inmate disciplinary actions

Logistics: Security, central supplies, minor repairs

Transportation: Transports inmates within county and state

Vocational and general education programs for men and women

BLAINE STREET FACILITY

Twenty-four hour a day, seven day a week operation for booking and housing of sentenced female inmates

Women's work furlough program, which allows women to go to their own employment during the day and be in custody at night

Vocational and general education/programs, landscape, animal bonding (all funded by the IWF)

ROUNTREE MINIMUM FACILITY

Twenty-four hour a day, seven day a week operation for booking and housing of sentenced male inmates

Men's work furlough program, which allows men to go to their own employment during the day and be in custody at night

Outside work crew assignments, provide labor for other county agencies/facilities

Vocational and general education programs, farm, landscape, animal bonding, body shop, sign shop (all funded by the IWF)

ROUNTREE MEDUM FACILITY

Twenty-four hour a day, seven day a week operation for booking and housing of sentenced male inmates

Vocational and general education/programs (All funded by the IWF)