

Fiscal Year 2000 Recommended Budget

Submitted by
Richard Wittenberg

Prepared by the County Executive's
 Office of Budget and Analysis
 Gary A. Graves, Deputy County Executive
 Leslie Crowell, Principal Analyst

Michael Ahmad
 Proposition 99/Non-County Funds
 Santa Clara County Valley Medical Center
 Valley Health Plan

Tom Logothetti
 Gann Limit
 General Revenue Forecasting
 Social Services Agency

Linda Dionne
 Capital Budget
 General Services Agency
 County Library

Bruce Medlin
 Assessor
 Board of Supervisors
 Clerk of the Board
 County Counsel
 County Executive

Mary Stephens
 Employee Services Agency
 Finance Agency
 Superior Court

Bob Feldman
 Department of Correction
 DOC Contract
 Medical Examiner/Coroner
 Office of the Sheriff
 Sheriff's County/Custody Operations
 Budget Information Systems Administrator

Tuan Nguyen
 Department of Alcohol and Drug Services
 Children's Shelter/Custody Health Services
 Mental Health Department
 Public Health Department
 SB12/SB855 Payments

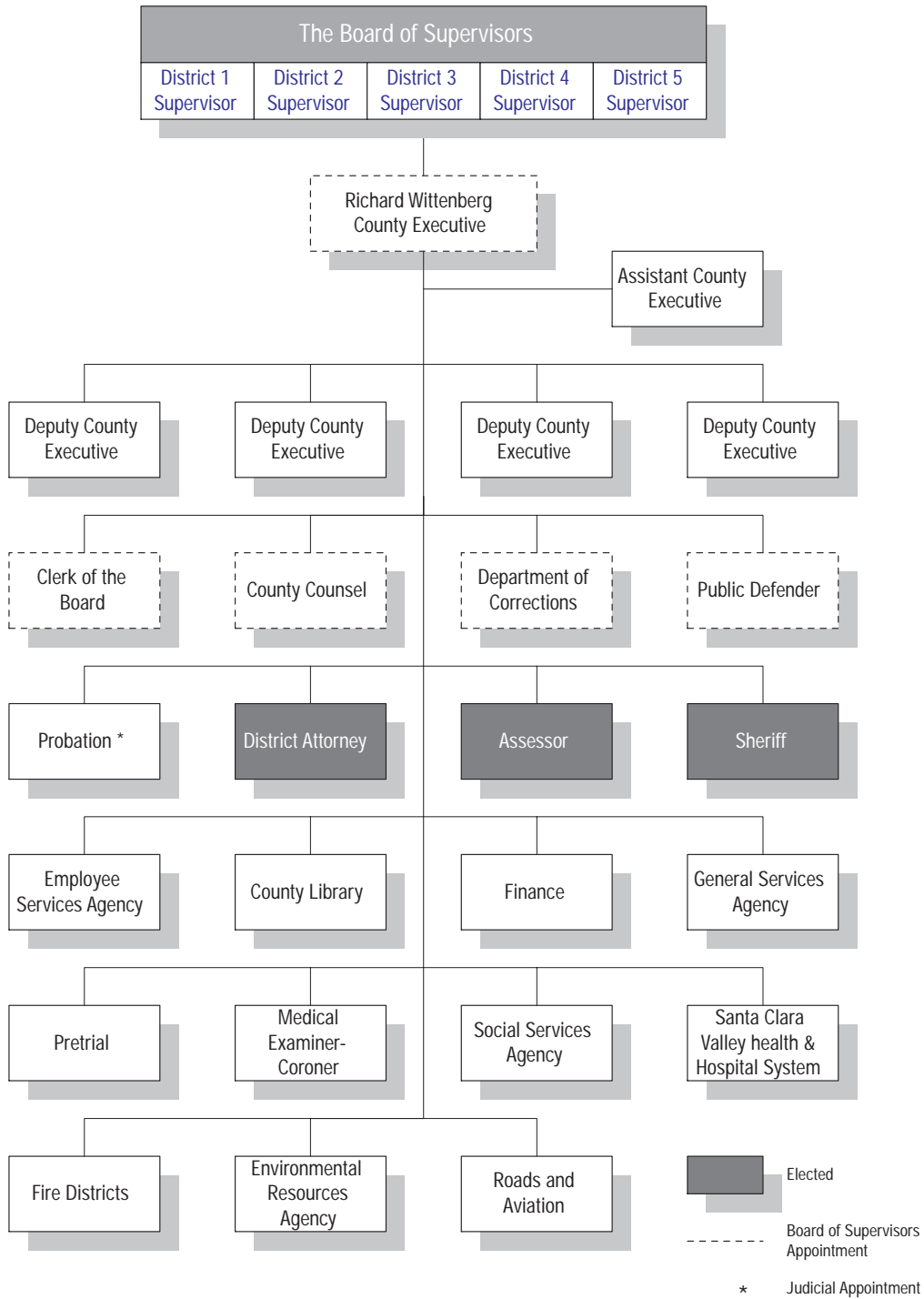
Sally Logothetti
 Office of the District Attorney
 Pretrial Services Department
 Probation Department

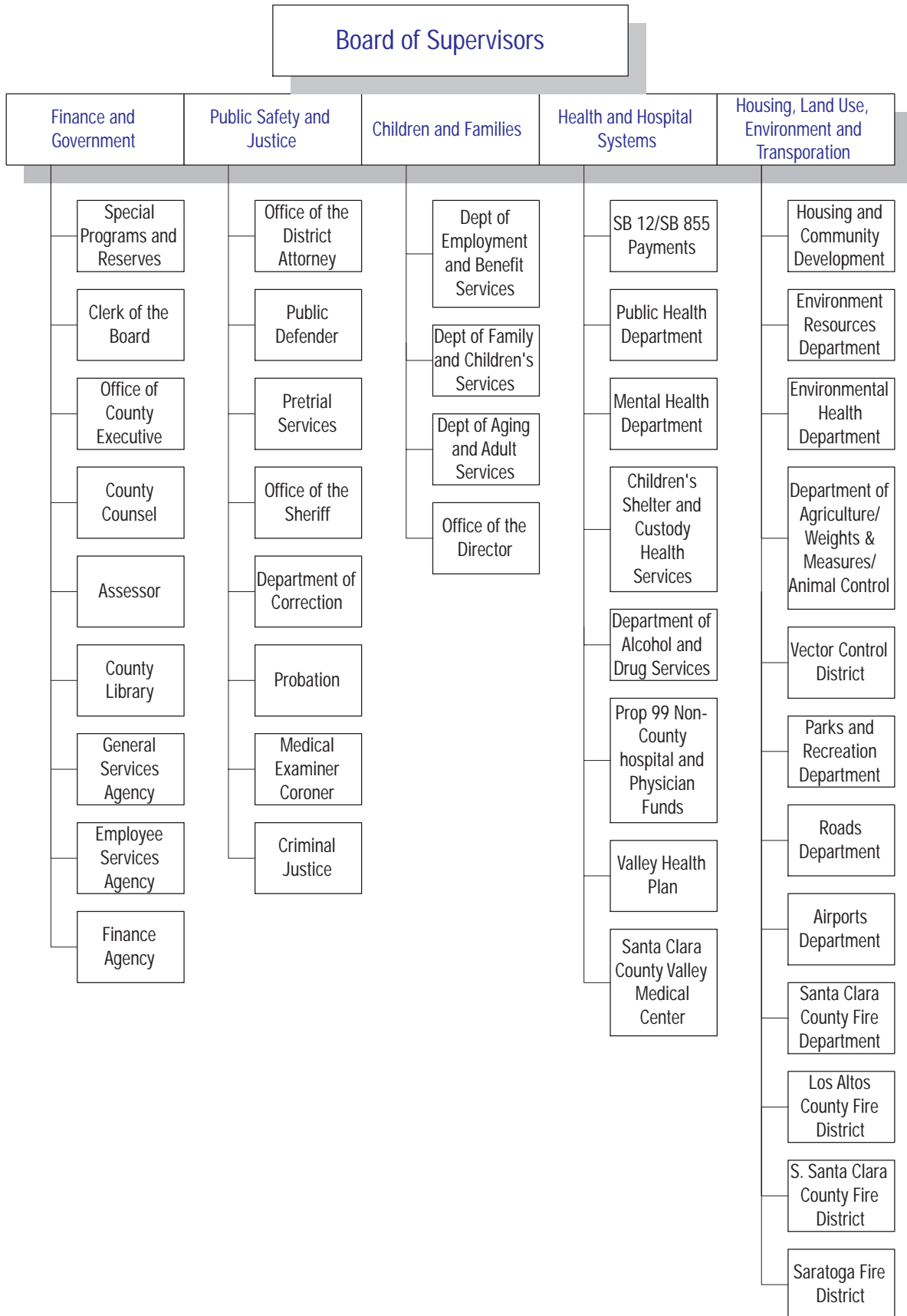
Tony Arata
 County Fair
 Environmental Resources Agency
 Fire Districts
 Office of the Public Defender
 Roads and Airports Departments

Special Thanks to:
 Rose Marie Martin
 Debbie Reynolds
 GSA Printing Services
 ISD and IRC Staff
 Valerie Altham



COUNTY OF SANTA CLARA







Contents

Introduction

County Executive's Budget Message	page 1
The Context of the FY 2000 Budget	page 1
The Financial Issues Defining FY 2000	page 2
Risks Facing the County - The Financing of Valley Medical Center	page 3
The Performance of Our Economy	page 3
The FY 2000 Recommended Budget	page 4
Consolidating and Supporting Program Enhancements	page 4
Support Program or Service Level Expansion Where Revenues and Reimbursements can offset Costs	page 5
Continue our Investment in the Physical Infrastructure	page 5
Federal and State Legislative Efforts	page 6
Conclusion	page 6
Highlights of the FY 2000 General Fund Recommended Budget	page 9
Status of Inventory Items Approved in FY 1999	page 10
Status of Inventory Items Approved in FY 1999	page 12

Available One-Time Resources and Recommended Allocations	page 15
Process	page 15

Overview of Revenue Growth	page 17
-----------------------------------	-------------------------

All Fund and General Fund Summaries	page 21
Countywide Budget Summary (All Funds)	page 21
Permanent Authorized Positions	page 23
Permanent Authorized Positions	page 27

Budget User's Guide	page 31
Budget Strategy Statement	page 31
The Board's Committee Structure	page 33

Cost Center Example	page 37
Glossary	page 38

Section 1: Finance & Government Operations

Finance and Government Operations

Mission	page 45
Departments	page 45
Expenditures by Department	page 47
Revenues by Department	page 47

Special Programs and Reserves

Overview	page 49
Special Programs	page 49

Special Programs and Reserves

County Executive's Recommendation	page 50
Advancement of Board Priorities	page 50
OBA Special Programs — Budget Unit 0119	page 50
OBA Special Programs — Budget Unit 0119	page 50
Special Programs — Cost Center 1001	page 51

Appropriations for Contingencies

Overview	page 52
Recommendation for FY 1999	page 52
Appropriations-Contingencies — Budget Unit 0910	page 52
Appropriations Contingencies — Cost Center 1010	page 53
Labor Reserve — Cost Center 1020	page 53

Board of Supervisors

Mission	page 54
Goals	page 54

Board of Supervisors

Overview	page 56
Fiscal Year 1999 Accomplishments	page 56
Fiscal Year 2000 Planned Accomplishments	page 57
Supervisory District 1 — Budget Unit 0101	page 58
Supervisory District 1 — Budget Unit 0101	page 58
Supervisory District 1 — Cost Center 1101	page 58
Supervisory District 2 — Budget Unit 0102	page 59
Supervisory District 2 — Budget Unit 0102	page 59
Supervisory District 2 — Cost Center 1102	page 59
Supervisory District 3 — Budget Unit 0103	page 59
Supervisory District 3 — Budget Unit 0103	page 60
Supervisory District 3 — Cost Center 1103	page 60
Supervisory District 4 — Budget Unit 0104	page 60
Supervisory District 4 — Cost Center 1104	page 60
Supervisory District 5 — Budget Unit 0105	page 61
Supervisory District 5 — Cost Center 1105	page 61

Clerk of the Board

Mission	page 62
Goals	page 62



Clerk of the Board

- Overview** [page 64](#)
- Fiscal Year 1999 Accomplishments [page 64](#)
- Fiscal Year 2000 Planned Accomplishments [page 64](#)

Clerk of the Board

- County Executive's Recommendation** [page 66](#)
- Advancement of Board Priorities [page 66](#)
- Funding the Agenda Automation Project (KEYBOARD) [page 66](#)
- Add 1 Advanced Clerk Typist/Clerk Typist [page 66](#)
- Add 1 Board Clerk II/I [page 67](#)
- One-Time Funding for Equipment [page 67](#)
- On-Going Budget Augmentation [page 67](#)
- Clerk Of The Board — Budget Unit 0106 [page 68](#)
- Clerk Of The Board — Budget Unit 0106 [page 68](#)
- Administration And Operations — Cost Center 1106 [page 68](#)
- Special Appropriations — Cost Center 1171 [page 69](#)
- Assessment Appeals — Cost Center 1173 [page 70](#)
- Fish And Game Commission — Cost Center 1298 [page 70](#)

Office of the County Executive

- Mission** [page 71](#)
- Goals [page 71](#)

Office of the County Executive

- Overview** [page 73](#)
- FY 1999 Accomplishments [page 73](#)
- FY 2000 Planned Accomplishments [page 74](#)

Office of the County Executive

- County Executive's Recommendation** [page 75](#)
- Advancement of Board Priorities [page 75](#)
- Community Research [page 75](#)
- Infrastructure and Technology Improvements [page 75](#)
- Federal Advocacy Services [page 76](#)
- County Executive — Budget Unit 0107 [page 76](#)
- County Executive — Budget Unit 0107 [page 77](#)
- Administration Services — Cost Center 1107 [page 77](#)
- LAFCO-Local Agency Formation Commission — Cost Center 1113 [page 78](#)
- Legislative Programs — Cost Center 1136 [page 78](#)
- Office Of Budget And Analysis — Cost Center 1220 [page 79](#)
- Justice Division — Cost Center 1221 [page 79](#)
- Center For Urban Analysis — Cost Center 1230 [page 80](#)
- Office Of Human Relations — Cost Center 5700 [page 80](#)

Office of the Assessor

- Mission** [page 82](#)
- Goals [page 82](#)

Office of the Assessor

- Overview** [page 84](#)
- Fiscal Year 1999 Accomplishments [page 84](#)
- Fiscal Year 2000 Planned Accomplishments [page 84](#)

Office of the Assessor

- County Executive's Recommendation** [page 85](#)
- Advancement of Board Priorities [page 85](#)
- Personnel Changes [page 85](#)
- AB 818 and AB 719 Programs [page 85](#)
- Assessor — Budget Unit 0115 [page 85](#)
- Assessor — Budget Unit 0115 [page 86](#)
- Assessor Administration — Cost Center 1150 [page 86](#)
- Assessment Standards — Cost Center 1151 [page 87](#)
- Exemptions — Cost Center 1152 [page 87](#)
- Assessment Services — Cost Center 1153 [page 87](#)
- Real Property — Cost Center 1154 [page 88](#)
- Personal Property — Cost Center 1155 [page 88](#)
- Information Systems — Cost Center 1156 [page 88](#)
- St-Cnty Property Tax Admin Program — Cost Center 1157 [page 89](#)
- St-Cnty Prop Tax Admin Program, AB 719 — Cost Center 1158 [page 89](#)

Measure B Transportation Improvement Program

- Overview** [page 90](#)
- Measure B Trans Improvement Prog — Budget Unit 0117 [page 91](#)
- Measure B Trans Improvement Prog — Budget Unit 0117 [page 91](#)
- Measure B Trans Improvement Program — Cost Center 1117 [page 91](#)

Office of the County Counsel Mission

- Goals [page 92](#)

Office of the County Counsel

- Overview** [page 94](#)
- Fiscal Year 1999 Accomplishments [page 94](#)
- Fiscal Year 2000 Planned Accomplishments [page 95](#)

Office of the County Counsel

- County Executive's Recommendation** [page 96](#)
- Advancement of Board Priorities [page 96](#)
- Add 1 Attorney I/II/III/IV, Depart of Corrections [page 96](#)
- Add 1 Attorney I/II/III/IV, Public Administrator/Guardian's Office [page 96](#)
- Add 1 Advanced Clerk Typist, Worker's Compensation Claims [page 96](#)
- Technology Upgrade [page 96](#)
- Furnishings and Supplies [page 97](#)
- County Counsel — Budget Unit 0120 [page 97](#)
- County Counsel — Budget Unit 0120 [page 97](#)
- County Counsel Administration — Cost Center 1120 [page 98](#)

County Library

Mission [page 99](#)
Goals [page 99](#)

County Library

Overview [page 101](#)
Fiscal Year 1999 Accomplishments [page 101](#)
Fiscal Year 2000 Planned Accomplishments [page 101](#)

County Library

County Executive's

Recommendation [page 102](#)
Advancement of Board Priorities [page 102](#)
Convert Temporary Help Hours to Coded Positions [page 102](#)
New Positions for Library Headquarters and Technical Services [page 102](#)
Recommended Augmentations to Services and Supplies [page 102](#)
Recommended Fixed Assets [page 103](#)
County Library — Budget Unit 0610 [page 103](#)
County Library — Budget Unit 0610 [page 103](#)
Library Headquarters — Cost Center 5556 [page 104](#)
Cupertino Library — Cost Center 5559 [page 104](#)
Campbell Library — Cost Center 5560 [page 105](#)
Saratoga Library — Cost Center 5567 [page 105](#)
Milpitas Library — Cost Center 5571 [page 106](#)
Alum Rock Library — Cost Center 5575 [page 106](#)
Morgan Hill Library — Cost Center 5576 [page 107](#)
Gilroy Library — Cost Center 5577 [page 107](#)
Library Technical Services — Cost Center 5585 [page 108](#)
Adult Literacy — Cost Center 5586 [page 108](#)
Los Altos Library — Cost Center 5662 [page 109](#)

GSA Intragovernmental Services

Mission [page 110](#)
Goals [page 110](#)

GSA Intragovernmental Services

Overview [page 112](#)
Fiscal Year 1999 Accomplishments [page 112](#)
Fiscal Year 2000 Planned Accomplishments [page 113](#)

GSA Intragovernmental Services

County Executive's

Recommendation [page 114](#)
Advancement of Board Priorities [page 114](#)
Purchase Digital Computer-to-Plate Film Setting Equipment [page 114](#)
GSA Intragovernmental Services — Budget Unit 0135 [page 114](#)
GSA Intragovernmental Services — Budget Unit 0135 [page 115](#)
GSA Administration — Cost Center 2305 [page 115](#)
Civic Center Parking Garage — Cost Center 2308 [page 116](#)
GSA Fleet Management Division — Cost Center 2320 [page 116](#)
Fleet Management-Roads — Cost Center 2321 [page 116](#)
GSA Printing Services — Cost Center 2346 [page 117](#)

Registrar of Voters

Mission [page 118](#)
Goals [page 118](#)

Registrar of Voters

Overview [page 120](#)
Fiscal Year 1999 Accomplishments [page 120](#)
Fiscal Year 2000 Planned Accomplishments [page 120](#)
Registrar Of Voters — Budget Unit 0140 [page 121](#)
Registrar Of Voters — Budget Unit 0140 [page 121](#)
Registrar Of Voters — Cost Center 5600 [page 121](#)
General Elections — Cost Center 5605 [page 122](#)
Special Elections — Cost Center 5610 [page 122](#)

Information Services Department

Mission [page 123](#)
Goal [page 123](#)

Information Services Department

Overview [page 125](#)
Fiscal Year 1999 Accomplishments [page 125](#)
Fiscal Year 2000 Planned Accomplishments [page 126](#)



Information Services Department

County Executive's

Recommendation [page 127](#)

- Advancement of Board Priorities [page 127](#)
- Year 2000 (Y2K) Compliance and Business Continuity and Contingency Planning [page 127](#)
- ISD Service Delivery Reorganization - Phase I [page 128](#)
- Transfer CLARAnet Operations to Information Services Department [page 128](#)
- Add One Telephone Services Manager and One-time Training Funds [page 129](#)
- Additional Positions to Meet Ongoing Workload Demands in the ISF [page 129](#)
- Additional Human Resources/Payroll (HaRP) System Support [page 129](#)
- Additional Disk Storage and Equipment Replacement Contingency (Fixed Assets) [page 130](#)
- Information Technology (ITEC) Project Funding [page 130](#)
- GSA Data Processing — Budget Unit 0145 [page 131](#)
- GSA Data Processing — Budget Unit 0145 [page 131](#)
- Data Processing Administration Division — Cost Center 2350 [page 132](#)
- Data Processing Technical Planning And Control — Cost Center 2351 [page 133](#)
- Data Processing Operations — Cost Center 2352 [page 133](#)
- Data Processing Systems And Programming — Cost Center 2353 [page 134](#)
- Data Processing Information Service Center — Cost Center 2354 [page 135](#)
- Telephone Services — Cost Center 2356 [page 135](#)
- County Information Services — Cost Center 2357 [page 136](#)
- CLARAnet — Cost Center 2358 [page 137](#)

County Communications

Mission [page 139](#)

Goals [page 139](#)

County Communications

Overview [page 141](#)

- Fiscal Year 1999 Accomplishments [page 141](#)
- Fiscal Year 2000 Planned Accomplishments [page 142](#)

County Communications

County Executive's

Recommendation [page 143](#)

- Advancement of Board Priorities [page 143](#)
- Convert Automatic Vehicle Location System to Global Positioning System (GPS) [page 143](#)
- Replace Dispatch Call Recording System [page 143](#)
- Continuation of Previously Approved Projects [page 144](#)
- GSA Services - Communications — Budget Unit 0190 [page 144](#)
- GSA Services - Communications — Budget Unit 0190 [page 144](#)
- Office of Emergency Services — Cost Center 2530 [page 145](#)
- Communication Administration — Cost Center 2550 [page 145](#)
- Communication Technical Services — Cost Center 2555 [page 146](#)

Facilities Department

Mission [page 147](#)

Goals [page 147](#)

Facilities Department

Overview [page 149](#)

- Facilities Department [page 149](#)
- Building Division [page 149](#)
- Property Management [page 149](#)
- Capital Programs/Facilities Department Administration [page 149](#)
- Emerging Issues [page 150](#)
- Fiscal Year 1999 Accomplishments [page 150](#)
- Fiscal Year 2000 Planned Accomplishments [page 150](#)

Facilities Department

County Executive's

Recommendation [page 152](#)

- Advancement of Board Priorities [page 152](#)
- Fiscal Year 2000 Capital Budget [page 152](#)
- Fiscal Year 2000 Recommended Capital Projects - Continuation or Completion of Existing Projects: [page 152](#)
- Fiscal Year 2000 Recommended Capital Projects - New Projects: [page 152](#)
- Fiscal Year 2000 Recommended Capital Projects - Project Planning and Unanticipated Needs [page 153](#)
- Facilities Department — Budget Unit 0263 [page 153](#)
- Facilities Department — Budget Unit 0263 [page 154](#)
- GSA Building Operations — Cost Center 2400 [page 154](#)
- GSA Custodial Services — Cost Center 2455 [page 154](#)
- GSA Property Management — Cost Center 2500 [page 155](#)
- Capital Programs Division — Cost Center 2515 [page 155](#)

Human Resources, Labor Relations, and Equal Opportunity & Employee Development
Mission [page 158](#)
Goals [page 158](#)

Human Resources, Labor Relations, and Equal Opportunity & Employee Development
Overview [page 160](#)
 Office of Labor Relations [page 160](#)
 Department of Human Resources [page 160](#)
 Department of Equal Opportunity & Employee Development [page 161](#)
 Census 2000 Project [page 161](#)
 Employee Services Agency Administration, Fiscal, & Systems [page 161](#)
 Fiscal Year 1999 Accomplishments [page 162](#)
 Fiscal Year 2000 Planned Accomplishments [page 162](#)

Human Resources, Labor Relations, and Equal Opportunity & Employee Development
County Executive's Recommendation [page 163](#)
 Advancement of Board Priorities [page 163](#)
 Augment Countywide Training Resources [page 163](#)
 Census 2000 Project [page 163](#)
 Augment Human Resources/Payroll (HaRP) System Support [page 164](#)
 Add .25 FTE Labor Relations Representative [page 165](#)
 One-time Funds for ADA Program Compliance Study [page 165](#)
 Human Resources, Labor Relations, and Equal Opportunity and Employee Development — Budget Unit 0130 [page 166](#)
 Human Resources, Labor Relations, and Equal Opportunity and Employee Development — Budget Unit 0130 [page 166](#)
 Equal Opportunity Division — Cost Center 1126 [page 167](#)
 Labor Relations Administration — Cost Center 1140 [page 167](#)
 Agency Administration — Cost Center 1141 [page 168](#)
 Intergovernmental Employee Relations — Cost Center 1142 [page 168](#)
 County Employee Benefits — Cost Center 1145 [page 168](#)
 Personnel Operations — Cost Center 1148 [page 169](#)
 Census 2000 — Cost Center 1162 [page 169](#)
 Countywide Training Programs — Cost Center 1163 [page 170](#)
 Training Administrative Support — Cost Center 1164 [page 171](#)

Department of Risk Management
Mission [page 172](#)
Goals [page 172](#)

Department of Risk Management
Overview [page 174](#)
 Employee Wellness Program [page 174](#)
 Office of Occupational Safety and Environmental Compliance [page 174](#)
 Workers' Compensation [page 174](#)
 Insurance/Claims Division [page 174](#)
 Unemployment Insurance Division [page 175](#)
 Risk Management Administration [page 175](#)
 Fiscal Year 1999 Accomplishments [page 175](#)
 Fiscal Year 2000 Planned Accomplishments [page 175](#)

Department of Risk Management
County Executive's Recommendation [page 177](#)
 Advancement of Board Priorities [page 177](#)
 General Fund Recommendations [page 177](#)
 Unemployment Insurance Fund Recommendations [page 177](#)
 Insurance Fund Recommendations [page 177](#)
 Workers' Compensation Fund Recommendations [page 178](#)
 Department of Risk Management — Budget Unit 0132 [page 178](#)
 Department of Risk Management — Budget Unit 0132 [page 178](#)
 OSEC-Occupational Safety & Environmental Compliance — Cost Center 1143 [page 179](#)
 Employee Wellness Program — Cost Center 1144 [page 179](#)
 Unemployment Insurance — Cost Center 1146 [page 180](#)
 Worker's Compensation Insurance — Cost Center 1147 [page 180](#)
 Risk Management Administration — Cost Center 1149 [page 181](#)
 Insurance Risk Management — Cost Center 2310 [page 181](#)

Controller-Treasurer Department
Mission [page 182](#)
Goals [page 182](#)

Controller-Treasurer Department
Overview [page 184](#)
 Fiscal Year 1999 Accomplishments [page 184](#)
 Fiscal Year 2000 Planned Accomplishments [page 184](#)



Controller-Treasurer Department

County Executive's

Recommendation [page 186](#)

Advancement of Board Priorities [page 186](#)

Internal Audit Division Staffing [page 186](#)

Augment Human Resources/Payroll (HaRP) System

Support [page 186](#)

Controller Treasurer — Budget Unit 0110 [page 187](#)

Controller Treasurer — Budget Unit 0110 [page 188](#)

County Internal Auditor — Cost Center 1115 [page 188](#)

Controller Treasurer — Cost Center 2113 [page 189](#)

Controller-County Debt Service — Budget Unit

0810 [page 189](#)

Controller-County Debt Service — Budget Unit

0810 [page 190](#)

County Debt-Tax & Rev Anticipation Notes — Cost Center

2111 [page 191](#)

Lease Purchase-Lease Payment Fund — Cost Center

2112 [page 192](#)

VMC Hospital Bonds — Cost Center 2115 [page 192](#)

Tax Collector Mission [page 193](#)

Goals [page 193](#)

Tax Collector

Overview [page 195](#)

Property Tax Process [page 195](#)

Technology Enhancements [page 195](#)

Fiscal Year 1999 Accomplishments [page 196](#)

Fiscal Year 2000 Planned Accomplishments [page 196](#)

Tax Collector — Budget Unit 0112 [page 196](#)

Tax Collector — Budget Unit 0112 [page 196](#)

Tax Collector — Cost Center 2212 [page 197](#)

Tax Collector-AB 818 — Cost Center 2213 [page 197](#)

County Recorder

Mission [page 198](#)

Goals [page 198](#)

County Recorder

Overview [page 200](#)

Recorder's Special Funds [page 200](#)

Consolidation of County Recorder and County

Clerk [page 201](#)

Fiscal Year 1999 Accomplishments [page 201](#)

Fiscal Year 2000 Planned Accomplishments [page 201](#)

County Recorder

County Executive's

Recommendation [page 202](#)

Advancement of Board Priorities [page 202](#)

General Fund Recommendations [page 202](#)

Vital Records Improvement Fund [page 202](#)

Recorder's Modernization Fund [page 202](#)

Recorders Document Storage Fund [page 203](#)

County Recorder — Budget Unit 0114 [page 203](#)

County Recorder — Budget Unit 0114 [page 203](#)

County Recorder — Cost Center 5655 [page 204](#)

Purchasing Department Mission [page 208](#)

Goals [page 208](#)

Purchasing Department

Overview [page 210](#)

Fiscal Year 1999 Accomplishments [page 210](#)

Fiscal Year 2000 Planned Accomplishments [page 210](#)

Purchasing — Budget Unit 0118 [page 210](#)

Purchasing — Budget Unit 0118 [page 211](#)

Purchasing Department — Cost Center 2300 [page 211](#)

Department of Revenue

Mission [page 212](#)

Goals [page 212](#)

Department of Revenue

Overview [page 214](#)

Fiscal Year 1999 Accomplishments [page 214](#)

Fiscal Year 2000 Planned Accomplishments [page 214](#)

Department of Revenue

County Executive's

Recommendation [page 215](#)

Advancement of Board Priorities [page 215](#)

Convert Half-time Position to Full-time [page 215](#)

Add Clerical Staff in Social Services to Assist Collection

Efforts [page 215](#)

Department Of Revenue — Budget Unit 0148 [page 215](#)

Department Of Revenue — Budget Unit 0148 [page 216](#)

Collection Operations — Cost Center 2148 [page 216](#)

Section 2: Public Safety & Justice

Public Safety and Justice Committee

Mission [page 219](#)

Departments [page 219](#)

Expenditures by Department [page 221](#)

Revenues by Department [page 221](#)

Office of the District Attorney

Mission [page 222](#)
Goals [page 222](#)

Office of the District Attorney

Overview [page 224](#)
Criminal Division [page 224](#)
Family Support Division [page 225](#)
Crime Laboratory [page 225](#)
Fiscal Year 1999 Accomplishments [page 225](#)
Fiscal Year 2000 Planned Accomplishments [page 225](#)

Office of the District Attorney

County Executive's

Recommendation [page 227](#)
Advancement of Board Priorities [page 227](#)
Family Support Division - Budget Unit 200 [page 227](#)
Criminal Division - Budget Unit 202 [page 227](#)
Crime Lab - Budget Unit 203 [page 228](#)
District Attorney Family Support — Budget Unit 0200 [page 229](#)
District Attorney Family Support — Budget Unit 0200 [page 229](#)
DA Family Support Administration — Cost Center 3800 [page 229](#)
District Attorney Administration — Budget Unit 0202 [page 230](#)
District Attorney Administration — Budget Unit 0202 [page 231](#)
DA Anti-Drug Abuse Enforcement Program — Cost Center 3811 [page 231](#)
Child Abuser Vertical Prosecution Grant — Cost Center 3812 [page 232](#)
Workers Comp Fraud Grant — Cost Center 3813 [page 232](#)
DA Major Narcotic Vendor Prosecution — Cost Center 3814 [page 233](#)
Statutory Rape Prosecution — Cost Center 3815 [page 233](#)
DA Auto Insurance Fraud Prosecution — Cost Center 3818 [page 233](#)
DA Administration — Cost Center 3832 [page 234](#)
DA Investigations — Cost Center 3834 [page 235](#)
Welfare Fraud Investigation — Cost Center 3835 [page 235](#)
DA Attorneys — Cost Center 3836 [page 236](#)
District Attorney Crime Laboratory — Budget Unit 0203 [page 236](#)
District Attorney Crime Laboratory — Budget Unit 0203 [page 237](#)
DA Crime Lab Administration — Cost Center 3820 [page 237](#)

Office of the Public Defender

Mission [page 238](#)
Goals [page 238](#)

Office of the Public Defender

Overview [page 240](#)
Fiscal Year 1999 Accomplishments [page 240](#)
Fiscal Year 2000 Planned Accomplishments [page 240](#)

Office of the Public Defender

County Executive's

Recommendation [page 241](#)
Advancement of Board Priorities [page 241](#)
Add One Attorney - Alternate Defender Office [page 241](#)
Upgrade Caseload Management System [page 241](#)
Public Defender — Budget Unit 0204 [page 242](#)
Public Defender — Budget Unit 0204 [page 242](#)
Public Defender Administration — Cost Center 3500 [page 242](#)
Alternate Public Defender — Cost Center 3501 [page 243](#)

Office of Pretrial Services

Mission [page 244](#)
Goals [page 244](#)

Pretrial Services

Overview [page 246](#)
Fiscal Year 1999 Accomplishments [page 246](#)
Fiscal Year 2000 Planned Accomplishments [page 246](#)

Pretrial Services

County Executive's

Recommendation [page 247](#)
Advancement of Board Priorities [page 247](#)
Alcohol and Drug Testing Services [page 247](#)
Technology Project [page 247](#)
Office Of Pretrial Services — Budget Unit 0210 [page 247](#)
Office Of Pretrial Services — Budget Unit 0210 [page 248](#)
Pretrial Services Administration — Cost Center 3590 [page 248](#)

Criminal Justice System-Wide Costs

Overview [page 249](#)
Criminal Justice System- Wide Costs [page 249](#)
Criminal Justice System-Wide Costs — Budget Unit 0217 [page 250](#)
Criminal Justice System-Wide Costs — Budget Unit 0217 [page 250](#)
Criminal Justice System-Wide Costs — Cost Center 3217 [page 251](#)

Office of the Sheriff

Mission [page 252](#)
Goals [page 252](#)

Office of the Sheriff Overview

Fiscal Year 1999 Accomplishments [page 255](#)
Fiscal Year 2000 Planned Accomplishments [page 255](#)

Office of the Sheriff

County Executive's

Recommendation [page 257](#)

- Advancement of Board Priorities [page 257](#)
- Technology-Related Recommendations [page 257](#)
- Increase Patrol Function [page 258](#)
- Staff Changes to Improve Efficiency [page 259](#)
- Outcomes [page 259](#)
- Sheriff Services — Budget Unit 0230 [page 259](#)
- Sheriff Services — Budget Unit 0230 [page 260](#)
- Sheriff Administration — Cost Center 3900 [page 260](#)
- Fiscal Division — Cost Center 3901 [page 261](#)
- Detective Division — Cost Center 3903 [page 262](#)
- Patrol Division — Cost Center 3904 [page 262](#)
- Personnel And Training — Cost Center 3905 [page 263](#)
- Warrants And Fugitives — Cost Center 3906 [page 264](#)
- Westside Station — Cost Center 3907 [page 264](#)
- Records Section — Cost Center 3909 [page 265](#)
- Internal Affairs — Cost Center 3912 [page 265](#)
- Data Management — Cost Center 3913 [page 265](#)
- Court Security — Cost Center 3914 [page 266](#)
- Transit Patrol — Cost Center 3919 [page 267](#)
- Reserves Unit — Cost Center 3922 [page 267](#)
- Training — Cost Center 3924 [page 267](#)
- Parks Patrol — Cost Center 3927 [page 268](#)
- Civil Division — Cost Center 3929 [page 268](#)
- Court/Custody Operations — Budget Unit 0231 [page 269](#)
- Court/Custody Operations — Budget Unit 0231 [page 269](#)
- Administration — Cost Center 3000 [page 270](#)
- Main Jail Complex — Cost Center 3026 [page 270](#)
- Elmwood Men's Facility — Cost Center 3036 [page 270](#)
- Correctional Center for Women (CCW) — Cost Center 3041 [page 271](#)
- Transportation — Cost Center 3047 [page 271](#)

Department of Correction

Mission [page 272](#)

Goals [page 272](#)

Department of Correction

Overview [page 274](#)

- History [page 274](#)
- Description [page 274](#)
- Fiscal Year 1999 Accomplishments [page 275](#)
- Fiscal Year 2000 Planned Accomplishments [page 275](#)

Department of Correction

County Executive's

Recommendation [page 276](#)

- Advancement of Board Priorities [page 276](#)
- Actions [page 276](#)
- Outcomes [page 276](#)
- DOC Contract — Budget Unit 0235 [page 277](#)
- Personnel — Cost Center 3105 [page 277](#)
- Internal Affairs — Cost Center 3112 [page 277](#)
- Training — Cost Center 3124 [page 278](#)
- Main Jail Complex — Cost Center 3126 [page 278](#)
- Classification — Cost Center 3135 [page 279](#)
- Elmwood Men's Facility — Cost Center 3136 [page 279](#)
- Correctional Industries — Cost Center 3137 [page 280](#)
- Operations — Cost Center 3140 [page 280](#)
- Correctional Center for Women (CCW) — Cost Center 3141 [page 280](#)
- Inmate Programs — Cost Center 3146 [page 281](#)
- Department Of Correction — Budget Unit 0240 [page 281](#)
- Department Of Correction — Budget Unit 0240 [page 282](#)
- Administration — Cost Center 3400 [page 282](#)
- Fiscal Division — Cost Center 3401 [page 283](#)
- Personnel — Cost Center 3405 [page 283](#)
- Professional Compliance And Audit — Cost Center 3412 [page 283](#)
- Data Management — Cost Center 3413 [page 284](#)
- Training — Cost Center 3424 [page 284](#)
- Main Jail Complex — Cost Center 3426 [page 285](#)
- Food Services — Cost Center 3428 [page 285](#)
- Administrative Booking — Cost Center 3432 [page 286](#)
- Classification — Cost Center 3435 [page 286](#)
- Elmwood Men's Facility — Cost Center 3436 [page 287](#)
- Correctional Industries — Cost Center 3437 [page 287](#)
- Laundry Services — Cost Center 3438 [page 288](#)
- Operations — Cost Center 3440 [page 288](#)
- Correctional Center For Women — Cost Center 3441 [page 289](#)
- Inmate Programs — Cost Center 3446 [page 289](#)
- Support Services — Cost Center 3449 [page 290](#)

Probation Department

Mission [page 291](#)

Goals [page 291](#)

Probation Department

Overview [page 293](#)

- Adult Services Division [page 293](#)
- Juvenile Probation Services [page 293](#)
- Juvenile Detention Services [page 294](#)
- Fiscal Year 1999 Accomplishments [page 294](#)
- Fiscal Year 2000 Planned Accomplishments [page 294](#)

Probation Department

County Executive's

Recommendation [page 295](#)

- Advancement of Board Priorities [page 295](#)
- Augmentation of Juvenile Services [page 295](#)
- Adult Services Augmentation [page 296](#)
- Administrative Resources [page 296](#)
- Probation Department — Budget Unit 0246 [page 297](#)
- Probation Department — Budget Unit 0246 [page 297](#)
- Women's Residential Center — Cost Center 3439 [page 298](#)
- Juvenile Services — Cost Center 3702 [page 298](#)
- Juvenile Division Admin & Support — Cost Center 3704 [page 299](#)
- Juvenile Hall — Cost Center 3706 [page 299](#)
- Community Services — Cost Center 3708 [page 300](#)
- Work Furlough Program — Cost Center 3710 [page 300](#)
- Adult Division Admin & Support — Cost Center 3712 [page 301](#)
- William F James Ranch — Cost Center 3714 [page 301](#)
- H Holden Ranch — Cost Center 3716 [page 302](#)
- M Wright Residential Center — Cost Center 3718 [page 302](#)
- Administrative Division — Cost Center 3720 [page 303](#)
- Adult Investigation — Cost Center 3724 [page 304](#)
- Adult Supervision — Cost Center 3726 [page 305](#)

Medical Examiner-Coroner Mission [page 306](#)

Goals [page 306](#)

Medical Examiner-Coroner

Overview [page 308](#)

- Fiscal Year 1999 Accomplishments [page 308](#)
- Fiscal Year 2000 Planned Accomplishments [page 308](#)

Medical Examiner-Coroner

County Executive's

Recommendation [page 309](#)

- Advancement of Board Priorities [page 309](#)
- Actions [page 309](#)
- Outcomes [page 309](#)
- Medical Examiner-Coroner — Budget Unit 0293 [page 309](#)
- Medical Examiner-Coroner — Budget Unit 0293 [page 310](#)
- Medical Examiner-Coroner — Cost Center 3750 [page 310](#)

Section 3: Children & Families–Social Services Agency

Children and Families - Social Services Agency

Mission [page 313](#)

- Departments [page 313](#)
- Expenditures by Department [page 315](#)
- Revenues by Department [page 315](#)

Department of Employment and Benefit Services

Mission [page 316](#)

Goals [page 316](#)

Department of Employment and

Benefit Services Overview [page 318](#)

- Job Training Partnership Act [page 318](#)
- CalWORKs Employment Services Program [page 318](#)
- Refugee Programs [page 319](#)
- Employment Support Initiative (ESI) [page 319](#)
- Child Care [page 319](#)
- Benefit Services [page 320](#)
- FY 1999 Accomplishments [page 321](#)
- FY 2000 Planned Accomplishments [page 321](#)
- Categorical Aids (BU511) [page 321](#)

Department of Employment and Benefit Services

County Executive's

Recommendation [page 322](#)

- Advancement of Board Priorities [page 322](#)
- Delete a Net of Four Positions from Department of Employment and Benefits Services [page 322](#)

Department of Family and

Children's Services

Mission [page 323](#)

Goals [page 323](#)

Department of Family and

Children's Services

Overview [page 325](#)

- Wraparound Services [page 325](#)
- Domestic Violence Services [page 325](#)
- Family Conferencing [page 325](#)
- Children's Shelter [page 325](#)
- Emergency Shelter Care for Children Ages 0-6 [page 325](#)
- Foster Care Eligibility Bureau [page 326](#)
- Management Planning [page 326](#)
- Court Related Accomplishments [page 326](#)
- Other Accomplishments [page 326](#)
- 1999 Accomplishments [page 326](#)
- FY 2000 Planned Accomplishments [page 326](#)

**Department of Family and Children's Services
County Executive's**

Recommendation [page 328](#)

Advancement of Board Priorities [page 328](#)

Add a Net of Twenty-Six Positions to the Department of
Family and Children's Services [page 328](#)

Department of Aging and Adult Services

Mission [page 329](#)

Goals [page 329](#)

Department of Aging and Adult Services

Overview [page 331](#)

Adult Protective Services (APS) [page 331](#)

In-Home Supportive Services (IHSS) [page 331](#)

Public Administrator/Guardian/Conservator
(PA/G) [page 331](#)

Veterans Services [page 332](#)

Nutrition Services [page 332](#)

FY 1999 Accomplishments [page 332](#)

FY 2000 Planned Accomplishments [page 332](#)

**Department of Aging and Adult Services
County Executive's**

Recommendation [page 334](#)

Advancement of Board Priorities [page 334](#)

Add Thirty-Four Positions to Department of Aging & Adult
Services [page 334](#)

Office of the Director

Mission [page 336](#)

Goals [page 336](#)

Office of the Director Overview [page 338](#)

Office of the Director [page 338](#)

FY 1999 Accomplishments [page 338](#)

FY 2000 Planned Accomplishments [page 339](#)

Office of the Director

County Executive's

Recommendation [page 340](#)

Advancement of Board Priorities [page 340](#)

Add Twenty-Three Positions to the Office of the Director [page 340](#)

Supplemental Security Income/Cash Assistance Program for Immigrants Technology Project [page 341](#)

Summary of Agency Staff Augmentations and Deletions [page 341](#)

Social Services Administration — Budget Unit 0501 [page 343](#)

Social Services Administration — Budget Unit 0501 [page 345](#)

Aging and Adult Administration — Cost Center 4700 [page 345](#)

Aging and Adult Program — Cost Center 4710 [page 347](#)

Aging and Adult Support Staff — Cost Center 4715 [page 348](#)

PA/G/C Information Systems — Cost Center 4755 [page 349](#)

Agency Administration — Cost Center 4800 [page 350](#)

Program Support — Cost Center 4810 [page 352](#)

Gilroy Community Juvenile Justice Grant — Cost Center 4831 [page 353](#)

Staff Development — Cost Center 4861 [page 354](#)

Staff Development Trainees — Cost Center 4862 [page 354](#)

Children's Shelter — Cost Center 4870 [page 354](#)

Electronic Data Processing — Cost Center 4903 [page 355](#)

Child Development Services — Cost Center 5000 [page 357](#)

JTPA Administration — Cost Center 5010 [page 358](#)

JTPA Office Professional Staff — Cost Center 5012 [page 358](#)

JTPA Direct Program - Prior Year — Cost Center 5020 [page 359](#)

Management Information Systems Unit — Cost Center 5040 [page 359](#)

Summer Youth Program — Cost Center 5042 [page 359](#)

Job Training and Partnership (JTPA) Programs — Cost Center 5044 [page 360](#)

Refugee Targeted Assistance Program — Cost Center 5100 [page 360](#)

Employment Services Program — Cost Center 5200 [page 361](#)

Employment Services Support Staff — Cost Center 5202 [page 362](#)

Employment Services Office Professional Staff — Cost Center 5203 [page 363](#)

Benefit Services Program — Cost Center 5300 [page 364](#)

Children's Services Programs — Cost Center 5400 [page 365](#)

SSA Nutrition Services To The Aged — Budget Unit 0509 [page 366](#)

SSA Nutrition Services To The Aged — Budget Unit 0509 [page 366](#)

SSA Nutrition Services To The Aged — Cost Center 4890 [page 366](#)

SSA Categorical Aids Payments — Budget Unit 0511 [page 367](#)

SSA Categorical Aids Payments — Budget Unit 0511 [page 367](#)

SSA Categorical Aids Payments — Cost Center 4901 [page 368](#)

Section 4: Santa Clara Valley Health & Hospital System

Santa Clara Valley Health & Hospital System

Mission [page 371](#)

Departments [page 371](#)

Expenditures by Department [page 373](#)

Revenues by Department [page 373](#)

Health SB12 / SB855 Payments

Overview [page 374](#)

SB12/SB855 Funds — Budget Unit 0409 [page 374](#)

SB12/SB855 Funds — Budget Unit 0409 [page 374](#)

SB12 Payments — Cost Center 4322 [page 375](#)

SB 855 Funds — Cost Center 4324 [page 375](#)

Department of Public Health

Mission [page 376](#)

Vision [page 376](#)

Goals [page 376](#)

Department of Public Health

Overview [page 378](#)

FY 1999 Accomplishments: [page 378](#)

FY 2000 Planned Accomplishments: [page 379](#)



Department of Public Health

County Executive's

Recommendation [page 380](#)

- Advancement of Board Priorities [page 380](#)
- Information Infrastructure Building [page 380](#)
- Community Needs Assessment [page 381](#)
- One-Time Funding for Office / Facility Equipment [page 381](#)
- Refugee Clinic - Add 4 Positions [page 381](#)
- One-Time Funding for Community Clinics [page 382](#)
- Emergency Medical Services Augmentation [page 382](#)
- Public Health — Budget Unit 0410 [page 382](#)
- Public Health — Budget Unit 0410 [page 383](#)
- Public Health Administration — Cost Center 2900 [page 384](#)
- Central Services — Cost Center 2909 [page 385](#)
- Support Services — Cost Center 2925 [page 386](#)
- Ambulatory Care — Cost Center 2928 [page 386](#)
- Emergency Medical Services — Cost Center 2934 [page 387](#)
- Region 1 — Cost Center 2936 [page 387](#)
- Region 2 — Cost Center 2945 [page 388](#)
- Region 3 — Cost Center 2954 [page 388](#)
- Region 4 — Cost Center 2962 [page 388](#)
- Region 5 — Cost Center 2970 [page 389](#)
- Region 6 — Cost Center 2978 [page 389](#)

Mental Health Department

Mission [page 390](#)

Goals [page 390](#)

Mental Health Department

Overview [page 392](#)

- FY 1999 Accomplishments [page 392](#)
- FY 2000 Planned Accomplishments [page 393](#)

Mental Health Department

County Executive's

Recommendation [page 394](#)

- Advancement of Board Priorities [page 394](#)
- Cost-Savings and Revenue Maximization [page 394](#)
- Acute Psychiatric Services [page 394](#)
- Mental Health — Budget Unit 0412 [page 395](#)
- Mental Health — Budget Unit 0412 [page 395](#)
- Bureau Administration — Cost Center 4350 [page 396](#)
- Mental Health Information Systems — Cost Center 4355 [page 396](#)
- Adult/Older Adult Services — Cost Center 4380 [page 397](#)
- Access Program — Cost Center 4401 [page 397](#)
- Family And Children Services — Cost Center 4410 [page 397](#)
- North County Region — Cost Center 4440 [page 398](#)
- San Jose Region — Cost Center 4480 [page 398](#)
- Inpatient Emergency Psychiatric Services — Cost Center 4560 [page 399](#)
- Children's Intensive Services — Cost Center 4570 [page 399](#)
- Acute Psychiatric Services — Cost Center 4590 [page 399](#)
- Pharmacy Services — Cost Center 4599 [page 400](#)

Children's Shelter and Custody Health Services

Mission [page 401](#)

Goals [page 401](#)

Children's Shelter and Custody Health Services

Overview [page 403](#)

- Fiscal Year 1999 Accomplishments [page 403](#)
- Fiscal Year 2000 Planned Accomplishments [page 403](#)
- Children's Shelter & Custody Health Services — Budget Unit 0414 [page 404](#)
- Children's Shelter & Custody Health Services — Budget Unit 0414 [page 404](#)
- Adult Custody Medical Services Program — Cost Center 4130 [page 404](#)
- Adult Custody Mental Health Services Program — Cost Center 4140 [page 405](#)
- Juvenile Probation Services — Cost Center 4150 [page 405](#)
- Children's Shelter Services — Cost Center 4160 [page 405](#)

Department of Alcohol and Drug Services

Mission [page 407](#)

Goals [page 407](#)

Department of Alcohol and Drug Services

Overview [page 409](#)

- Fiscal Year 1999 Accomplishments [page 409](#)
- Fiscal Year 2000 Planned Accomplishments [page 409](#)

Department of Alcohol and Drug Services

County Executive's

Recommendation [page 410](#)

Advancement of Board Priorities [page 410](#)

Strengthen Operational Infrastructure [page 410](#)

Bureau Of Drug And Alcohol Programs — Budget Unit

0417 [page 411](#)

Bureau Of Drug And Alcohol Programs — Budget Unit

0417 [page 411](#)

Bureau Administration — Cost Center 4600 [page 412](#)

Children, Adolescent & Family Services Adm — Cost Center

4610 [page 413](#)

Muriel Wright Program — Cost Center 4612 [page 413](#)

Women's Services — Cost Center 4620 [page 414](#)

Prevention Services — Cost Center 4630 [page 414](#)

Residential Administration — Cost Center 4640 [page 415](#)

Homeless Project — Cost Center 4642 [page 415](#)

Treatment & Recovery Administration — Cost Center

4645 [page 415](#)

Methadone Treatment/Medical Services Admin — Cost

Center 4650 [page 416](#)

Central Center — Cost Center 4652 [page 416](#)

East Valley Clinic — Cost Center 4654 [page 417](#)

Central Valley Clinic — Cost Center 4655 [page 417](#)

North County Center — Cost Center 4656 [page 418](#)

South County Clinic — Cost Center 4657 [page 418](#)

Stride Clinic — Cost Center 4658 [page 418](#)

West Valley Center — Cost Center 4659 [page 419](#)

Bay Area Services Network (BASN) Programs — Cost Center

4670 [page 419](#)

Contract Services — Cost Center 4671 [page 420](#)

Justice Outpatient — Cost Center 4673 [page 420](#)

PROP 99 Non-County Hospital and

Physician Funds

Overview [page 421](#)

Prop 99 Non-County Hospital Fund — Budget Unit

0721 [page 421](#)

Prop 99 Non-County Hospital Fund — Budget Unit

0721 [page 422](#)

Prop 99 Non-County Hospital Fund — Cost Center

7000 [page 422](#)

Valley Health Plan

Mission [page 423](#)

Valley Health Plan

Overview [page 425](#)

Fiscal Year 1999 Accomplishments [page 425](#)

Fiscal Year 2000 Planned Accomplishments [page 425](#)

Valley Health Plan

County Executive's

Recommendation [page 427](#)

Advancement of Board Priorities [page 427](#)

Budget Assumptions [page 427](#)

Recommendation [page 427](#)

Valley Health Plan — Budget Unit 0725 [page 428](#)

Valley Health Plan — Budget Unit 0725 [page 428](#)

Valley Health Plan Fund [page 428](#)

Santa Clara Valley Medical Center

Mission [page 430](#)

Goals [page 430](#)

Santa Clara Valley Medical Center

Overview [page 432](#)

Fiscal Year 1999 Accomplishments [page 432](#)

Fiscal Year 2000 Planned Accomplishments [page 433](#)

Santa Clara Valley Medical Center

County Executive's

Recommendation [page 434](#)

Advancement of Board Priorities [page 434](#)

Valley Medical Center Budget Highlights [page 434](#)

SCVMC Budget Augmentations [page 436](#)

New Information System [page 436](#)

VMC Staffing Augmentations [page 436](#)

SCVMC County Subsidy [page 437](#)

Valley Medical Center — Budget Unit 0921 [page 441](#)

Valley Medical Center — Budget Unit 0921 [page 441](#)

Section 5: Housing, Land Use, Environment & Transportation

Housing, Land Use, Environment

and Transportation Mission [page 445](#)

List of Departments [page 445](#)

Expenditures by Department [page 447](#)

Revenues by Department [page 447](#)

Department of Housing and Community

Development Mission [page 448](#)

Goals [page 448](#)

Department of Housing and Community

Development Overview [page 450](#)

- Fiscal Year 1999 Accomplishments [page 450](#)
- Fiscal Year 2000 Planned Accomplishments [page 450](#)
- Housing And Community Development — Budget Unit 0168 [page 451](#)
- Housing And Community Development — Budget Unit 0168 [page 451](#)
- Housing And Community Development — Cost Center 1168 [page 452](#)

Department of Planning and Land Development

Mission [page 454](#)

- Goals [page 454](#)

Department of Planning and Land Development Overview [page 456](#)

- Fiscal Year 1999 Accomplishments [page 456](#)
- Fiscal Year 2000 Planned Accomplishments [page 457](#)

Department of Planning and Land Development County Executive's

Recommendation [page 458](#)

- Advancement of Board Priorities [page 458](#)
- Staffing Changes [page 458](#)
- Permit Fee Increase [page 459](#)
- Planning and Development/ERA Admin — Budget Unit 0260 [page 459](#)
- Planning and Development/ERA Admin — Budget Unit 0260 [page 460](#)
- Planning And Development Operations — Cost Center 1180 [page 460](#)
- Weed Abatement — Cost Center 1188 [page 462](#)
- ERA Administration — Cost Center 1189 [page 462](#)

Department of Environmental Health

Mission [page 463](#)

- Goals [page 463](#)

Department of Environmental Health

Overview [page 465](#)

- Fiscal Year 1999 Accomplishments [page 465](#)
- Fiscal Year 2000 Planned Accomplishments [page 465](#)

Department of Environmental Health

County Executive's

Recommendation [page 466](#)

- Advancement of Board Priorities [page 466](#)
- Food Safety and Certification Program [page 466](#)
- Increase Training Funds [page 466](#)
- Add 1 Environmental Health Specialist [page 466](#)
- California Integrated Waste Management Board (CIWMB) Block 5 Grant [page 466](#)
- California Integrated Waste Management Board Oil Filter Grant [page 467](#)
- Environmental Health — Budget Unit 0261 [page 467](#)
- Environmental Health — Budget Unit 0261 [page 467](#)
- Consumer Protection Division — Cost Center 1190 [page 468](#)
- Environmental Health Services Administration — Cost Center 1194 [page 468](#)
- Hazardous Materials Compliance Division — Cost Center 1195 [page 469](#)

Department of Agriculture/Weights & Measures/Animal Control

Mission [page 471](#)

- Goals [page 471](#)

Department of Agriculture/Weights & Measures/Animal Control

Overview [page 473](#)

- Fiscal Year 1999 Accomplishments [page 473](#)
- Fiscal Year 2000 Planned Accomplishments [page 473](#)

Department of Agriculture/Weights & Measures/Animal Control

County Executive's

Recommendation [page 474](#)

- Advancement of Board Priorities [page 474](#)
- Recommended Augmentations [page 474](#)
- Agriculture, Weights and Measures and Animal Control — Budget Unit 0262 [page 474](#)
- Agriculture, Weights and Measures and Animal Control — Budget Unit 0262 [page 475](#)
- Agricultural Commissioner/Sealer — Cost Center 5660 [page 475](#)
- Home Composting Program — Cost Center 5661 [page 475](#)
- Weights and Measures — Cost Center 5663 [page 476](#)
- Administration — Cost Center 5665 [page 476](#)
- County Animal Control — Cost Center 5670 [page 476](#)
- Cooperative Extension — Cost Center 5710 [page 477](#)

Vector Control District

Mission [page 478](#)

- Goals [page 478](#)

Vector Control District Overview [page 480](#)

- FY 1999 Accomplishments [page 480](#)
- FY 2000 Planned Accomplishments [page 480](#)
- Vector Control District — Budget Unit 0411 [page 481](#)
- Vector Control District — Budget Unit 0411 [page 481](#)
- Vector Control District — Cost Center 4224 [page 481](#)

Department of Parks and Recreation**Mission** [page 483](#)Goals [page 483](#)**Department of Parks and Recreation****Overview** [page 485](#)

- Fiscal Year 1999 Accomplishments [page 485](#)
- Fiscal Year 2000 Planned Accomplishments [page 485](#)

Department of Parks and Recreation**County Executive's****Recommendation** [page 486](#)

- Advancement of Board Priorities [page 486](#)
- Staffing Changes [page 486](#)
- Interpretive Program at Joice-Bernal Ranch [page 487](#)
- Natural Resource Management Resource Inventory - Phase I [page 487](#)
- Business Services [page 487](#)
- Fixed Asset Recommendations [page 488](#)
- Capital Improvements [page 489](#)
- Contingency Reserves [page 489](#)
- County Parks And Recreation — Budget Unit 0710 [page 489](#)
- County Parks And Recreation — Budget Unit 0710 [page 490](#)
- Administration — Cost Center 5904 [page 490](#)
- Long-Range Planning And Property Management — Cost Center 5907 [page 491](#)
- Customer and Business Services — Cost Center 5909 [page 492](#)
- Park Operations — Cost Center 5910 [page 496](#)
- Park Maintenance — Cost Center 5911 [page 497](#)

Roads Department Mission [page 499](#)Goals [page 499](#)**Roads Department****Overview** [page 501](#)

- Fiscal Year 1999 Accomplishments [page 501](#)
- Fiscal Year 2000 Planned Accomplishments [page 502](#)

Roads Department**County Executive's****Recommendation** [page 503](#)

- Advancement of Board Priorities [page 503](#)
- Fixed Asset Funding [page 503](#)
- Roads Operations [page 503](#)
- Roads and Airports Administration [page 503](#)
- Technological Enhancements/Augmentations [page 504](#)
- Capital Projects [page 504](#)
- Roads Operations — Budget Unit 0603 [page 505](#)
- Roads Operations — Budget Unit 0603 [page 506](#)
- Roads Operations — Cost Center 4000 [page 507](#)
- Road Maintenance — Cost Center 4001 [page 507](#)
- Road Engineering — Cost Center 4002 [page 508](#)
- Road Traffic And Electrical — Cost Center 4005 [page 509](#)
- Motor Pool — Cost Center 4008 [page 509](#)
- Road Fleet — Cost Center 4101 [page 509](#)
- Roads And Airports Administration — Cost Center 6410 [page 510](#)
- Land Development — Cost Center 6411 [page 511](#)
- Survey and Property — Cost Center 6413 [page 511](#)
- Highway And Bridge Design — Cost Center 6435 [page 512](#)
- Roads Construction — Cost Center 6470 [page 512](#)
- Roads And Airports Fiscal — Cost Center 6472 [page 513](#)
- Roads Capital Projects-Traffic and Electrical — Cost Center 6474 [page 513](#)
- Roads Capital Projects-Maintenance — Cost Center 6475 [page 514](#)
- Roads Capital Projects-Highways & Bridges — Cost Center 6476 [page 514](#)

Airports Department**Mission** [page 515](#)Goals [page 515](#)**Airports Department****Overview** [page 517](#)

- Fiscal Year 1999 Accomplishments [page 517](#)
- Fiscal Year 2000 Accomplishments [page 517](#)

Airports Department**County Executive's****Recommendation** [page 518](#)

- Advancement of Board Priorities [page 518](#)
- Palo Alto Airport Landscaping Project [page 518](#)
- Airports Operations — Budget Unit 0608 [page 518](#)
- Airports Operations — Budget Unit 0608 [page 519](#)
- Palo Alto Airport — Cost Center 1919 [page 519](#)
- Reid Hillview Airport — Cost Center 1920 [page 520](#)
- South County Airport — Cost Center 1921 [page 521](#)
- Airports Operations Administration — Cost Center 1922 [page 521](#)



County Fire Districts Overview	page 522
Santa Clara County Fire Department	page 522
Saratoga Fire District	page 522
Los Altos Hills Fire District	page 523
South Santa Clara County Fire District	page 523
Central Fire District Zone 1 & 2 — Budget Unit 9104	page 523
Central Fire District Zone 1 & 2 — Budget Unit 9104	page 524
Central Fire District Zone 1 & 2 — Cost Center 9104	page 524
Los Altos Fire District — Budget Unit 9114	page 525
Los Altos Fire District — Budget Unit 9114	page 525
Los Altos Fire District — Cost Center 9114	page 525
So. Santa Clara Co. Fire District — Budget Unit 9118	page 526
So. Santa Clara Co. Fire District — Budget Unit 9118	page 526
South Santa Clara County Fire District — Cost Center 9118	page 526
Saratoga Fire District — Budget Unit 9250	page 527
Saratoga Fire District — Budget Unit 9250	page 527
Saratoga Fire District — Cost Center 9250	page 527

Appendix

FY 2000 Recommended Budget Position Detail

Report	page 531
Countywide Positions	page 531
List of General-Funded Community-Based Organizations	page 535
Historical Analysis of Fund Balance Allocations for the General Fund	page 540
General Fund Unallocated Revenue	page 541
Use of Unallocated Revenue	page 541

Index	page 543
--------------	--------------------------

Introduction

Introduction





County Executive's Budget Message

May 6, 1999

TO: Board of Supervisors

FROM: Richard Wittenberg
County Executive

SUBJECT: FY 2000 Recommended Budget

Santa Clara County has enjoyed two consecutive years where resources have been adequate to implement new program initiatives that have addressed important community needs. In fact, the Board has been able to address a wide variety of important issues that have visibly improved the quality of life for many of our residents. As we look forward into the new century, however, the county faces **significant financial risks** due to our continued and increased dependence on State and Federal government sources for 64% of our general fund revenues.

In addition, a level of uncertainty exists that demands an even more vigilant level of fiscal conservatism. With this in mind, the Administration's Recommended budget limits the addition of new programs and focuses our energy on **consolidating the program enhancements** that have been implemented over the past two years. This approach is consistent with your Board's existing goal of improving our physical plant, as we must now extend our energy to our operational/administrative infrastructure to assure the Board's initiatives yield the expected results.

The Context of the FY 2000 Budget

After our initial projection was released in February, our analysis of statewide and local economic data and expenditure requirements for Fiscal Year (FY) 2000 indicate a **deteriorating** financial outlook for the general fund. Our strong local economy has begun to send us mixed signals indicating the future might not produce the same level of discretionary revenues which we have enjoyed over the past two years. On one hand, **real estate markets** are continuing to yield **robust property tax collections**. This is a major factor contributing to our current financial stability. In the area of sales tax growth, however, we have noted a

decline of 4.5% in collections between the final quarters of 1997 and 1998. This marks the first time since 1994, collections for a current quarter are less than collections for a prior quarter. This trend is of great concern since the county has become much more dependent on sales tax revenues with the creation of the Public Safety Sales Tax and the transfer of sales tax from the State to Counties through "realignment" to support health and welfare expenditures. The Administration will be monitoring economic trend data carefully over the next twelve months and will keep the Board apprised of additional changes in statewide or local forecasts.

A second major issue that has surfaced since the release of our original FY 2000 projection is the California Medical Assistance Commission's (CMAC) rejection of our request for \$10 million in disproportionate share funding that had been assumed in the FY 1999 budget. For the second year in a row, CMAC's initial allocation was below our base year (the amount we received in the prior year) allocation. In FY 1998 we were successful in acquiring the needed funds after significant discussion and justification. This year, however, we were unable to persuade the Commission to allocate all of these funds. This will result in a \$10 million reduction in the disproportionate share revenue base that will require an increase in the general fund subsidy for FY 2000. As we have mentioned previously, the funding of Valley Medical Center is a major issue for the Administration. The loss of any disproportionate share funding could require discretionary expenditures that reduce our flexibility to fund programs Countywide.

The two major areas of uncertainty referred to previously are the availability of both Tobacco Settlement funds and Proposition 10 revenues. Both these sources represent significant potential revenues but are not included in our current budget assumptions.

By June 2000 (FY 2000), Santa Clara County is projected to receive \$25.5 million in Tobacco Settlement funding which is a two-year payment (1998 and 2000). During the mid-year budget review, the Board indicated a desire to have a policy discussion regarding the use of these funds. Since this discussion has not yet taken place, Tobacco Settlement funding has been excluded from our budget assumptions. This decision is further supported by the fact that numerous bills have been



introduced in both the State legislature and Congress attempting to restrict or reduce the amount of Tobacco Settlement funding available to local government. In addition, recent lawsuits in other parts of the Country may affect when we actually receive this funding. Until the final disposition of the settlement is known, we hesitate to assume these funds are available for any use.

Proposition 10 Tobacco Tax funds are also **not** assumed within this budget. A separate Commission that must develop a strategic plan before making decisions on how to allocate these revenues, controls this source of funding, which could total as much as \$27 million in FY 2000. At this time, it appears the strategic plan will not be completed until January 2000, with funding decisions to follow sometime thereafter. With these factors in mind, the Administration has not included any funding for programs that could be supported by Proposition 10 revenues. Since Proposition 10 prohibits supplantation, program enhancements that could be supported by these funds will await the Commission's funding decisions.

Thus, FY 2000 is shaping up to be a very **enigmatic year**. Significant revenues may become available but cannot be counted on at this time. The performance of the local economy is difficult to predict but the changes we are seeing suggest we need to take a cautious approach until clearer trends are defined. Our state and federal partners have reduced the level of ongoing support we had counted on. Once again these circumstances lead us to propose a prudent budget since many issues are yet to be resolved. This year, more than any in the recent past, our budget/financial plan will be an evolving document. The Board will be faced with several issues that can only be resolved when more information is gathered or decisions are made by other entities.

The Financial Issues Defining FY 2000

Considering the risks we face and the level of uncertainty that exists, we believe the budget being presented to you is a positive plan. Even though we have had some setbacks, Santa Clara County remains financially strong. While one could argue that our stability is at risk, in the short term we believe we can maintain the current level of service and your Board should consolidate the gains you have been able to make over the past two years. For the most part this budget will focus on

infrastructure improvements and the resources needed to **support** the program augmentations that have been recently implemented.

Besides the growth in property tax revenues, the other factor that will allow the County to maintain the current level of service is the dramatic drop in retirement costs. This outcome is the result of superior investment returns that have translated into lower PERS rates, and Santa Clara County's insistence on accessing surplus funds in excess of what is necessary to amortize our normal retirement costs. The combination of the new low rates and your Board's insistence on accessing surplus funds has generated a 50% drop in our retirement costs from \$60 million to \$30 million annually. This dramatic cost reduction is tempered by the loss of PERS levy revenue. We estimate that our PERS levy will decline by \$15 million even though we have applied \$11 million of our retirement savings to accelerate the elimination of our unfunded liability in the retiree health program. This will allow us to reduce the estimated time to eliminate the unfunded liability from **22 to 7 years**.

The Administration is currently researching a variety of alternatives to assure that we are capturing all eligible retirement costs in our PERS levy calculation. Due to the complexity of this issue and the fact that PERS took until the end of March to calculate our miscellaneous rate, we will be unable to reach a final conclusion before the budget goes to print. This issue will be discussed during the FY 2000 budget hearings. Even with the loss of PERS revenue, the net savings from the reduction in retirement costs -- \$15 million -- is a major factor in avoiding a deficit in the FY 2000 budget.

Another positive aspect of the FY 2000 Recommended Budget is the available fund balance projected to be \$66 million in FY 1999. This estimate will allow the County to support many essential and previously ignored capital and technology projects including the establishment of two Y2K reserves that we believe will be adequate to address our remaining needs in this area. The majority of the Y2K funds will be allocated to "embedded chip" issues at Valley Medical Center. The second reserve will address "hard good needs" like water, fuel and generators that may be required in the event of an emergency. This budget will also address capital needs across the entire county spectrum including the Probation Ranches, Health Care facilities and continued attention to preventive maintenance



and major system repairs. We are steadfast in our commitment to maintain and improve our physical plant and provide our employees with the tools they need to be successful in their work.

Finally, our fund balance will enable us to set the contingency reserve at \$24.1 million or the Board's policy of 2% of general fund revenues net of pass-throughs. In addition, \$3.4 million will be available to address a number of important one-time needs including the addition of one academy for the Department of Corrections, funding for the Census 2000 project and mobile radios for the Sheriff's Transportation Unit.

Risks Facing the County - The Financing of Valley Medical Center

Over the last few years the Administration has voiced concern regarding the financing of Valley Medical Center. FY 2000 marks the first fiscal year the new Valley Medical Center will be in full operation. This new facility will further increase the annual cost of operating an acute care hospital.

In order to support the cost of providing the same level of service in FY 2000, the general fund subsidy to the hospital needs to be increased by approximately \$15.8 million. Of this amount, \$3.3 million in staff costs is required to address patient care issues and **protect census-driven revenues**. The remaining increases will support anticipated collective bargaining adjustments and inflationary increases for pharmaceuticals and other medical supply needs. The increase for FY 2000 is not unusual. Based on prior experience we can assume that the cost to operate the hospital will increase by this amount in any particular future year.

Over the past several years the Administration has been innovative and creative in cobbling together a variety of revenue and expenditure reduction solutions that have mitigated operational impacts at the hospital. Disproportionate share funding programs, Federally Qualified Health Center status, reengineering, the utilization of trust funds and the North Tower super contingency have limited the real growth in the general fund subsidy. Even with these efforts, however, the general fund subsidy to Valley Medical Center will be approximately \$77 million in FY 2000, increasing from \$21 million in FY 1995. The current subsidy amount includes over \$12

million in unspent North Tower contingency funds that are being spread out over three years to reduce the growth in the County subsidy. These funds will be exhausted in FY 2001.

When the Board of Supervisors approved the construction of the New Valley Medical Center in 1994, the discussion recognized that the general fund subsidy would grow to \$90 million or more. The Board accepted this potential outcome in 1994. With this level of subsidy becoming a reality, we must now revisit the implications identified with a \$90 million subsidy in order to determine how the general fund can support a subsidy at this level. Over the next two years the Administration **will require direction** regarding the mix and level of services that can be supported by the general fund if the hospital is to continue operating in the same way it is today.

We recognize the dynamic nature of our financial environment and it is possible that new revenue sources could become available to delay the need to begin reallocating general fund resources to support the hospital. The Tobacco Settlement funds, for instance, could delay the need to provide additional general fund support for one year or more if dedicated to supporting the operations of the hospital. At the same, however, we must recognize the potential for financial reversals or setbacks like a reduction in SB-1255 funding as we experienced just one-month ago. Because of our reliance on revenue sources controlled by other jurisdictions, we will struggle with these financing issues annually unless some major structural change occurs.

We believe the Board needs to give full consideration to a process or plan to address hospital financing issues in a reasonable and well-thought out manner. We must avoid situations where difficult decisions are made over a short time frame and with little consideration for long-term consequences.

The Performance of Our Economy

The other major risk we are concerned about is the performance of our local and state economies. After three years of outstanding performance the latest economic data suggests our economy may be transitioning into a period of slower overall growth. While the real estate markets appear to be maintaining their

momentum, sales tax growth has slowed considerably. As mentioned previously, we saw a decline in fourth quarter collections in 1998 that led us to reduce our growth assumption to 1.5% for the Public Safety Sales tax. The volume of Internet sales and the impact on overall sales tax collections could be a major factor in explaining this situation. We are currently analyzing this issue and discussing possible solutions with other local jurisdictions. This issue could have a major impact on local government as the state and federal governments pass legislation that is protecting their share of sales tax revenues but prevents local government from collecting our share. The Administration will be carefully reviewing all revenue collection information and trends during the next two months and provide the Board with any additional information when it becomes available.

The FY 2000 Recommended Budget

The development of the FY 2000 Recommended Budget focused on three main themes:

- ◆ Build a budget that consolidates and supports the program enhancements added over the past two years.
- ◆ Support program and service level expansions where costs can be offset by revenue or reimbursements.
- ◆ Continue our investment in the County's physical infrastructure and provide employees with the tools they need to be successful.

Consolidating and Supporting Program Enhancements

Over the past two years the Board of Supervisors has approved many program enhancements that have addressed many important priorities. These augmentations come after 8 consecutive years of budget reductions that **severely** impacted the organization's operating/administrative infrastructure. As a result, many new programs have not been implemented as quickly as originally anticipated or cannot be supported in a way that maximizes efficiency and effectiveness.

With this in mind this budget was developed with the goal of limiting the addition of new programs and providing the support services where possible to support many of the previously approved initiatives. Also we are emphasizing the importance of evaluating the effectiveness of these new programs to determine if they warrant ongoing funding.

In the Social Services Agency a major commitment has been made to strengthening the agency's administrative infrastructure. These increased resources will provide SSA with the ability to be more responsive and effective. There are many areas where the lack of administrative support is now hampering the line service departments and their staff's ability to provide services. The last year has shown that recruiting, training, and retaining social work staff and children shelter staff are difficult and time-consuming tasks. The administrative infrastructure whether it is in human resources, information services contract monitoring or fiscal services has an impact on direct services.

This budget also recommends the establishment of an Office of Evaluation and Planning in SSA to focus on community needs and service improvements. This office will be the prime agent in providing the necessary data gathering and evaluative studies for CPM, cross system evaluation, and other measurements of outcomes. It will establish linkages between assessment and evaluation of performance to actual goals set by the Agency and the Board and monitor results.

A key area where there is a need to bolster our operational infrastructure is information systems. Over the course of time, information systems have become an integral part of every direct County service. In many cases systems have grown in size and number without the commensurate increase in support staff. As technical issues become more complex, departments are finding it increasingly difficult to maintain and upgrade their systems creating the potential for interruptions in service. Several recommendations are included in this budget to address these issues:

- ◆ The reorganization of the Information Services Department is recommended to create an organization consistent with current requirements. The plan developed by the Chief Information Officer will provide resources to focus on the development of a strategic plan and to create an internal tech-



nical County resource that will provide top-quality service to County departments. Once the Y2K issue is dealt with, these goals will become a top priority.

- ◆ Four information services staff are recommended for the Public Health Department. These positions will provide support to a network of 450 computers accessed by 500 users and integrating 46 fragmented databases that exist within the department.
- ◆ Six positions are recommended to form a team to increase the level of support for HaRP, our new payroll/personnel system. With 14 months experience in maintaining this complex system, it is clear that additional technical staff is required to keep current with the number of new releases, development tasks and enhancements required by the vendor.

Support Program or Service Level Expansion Where Revenues and Reimbursements can offset Costs

Recognizing the need to be cautious but realizing that justifiable needs exist, the Administration worked closely with departments to develop proposals that address priority needs and could be offset with revenue. In the Public Health department and Probation categorical revenues have been utilized to support the departments highest priorities. In the case of Alcohol and Drug Services and Social Services, new funding sources are available to address specific needs the Board and Community are deeply concerned about.

In the Public Health department, Targeted Case Management (TCM) revenue will support the information system staff previously mentioned the department feels is essential to the successful completion of their mission and goals. This same revenue source will also support a community needs assessment that will allow the department to identify lifestyle/behavior risk factors, monitor trends and evaluate the effectiveness of current public health programs.

In the Probation Department new State and Federal revenues will allow for the department to respond to important needs in several areas. Resources are being allocated to provide dedicated staff and contract assistance to increase treatment services at the Ranches. At the same time the department is creating an Outcomes

Team which will develop and implement evaluation processes and outcome measurement. This is consistent with the Board's interest in determining the value of the direct services being delivered to our clients. Finally, the Probation Department is providing additional training resources to ensure all current training mandates are being met. This is an example of investing in our operational infrastructure in order to improve direct service delivery.

In the Social Services Agency funding has become available to address several important needs in the Department of Aging and Adult Services. The passage of SB 2199 will require a 24-hour response to life threatening situations and provide vulnerable and at-risk adults with a full range of improved services. In total over 30 fully reimbursed positions are recommended to provide social work, fiduciary and conservator services for these clients.

In the Department of Alcohol and Drug Services additional Federal funds are being used to support the addition of six positions that will bolster the administrative infrastructure of the department. Other important direct service needs are also being addressed including the addition of a fully reimbursed program manager to provide leadership and community-wide coordination of women-specific treatment services.

The County Executive's FY 2000 Recommended Budget includes only a modest increase of \$3.9 million in net county cost. The majority of the recommendations included in this budget are offset by revenue or are one-time in nature. Considering the concerns expressed in this budget message, we believe this is the prudent course to take at this time. Even though our approach is modest, we have still been able to address a large number of needs for a relatively small cost.

Continue our Investment in the Physical Infrastructure

Over the past five years the Board and the Administration have collaborated to dramatically increase our investment in the County's infrastructure. In addition to providing funding for preventive maintenance, we have made significant progress in working through the backlog of major maintenance projects that have developed over the years. In FY 2000 we will benefit from a projected fund balance of \$66 million that will allow us

to allocate \$23.2 million to capital projects and \$17.4 million to Technology projects. Since FY 1996 Santa Clara County has allocated \$76 million to Capital Projects and \$61 million to Technology Projects.

The Administration followed Board approved criteria in developing the list of recommended capital projects by addressing health and safety issues first then assessing and prioritizing program needs across all County departments with the goal of developing a balanced capital budget. The major projects being recommended for funding include the following:

Capital Project	Cost
Backlog Projects	\$5,500,000
Program Buildings/Ranches	2,000,000
Seismic Retrofit for VMC Ancillary Building	2,500,000
Renovate and Improve Building I Berger	2,407,000
Design and Program New Chaboya Clinic	1,500,000
Funding for the South County Court Modulars Buildings	1,800,000

In addition to these projects, an additional \$2 million is being recommended to be transferred from the Justice Facilities Construction Fund to our Capital Fund to address Court facility requirements. With this allocation the Capital Budget would total \$23.2 million only slightly less than our FY 1999 allocation of \$24.6 million.

In the area of technology projects, the major concern continues to be Y2K. This budget includes a reserve of \$8 million to address the remaining needs identified by departments. The majority of this reserve will address embedded chip issues at Valley Medical Center. The general fund will support \$5 million in cost while the Enterprise Fund will assume \$1 million. We have also established a \$2 million reserve for Y2K hard goods which will be used for anything from fuel to water to generators. This reserve will give us the flexibility to deal with any contingency on and around January 1, 2000. The addition of this \$10 million will bring the total allocated for Y2K to approximately \$34 million. It is our hope that during the spring of 2000 we can determine that some of these precious resources can be returned to the Board for allocation to high priority system or other one-time needs.

Federal and State Legislative Efforts

As we did last year, we encourage the Board to continue to make the case for increased local control to both the State legislature and the U.S. Congress. It is very difficult to move confidently in a positive direction when so much of your financial base is constantly at risk. Board members have been active in both Sacramento and Washington, D.C. in demonstrating how issues like Tobacco Settlement funds, Healthy Families and Medicaid reform can impact the County. Since 64% of our revenues come from the State and Federal governments and much of the remaining 36% is needed to finance underfunded or unfunded State and Federal mandates, the Board must remain and in fact become even more active in legislative efforts to assure our concerns are heeded.

It is clear that State and Federal legislation in large part is dictating County service priorities and financing options and greatly impact the Board's ability to set local priorities. We must think strategically to develop a plan to move in the direction of more control over our destiny since only we are directly responsible for the performance of this organization.

Conclusion

On the surface the FY 2000 Recommended budget presents a positive financial plan. There are modest recommendations that will improve the delivery of service in many departments. We have also been able to recommend a substantial investment in our physical plant and the development of improved information systems that will increase the efficiency of our workforce. At the same time, however, there is a combination of concerns and uncertainties that we must address as an organization in the near future. The most serious of these is the financing of Valley Medical Center. In order to continue operating this institution consistent with existing policies, new streams of support must be developed by FY 2002. In the past we have been successful in developing short-term options every few years to avoid a major funding shortfall. As the needs of the new Valley Medical Center grow and the current short-term solutions expire we must be prepared to implement a plan that has been carefully considered over time. Without such a plan any transition will be extremely difficult.



Even though we face some serious challenges, we are confident this budget is moving the County organization in the right direction. We can no longer delay recognizing the weakness that exists in our administrative operations. Departments are finding it increasingly difficult to acquire the resources necessary to support the large number of new programs and are struggling to meet expectations to deliver improved services. We urge the Board to recognize the need to strengthen our

operational infrastructure and provide the organization with time to consolidate the substantial improvements that have been approved over the past two years. A period of consolidation will also provide the Administration more time to assess economic trends and hopefully develop solutions and resolve uncertainties that will allow us to move more confidently into the future.





Highlights of the FY 2000 General Fund Recommended Budget

Description	Positions	Expenditures	Revenues/ Reimbursements
Clerk of the Board			
Add 1 Board Clerk II/I to Address Increased Workload	1	\$ 44,809	\$ 0
Controller/ESA/ISD			
Augment Resources for HR/Payroll System (HaRP)	6	511,404	0
County Counsel			
Add 2 Attorneys to Address Increased Workload	2	206,866	318,374
Dept. of Correction			
Fund One Additional Cadet Academy	0	730,450	0
District Attorney			
Add 1 Attorney for Narcotics	1	83,310	0
Create Reserve for Family Support Relocation	0	1,800,000	1,800,000
Drug & Alcohol Services			
Add 2 Rehabilitation Counselors for Methadone Clinic	2	136,040	0
Drug & Alcohol Services			
Add 1 Management Analyst for Administrative Support	1	75,210	0
Add 1 Program Manager for Women - Specific Treatment Services	1	92,736	0
ESA			
Augment Countywide Training Resources	2	179,800	0
Census 2000 Project	1	213,534	0
Information Services Dept			
GSA Information Services Department Reorganization	4	245,000	0
Mental Health			
Add Nursing Staff for Barbara Arons Pavilion	3	110,439	0
Probation			
Add 4 Deputy Probation Officers for Expanded Programs	4	228,624	228,624
Add One Group Counselor and Contract Funds to Support Ranch Services	1	139,240	139,240
Public Health			
Add Information Systems Staff to Provide Network Support	4	263,304	0
Add Staff for Community Needs Assessment	2	207,589	0
Additional Support for Community Clinics	0	270,000	0
Public Health/EMS			
Add 1 Project Control Specialist in Emergency Medical Services	1	63,572	0
Sheriff			



Highlights of the FY 2000 General Fund Recommended Budget (Continued)

Description	Positions	Expenditures	Revenues/ Reimbursements
Add 2 Sheriff's Deputies for South County	2	154,139	0
Mobile Radios for Transportation Unit	0	206,541	0
Special Programs			
Reserve for Children's Programs Pending Proposition 10 Allocation	22	1,724,100	405,148
SSA			
Department of Aging and Adult Services - Add Staff to Provide 24 Hour Services to Adult Protective Services Clients	18	1,019,858	1,019,858
Department of Employment and Benefit Services - Delete Positions in Response to Reduced CalWORKS Caseload	(-18)	-780,487	-780,487
Department of Family and Children's Services - Add Staff to Recruit and License 200 Foster Care Homes	5	192,905	77,162
Department of the Office of the Director - Add Staff to Support Infrastructure Services	20	\$ 1,049,239	\$ 888,176

Status of Inventory Items Approved in FY 1999

Budget Unit Number	Proposal	Sponsor	Ongoing Expense	One-Time Expense	Status in FY 2000 Recommended Budget
The following items were funded on a one-time basis in FY 1999. Funding for these items has not been included in the FY 2000 Recommended Budget, either because the funding commitment has been met or the project completed.					
106	Joint Venture: Silicon Valley Membership	Finance	0	\$ 25,000	Project Completed-No Funding
106	Working Partnerships USA	Finance	0	25,000	Project Completed-No Funding
106	Tech Museum of Innovation	Finance	0	15,000	Project Completed-No Funding
106	Increase Allocation for Harvey Rose	Finance	0	250,000	Funded in Recommended Budget
106	Community Outreach for Board Offices	Finance	0	50,000	Project Completed-No Funding
106	Online Directory for Human Services	Finance	0	67,000	Project Completed-No Funding
417	Adolescent Residential Treatment (Design)	Hlth & Hospital	0	370,000	Project Incomplete-Funds Rolled Over
417	Ryan Elementary Health Realization	Hlth & Hospital	0	40,000	Project Incomplete-Funds Rolled Over
410	Women's Health Alliance Project	Hlth & Hospital	0	95,000	Project Completed-No Funding
410	Billy DeFrank Lesbian/Gay Community Center	Hlth & Hospital	0	127,968	Project Completed-No Funding
921	Cross-System Outcome Evaluation	Child & Fam	0	285,000	Project Incomplete-Funds Rolled Over
501	Status Offender Services	Child & Fam	0	543,531	Project Completed-No Funding
501	Cultural Competency in SSA	Child & Fam	0	75,000	Project Completed-No Funding



Status of Inventory Items Approved in FY 1999 (Continued) (Continued)

Budget Unit Number	Proposal	Sponsor	Ongoing Expense	One-Time Expense	Status in FY 2000 Recommended Budget
260	San Martin Study	HLUET	0	30,000	Project Incomplete-Funds Rolled Over
260	Census 2000 Project	HLUET	0	97,931	Project Incomplete-Funds Rolled Over
260	Geologic Hazard Maps	HLUET	0	15,000	Project Completed-No Funding
260	Code Enforcement Plan	HLUET	0	25,000	Project Completed-No Funding
603	Pavement Maintenance/Non-Expressway	HLUET	0	2,000,000	Project Completed-No Funding
603	Safety Improvements - Roads	HLUET	0	500,000	Project Completed-No Funding
260	Planning Office Extra Help	HLUET	0	60,000	Project Completed-No Funding
501	Parent Institute for Quality Education	Alvarado	0	50,000	Project Completed-No Funding
106	Funding for the 20/21 Regional Arts Plan	Alvarado	0	90,000	Project Completed-No Funding
501	Asian Pacific Youth Conference	McHugh, Alvarado	0	30,000	Project Completed-No Funding
119	Add Funding for Housing Trust Fund	Beall, HLUET	0	1,000,000	Project Incomplete-Funds Rolled Over
410	Domestic Violence Conference Printing	McHugh	0	30,000	Project Completed-No Funding
410	Public Information Campaign on Female Genital Mutilation	McHugh	0	25,000	Project Completed-No Funding
603	Landscape Project on Capitol Expressway	McHugh	0	76,000	Project Completed-No Funding
263	Design/Programming Funds - Correctional Treatment Center	Admin	0	500,000	Project Incomplete-Funds Rolled Over
501	Transitional Contract Funding - General Fund Contracts	Admin	0	51,108	Project Completed-No Funding

The following items were funded on a one-time basis in FY 1999. Funding for these items has not been included in the FY 2000 Recommended Budget, either because the funding commitment has been met or the project completed.



Status of Inventory Items Approved in FY 1999

FY 99 Item Number	Budget Unit Number	Proposal	Sponsor	Ongoing Expense	One-Time Expense	Status in FY 2000 Recommended Budget
The following items were funded on an ongoing basis in FY 1999. Funding for these items has been included in the FY 2000 Recommended Budget.						
6	260	Ongoing Support - Pollution Prevention	Finance	60,000	0	Funded in Recommended Budget
10	410	TB Program - Community Outreach	Hlth & Hospital	161,393	0	Funded in Recommended Budget
11	410	Adolescent Pregnancy Program (APPN)	Hlth & Hospital	303,757	0	Funded in Recommended Budget
12	410	Violence Prevention Program Reserve	Hlth & Hospital	350,000	0	Funded in Recommended Budget
13	410	Immunization Program	Hlth & Hospital	366,161	0	Funded in Recommended Budget
14	410	Perinatal Outreach	Hlth & Hospital	130,000	0	Funded in Recommended Budget
15	410	Infrastructure/Customer Service AIDS Program	Hlth & Hospital	39,222	0	Funded in Recommended Budget
17	412	Culturally Specific Family Focused Care	Hlth & Hospital	652,811	0	Funded in Recommended Budget
18	412	Mental Health Redesign	Hlth & Hospital	905,148	0	Funded in Recommended Budget
19	414	Increase Jail Medical Staffing - Census Acuity	Hlth & Hospital	812,298	0	Funded in Recommended Budget
20	417	Dual Diagnosis Treatment Services	Hlth & Hospital	404,000	0	Funded in Recommended Budget
21	417	Drug Dependency Treatment Court	Hlth & Hospital	529,000	0	Funded in Recommended Budget
23	417	Pathway House Beds	Hlth & Hospital	300,000	0	Funded in Recommended Budget
24	417	Adolescent & Family Substance Abuse Treatment	Hlth & Hospital	450,000	0	Funded in Recommended Budget
27	921	Violence Intervention Program	Hlth & Hospital	182,736	0	Funded in Recommended Budget
31	921	School-Linked Services Enhancements	Child & Fam	776,094	93,392	Funded in Recommended Budget
34	501	Family Group Conference Institute	Child & Fam	208,479	0	Funded in Recommended Budget
36	509	Senior Nutrition Services Expansion	Child & Fam	306,672	0	Funded in Recommended Budget
37	501	Increase Children's Shelter Staffing	Child & Fam	1,349,537	850,000	Funded in Recommended Budget
38	511	Shelter Wraparound	Child & Fam	551,430	0	Funded in Recommended Budget
39	501	Shelter Respite Care	Child & Fam	299,520	0	Funded in Recommended Budget
40	501	Shelter Foster Care Investigator & ACT	Child & Fam	95,059	0	Funded in Recommended Budget
50	202	Add Three Attorneys to Increase Core Prosecution Staff	PS&J	285,000	0	Funded in Recommended Budget
51	202	Add One Criminal Investigator Position to District Attorney	PS&J	75,000	0	Funded in Recommended Budget
52	230	Add two Deputies to South County Patrol	PS&J	73,451	0	Funded in Recommended Budget



Status of Inventory Items Approved in FY 1999 (Continued)

FY 99 Item Number	Budget Unit Number	Proposal	Sponsor	Ongoing Expense	One-Time Expense	Status in FY 2000 Recommended Budget
The following items were funded on an ongoing basis in FY 1999. Funding for these items has been included in the FY 2000 Recommended Budget.						
53	204	Augment Felony Trial Team in Public Defender's Office	PS&J	360,551	0	Funded in Recommended Budget
54	204	Add Supervising Paralegal for Public Defender	PS&J	68,518	0	Funded in Recommended Budget
55	246	Community Worker for Probation	PS&J	48,287	5,000	Funded in Recommended Budget
56	240	Community Correction/Jail Sentence Alternative Program	PS&J	102,156	0	Funded in Recommended Budget
57	240	DOC Day Reporting Center	PS&J	192,984	0	Funded in Recommended Budget
58	210	Add Staff and Electronic Monitoring Devices	PS&J	154,162	45,000	Funded in Recommended Budget
59	230	Project Save	PS&J	10,000	0	Funded in Recommended Budget
60	107	Office of Public Information & Community Outreach	Alvarado	176,494	0	Funded in Recommended Budget
67	107	Human Relations Coordinator - Dispute Resolution	McHugh	50,000	0	Funded in Recommended Budget
68	107	Economic Development Support Staff		32,000	7,500	Funded in Recommended Budget
69	260	Spay/Neuter Clinic for Cats	McHugh	47,800	0	Funded in Recommended Budget
72	130	Unity in Diversity Support	McHugh	7,300	0	Funded in Recommended Budget
73	263	Add Integrated Pest Management Coordinator	McHugh	56,723	2,500	Funded in Recommended Budget
77	501	South County Paratransit Services	Gage	5,000	0	Funded in Recommended Budget
83	107	Add Analyst in OBA	Admin	80,190	0	Funded in Recommended Budget
84	501	SSA Human Services Contracts	Admin	219,000	0	Funded in Recommended Budget
Total				11,277,933	7,551,930	





Available One-Time Resources and Recommended Allocations

In addition to the operating budget, the Administration identifies and allocates one-time resources. An important financial policy of the Board is to limit the allocation of one-time resources to one-time needs. The FY 2000 budget adheres to this policy with no exceptions. The major source for one-time resources is fund balance, which is defined as unexpended appropriations or revenues collected in excess of what is budgeted. These resources are available to be expended in the subsequent year on one-time needs. The majority of the focus in this area is on the General Fund balance. The County Executive's Office of Budget and Analysis regularly analyzes and estimates the fund balance during the course of the year. In general, fund balance estimates make up the majority of the funding for one-time needs. In FY 2000, fund balance is the only source for one-time projects.

Process

The County Executive is responsible for recommending the allocation of one-time funds to the Board of Supervisors. Currently, the two major categories of one-time expenses, capital projects and technology projects, are discussed in administrative oversight committees where recommendations are developed and prioritized. These recommendations are also presented and discussed in the Board's Finance & Government Operations Committee. A third category of one-time needs includes other miscellaneous items like furniture and equipment. These items are requested on an individual basis by departments, and their inclusion in the budget is decided on a case-by-case basis. When appropriate, the Administration may also recommend an increase in the contingency reserve. This is one other example of an appropriate one-time expense.

For FY 2000, the County Executive recommends the following allocation of one-time resources:

One-Time Resources	FY 2000 Value
FY 1999 Fund Balance	\$44,000,000
Total Available One-Time Resources	\$44,000,000

Recommended One-Time Allocations	FY 2000 Value
Capital Needs	
Backlog Projects	\$5,500,000
Program Buildings for Probation Ranches	\$2,000,000
Design and Programming for the New Chaboya Clinic	\$1,500,000
Seismic Retrofit of the Ancillary Building on the VMC Campus	\$2,500,000
Renovation and Remodeling of Building I at Berger Drive	\$2,407,000
ADA/Fire Marshall Projects	\$1,000,000
Move Emergency Psychiatric Svcs on the VMC Campus	\$380,000
Study Office Space Requirements for a 2nd VMC Office Building	\$250,000
Remodel 2nd floor of 70 West Hedding Street	\$1,073,000
Capital Programs Planning Studies	\$800,000
Unanticipated Capital Needs	\$2,000,000
Upgrade Patio Area Outside of Senter Auditorium	\$286,000
Create Additional Space for Crime Lab in the Coroner's Building	\$500,000
Replace Lighting in the Senter Auditorium	\$100,000
Phase Two Carpet Replacement at County Communications	\$74,530



Recommended One-Time Allocations	FY 2000 Value
Funding for the South County Modular Buildings	\$1,800,000
Total Capital Requirements	\$21,170,530
Technology Needs	
Y2K Embedded System Reserve	\$8,000,000
Y2K Hard Goods Contingency	\$2,000,000
Clerk of the Board - Keyboard Project	\$1,568,193
Cross Systems Evaluation Data Warehouse	\$1,049,689
Develop Information Technology Strategic Master Plan	\$750,000
Electronic Map Improvement Program - Center for Urban Analysis	\$563,500
County Communications - Auto Vehicle Locator System	\$500,000
County Communications - CAD System Upgrade	\$136,000
On-Line Case Management System for Pretrial Services	\$373,086
Public Health Integrated Health Data Base System	\$350,000
Document Storage System for the District Attorney	\$212,000
SSI/CAPI Tracking System for the Social Services Agency	\$200,000
Mobile Computer Study for the Sheriff's Office	\$120,000
Total Technology Requirements	\$17,513,959
Increase Contingency Reserve	
Increase the Contingency Reserve to \$24.1 million	\$2,000,000
Other Miscellaneous One-Time Requirements	
Fund Second Cadet Academy in the Department of Correction	\$743,450
Provide One-Time Support to the Community Clinics	\$270,000
Fund the Census 2000 Project on a One-Time Basis	\$213,534
Purchase Mobile Radios for the Transportation Unit - Sheriff	\$206,541
Provide One-Time Funding for CLARAnet Reconfigurations	\$175,000
Automate County Clerk Function Transferred to the Recorder	\$168,000
Purchase Ergonomic Workstations for Public Health Staff	\$120,000
Other Miscellaneous One-Time Needs	\$1,518,986
Total Miscellaneous One-Time Requirements	\$3,415,511
Total Allocation of All One-Time Resources	\$44,000,000



Overview of Revenue Growth

General Fund revenues are projected to total \$1,319,229,359 in Fiscal Year 2000. Compared to the \$1,286,057,822 in the Fiscal Year 1999 Approved Budget, revenues are projected to increase by \$33,171,537, a 3% increase. Revenue growth a year ago was considerably higher, increasing by \$59 million, a 5% increase.

The three largest revenue sources show notable increases:

Federal Aid. is expected to increase the most, by \$25,136,253, reflecting the continuing policy shift away from public assistance for needy families and toward employment as a condition for receiving benefit payments. The table on the next page indicates several Federal revenue accounts, and the departments responsible for successful implementation of the welfare-to-work initiative for Santa Clara County residents.

Current Property Taxes. are expected to increase by only \$5,672,896. Unlike Federal Aid, local taxes are discretionary revenues that can be used by any General Fund department to advance the priorities of the Board of Supervisors. Property tax growth has been stimulated by the local economic boom over the past three years, particularly in the real estate markets. With an assumed secured roll growth of 11%, this source would have contributed considerably more revenues had it not been offset by a \$15 million drop in the Public Employee Retirement System (PERS) levy revenues.

State Aid. the largest revenue source, comprised of over fifty accounts, is expected to increase by \$5,059,138. The loss of CalWORKs and Food Stamp revenue reflects the success of the local Employment Support Initiative in reducing caseloads and helping local residents make a successful transition from welfare to work. The drop in Public Safety Sales Tax is due to the rapid deceleration of local taxable sales in 1998. Offsetting these expected losses are projected gains in Motor Vehicle In-Lieu, Public Assistance Realignment, Support Enforcement Incentive, and Child Welfare Services revenues.

Fines, Forfeitures, and Penalties. has increased by \$12,421,985, reflecting the movement of Bail and Fine Realignment revenues that had been budgeted as "Other Revenues" in Fiscal Year 1999. This movement, along with a decline in revenue from the sale of land, is largely responsible for the \$14 million decline in "Other Revenues," and has no net impact on General Fund revenues.

Revenue From the Use of Money and Property. is the other revenue source showing a significant decrease, projected to drop by \$5,070,057. This loss reflects both the elimination of the PERS Refund in FY 2000, and a decline in interest earned on notes and commercial paper.

Overview of FY 1999 - FY 2000 Growth in General Fund Revenue

Revenue Source	FY 1999 - FY 2000 Increase (Decrease) \$
Federal Aid	25,136,253
Fines, Forfeitures, and Penalties	12,421,985
Current Property Taxes	5,672,896
State Aid	5,059,138
Four Other Sources (Other Taxes, Charges for Current Services, Licenses, Permits and Franchises, and Transfers)	4,139,871
Revenue From the Use of Money and Property	(5,070,057)
Other Revenue	(14,188,549)
FY 1999 - FY 2000 Total Revenue Growth	33,171,537
FY 1999 Approved General Fund Revenue	1,286,057,822
FY 2000 Approved General Fund Revenue	1,319,229,359

Changes in the **four other General Fund revenue sources** are shown on the following page, in descending order in the amount of additional revenue available for the departments, and intended uses tabulated in the two right-hand columns. They range from a \$2,280,000 increase in "Other Taxes" to a \$561,659 loss in "Transfers."



Revenue Account	Revenue Source and Account Names	Revenue Inc./ (Dec) FY 2000		Department(s) Using Revenues	Intended Outcomes
		Recommended	vs. FY 1999 Approved		
	Federal Aid	\$25,136,253			
9472	CalWORKS FG-U Federal	\$7,502,906		SSA Employment & Benefit Services	Transition From Welfare to Work
9881	Federal Title IV-D Child Support	\$3,165,492		District Attorney Family Support	Incentive to Collect Child Support
9541	Federal In-Home Supportive ServicesPCP	\$2,880,239		SSA Aging and Adult Services	Maintain Seniors' Quality of Life
9586	Federal Jobs Title IV-A	\$1,948,114		SSA Employment & Benefit Services	Transition From Welfare to Work
9379	Federal Medi-Cal Eligibility Administration	\$1,673,921		SSA Employment & Benefit Services	Access to Health Care Regardless of Ability to Pay
	Fines, Forfeitures, And Penalties	\$12,371,802		Criminal Justice Departments	Divert and Rehabilitate Clients of the Criminal Justice System When Appropriate
	Property Taxes	\$5,672,896			
9009	SB 813 Supplemental Property Taxes	\$2,696,000		Departments Using Unallocated Revenues	Advancement of Board Priorities
9010	Current Secured Property Taxes	\$1,972,927		Departments Using Unallocated Revenues	Advancement of Board Priorities
9020	Current Unsecured Property Taxes	\$1,003,969		Departments Using Unallocated Revenues	Advancement of Board Priorities
	State Aid	\$5,059,138			
9313	Motor Vehicle In-lieu Revenue	\$12,524,000		Departments Using Unallocated Revenues	Advancement of Board Priorities
9466	State Realignment Revenue - Public Assistance	\$6,736,221		SSA & Departments Using Unallocated Revenues	Healthy Development of Abused and Neglected Children and Advancement of Board Priorities
9324	State Support Enforcement Incentives	\$2,860,427		DA Family Support and Departments Using Unallocated Revenues	Incentive to Collect Child Support and Advancement of Board Priorities
9379	State Child Welfare Services	\$2,860,427		SSA Dept of Family & Children Services	Protection of Abused and Neglected Children
9336	State Aid - Public Safety Sales Tax	\$(1,987,000)		Public Safety and Justice Departments	Divert and Rehabilitate Clients of the Criminal Justice System When Appropriate
9445	State Non-Assistance Food Stamps	\$(2,028,653)		SSA Employment & Benefit Services	Provide Food for Low-Income Residents
9328	CalWORKs Family Group and Unemployed	\$(26,988,146)		SSA Employment & Benefit Services	Transition From Welfare to Work
	Other Taxes	\$2,280,000		Departments Using Unallocated Revenues	Advancement of Board Priorities
	Charges For Current Services	\$2,156,401		Fee-Reimbursed Departments	Advancement of Board Priorities
	Licenses, Permits, And Franchises	\$265,129		Public and Environmental Health, & Other Permit and Licensing Depts.	Preserve and Enhance Public and Environmental Health
	Transfers	\$(561,659)		Various Departments	Advancement of Board Priorities

Revenue Account	Revenue Source and Account Names	Revenue Inc./ (Dec) FY 2000 Recommended vs. FY 1999 Approved	Department(s) Using Revenues	Intended Outcomes
	Revenue From The Use Of Money And Property	\$(5,070,057)		
9250	PERS Refund	\$(3,121,602)	Departments Using Unallocated Revenues	Advancement of Board Priorities
9252	Interest on Notes	\$(1,790,412)	Departments Using Unallocated Revenues	Advancement of Board Priorities
9253	Interest - Commercial Paper and Other	\$(1,014,000)	Departments Using Unallocated Revenues	Advancement of Board Priorities
	Other Revenue	\$(14,188,549)		
9998	FY 1999 Transferred Trial Court Fund Revenues	\$(13,579,783)	Criminal Justice Departments	Divert and Rehabilitate Clients of the Criminal Justice System When Appropriate
9814	Sale of Excess Land	\$(1,816,529)	Departments Using Fund 50 for General Capital Improvements	Increased Funding for High-priority Capital Needs
	FY 1999 - FY 2000 Total Revenue Growth	\$32,609,878		





All Fund and General Fund Summaries

The following summaries provide financial information at the highest level of detail. The All Funds summary presents expenditure and revenue totals for the entire Santa Clara County Budget. Expenditures are presented at the object level of detail, which groups expenditures by category, i.e. salaries and benefits or services and supplies. Revenues are presented by revenue sources, which include property tax, fines and forfeitures etc. Expenditure and revenue information is also presented by Agency which organizes the information by functional area. An additional chart featured in this section illustrates the proportions of revenues and expenditures providing a visual presentation of where the county's revenues come from and how they are spent.

Data is also presented for the General Fund. The General Fund is the largest of the county's funds and supports the majority of the services. All revenues and

expenditures that are not segregated for specific categorical purposes are budgeted in the General Fund. There are a variety of other fund groups, including Capital Funds, Enterprise Funds (Valley Medical Center), Special Revenue Funds (Roads, Parks and Recreation) and Internal Service Funds (Data Processing, Fleet Management). The General Fund is discussed in detail because the majority of the county's services are funded from this resource. Like the All Funds summary, bar charts are also used to explain General Fund expenditure and revenue totals.

Please note that the totals for the Santa Clara Valley Health and Hospital System are incorrect for the FY 1999 Approved and FY 1999 Adjusted budgets. Correct information about these columns will be provided with the FY 2000 Recommended Budget hearings in June. The FY 2000 Recommended information is correct.

Countywide Budget Summary (All Funds)

	FY 1999 Appropriations				Columns 2 to 4	
	FY 1998 Actual	As of 7/1/98	As of 4/7/99	FY 2000 Recommended	Increase (Decrease)	% Change
Expenditures by Agency						
Special Programs and Reserves	\$ 54,149,829	\$ 121,788,126	\$ 122,464,701	\$ 132,058,045	\$ 10,269,919	8
Legislative and Executive Departments	51,674,172	60,323,183	340,989,461	58,876,213	(1,446,970)	-2
General Services Agency	131,823,639	125,405,168	175,206,658	143,370,090	17,964,922	14
SCV Health and Hospital System	781,470,961	466,697,242	474,653,667	776,270,778	309,573,536	66
Social Services Agency	350,266,898	427,273,267	432,233,247	420,374,875	(6,898,392)	-2
Law and Justice Departments	354,764,296	367,142,893	373,567,281	365,573,101	(1,569,792)	0
Environmental Resources Agency	46,019,698	68,991,008	9,1387,476	68,012,877	(978,131)	-1
Employee Services Agency	41,520,449	494,104,88	50,064,041	48,312,037	(1,098,451)	-2
Finance Agency	118,443,651	33,179,257	91,418,678	31,117,944	(2,061,313)	-6
Roads and Airports Departments	21,354,037	38,472,298	53,425,844	49,856,801	11,384,503	30
Fire Districts	38,489,118	41,991,620	41,991,620	53,288,180	11,296,560	27
Total Expenditures	\$ 1,989,976,748	\$ 1,800,674,550	\$ 2,247,402,604	\$ 2,147,110,941	\$ 346,436,391	19
Expenditures by Object						
Salaries and Employee Benefits	841,327,032	673,962,468	681,757,258	966,529,565	292,567,097	43
Services and Supplies	796,147,869	933,079,299	1,261,961,131	979,987,226	46,907,927	5
Other Charges	66,815,802	86,748,733	87,520,585	75,191,600	(11,557,133)	-13
Fixed Assets	126,604,297	48,414,567	107,067,483	54,613,469	6,198,902	13
Operating/Equity Transfers	265,043,829	129,094,629	190,844,495	145,015,359	15,920,730	12%



Countywide Budget Summary (All Funds)

	FY 1999 Appropriations			FY 2000 Recommended	Columns 2 to 4	
	FY 1998 Actual	As of 7/1/98	As of 4/7/99		Increase (Decrease)	% Change
Reserves	0	47,675,786	47,431,138	62,348,328	1,467,2542	31
Expenditure Transfers	(105,962,081)	(118,300,932)	(129,179,416)	(136,574,606)	(18,273,674)	15
Subtotal Expenditures	2,095,938,829	1,918,975,482	2,376,582,090	2,283,685,547	364,710,065	19
Net Expenditures	\$ 1,989,976,748	\$ 1,800,674,550	\$ 2,247,402,604	\$ 2,147,110,941	\$ 346,436,391	19
Resources by Type						
Charges For Current Services	193,016,956	211,939,905	215,339,702	221,655,249	9,715,344	5
Aid From Govt Agencies- Federal	247,727,433	301,815,885	324,629,986	327,212,627	25,396,742	8
Fines, Forfeitures, Penalties	23,120,001	13,470,305	15,529,953	27,892,140	14,421,835	107
Licenses, Permits, Franchises	16,022,472	16,017,735	16,034,948	16,446,052	428,317	3
Other Revenues	458,761,102	325,909,905	338,126,896	329,448,860	3,538,955	1
Aid From Govt Agencies-State	506,212,836	562,047,165	570,965,384	567,515,676	5,468,511	1
Taxes - Other Than Current Property	22,983,206	28,530,728	314,310,728	42,083,313	13,552,585	48
Taxes - Current Property	256,112,516	262,521,536	262,521,536	273,094,466	10,572,930	4
Revenue From Use Of Money/Property	62,552,518	41,636,791	43,024,210	35,546,327	(6,090,464)	-15
Transfers	245,469,270	225,143,600	300,151,581	220,486,537	(4,657,063)	-2
Total Revenue	\$ 2,031,978,310	\$ 1,989,033,555	\$ 2,400,634,924	\$ 2,061,381,247	\$ 72,347,692	4
Resources by Agency						
Special Programs and Reserves	1,470,366	1,262,977	1,862,977	2,099,477	836,500	66
Legislative and Executive Departments	24,339,183	26,174,294	304,764,821	25,119,493	(1,054,801)	-4
General Services Agency	84,743,277	69,170,007	83,823,731	67,957,670	(1,212,337)	-2
SCV Health and Hospital System	828,010,956	677,634,016	740,323,335	708,416,288	30,782,272	5
Social Services Agency	302,093,053	361,550,803	363,772,736	362,212,248	661,445	0
Law and Justice Departments	225,200,167	246,820,337	251,580,908	253,947,723	7,127,386	3
Environmental Resources Agency	58,660,248	65,240,064	88,529,595	65,133,533	(106,531)	0
Employee Services Agency	32,392,669	36,464,268	36,742,918	37,018,481	554,213	2
Finance Agency	435,950,059	425,920,063	435,497,457	443,163,629	17,243,566	4
Roads and Airports Departments	3,693,666	38,852,201	53,791,921	52,376,234	13,524,033	35
Fire Districts	35,424,666	39,944,525	39,944,525	43,936,471	3,991,946	10
Total Revenue	\$ 2,031,978,310	\$ 1,989,033,555	\$ 2,400,634,924	\$ 2,061,381,247	\$ 72,347,692	4%

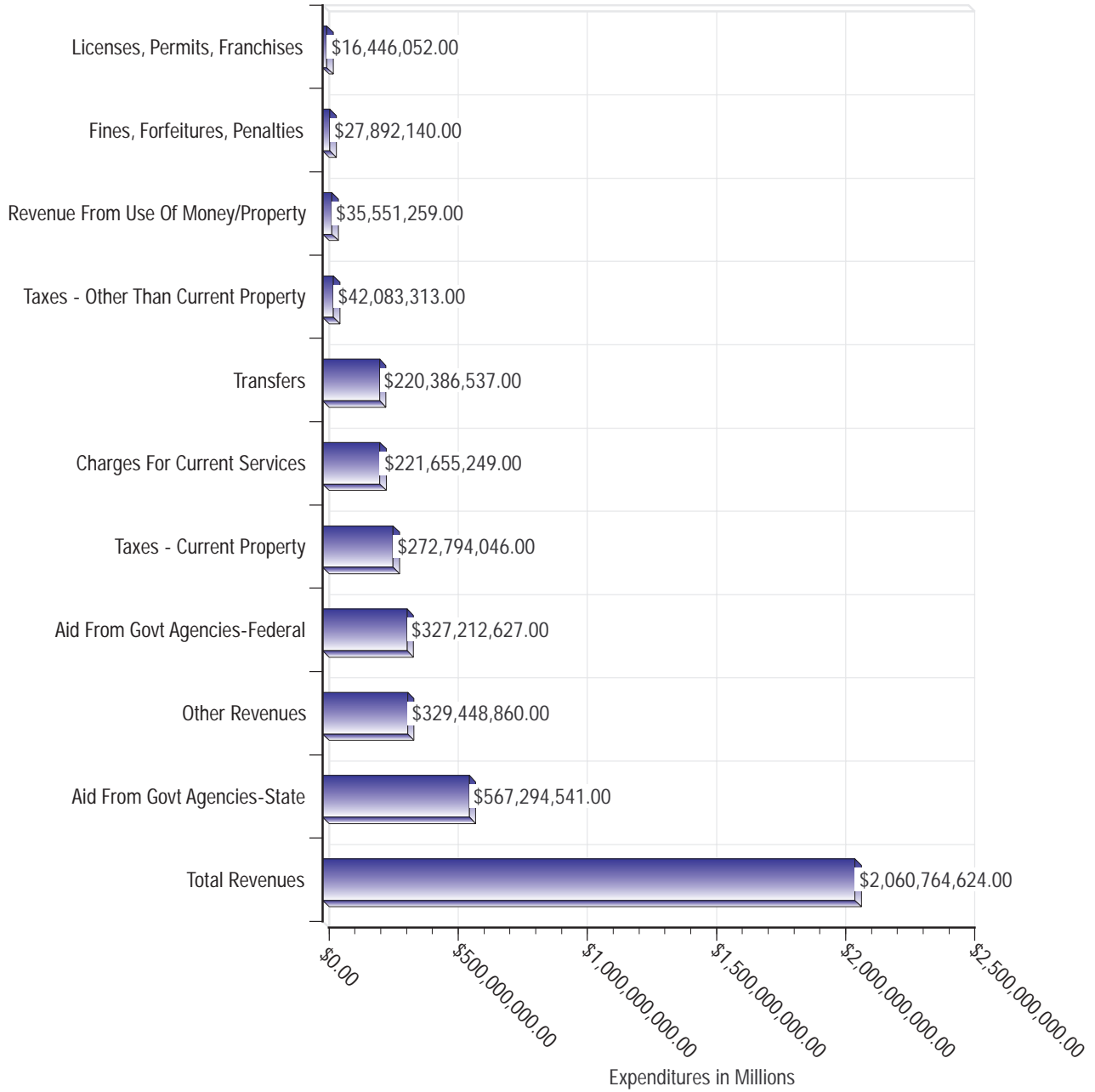


Permanent Authorized Positions

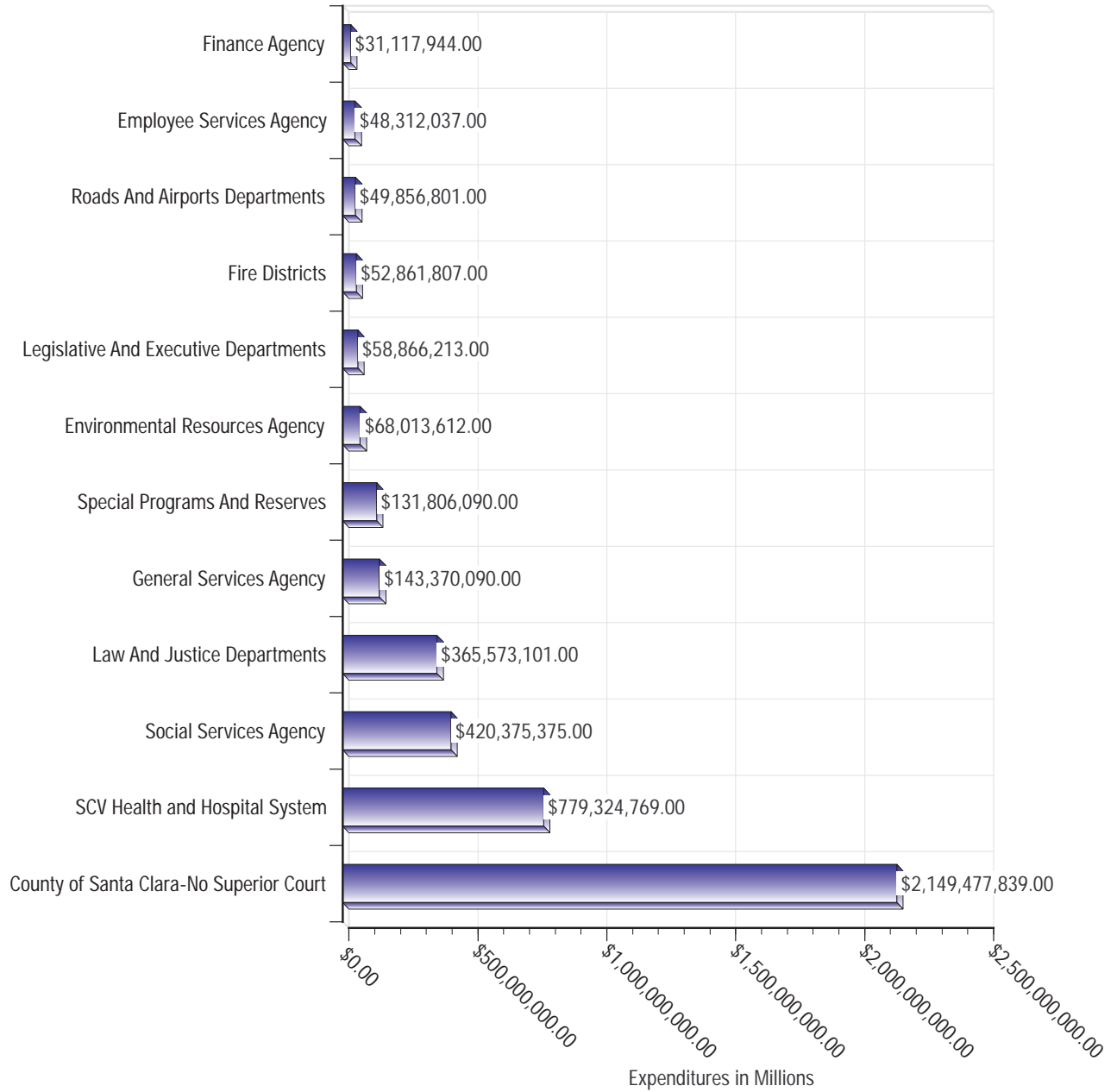
	FY 1999 Positions		FY 2000 Recommended	Differences (4-2)
	As of 7/1/98	As of 4/7/99		
Legislative and Executive Departments	690	733	722.5	32.5
General Services Agency	637	703	691	54
SCV Health and Hospital System	4,637	4,738	4,927	290
Social Services Agency	2,606	2,649	2,690.5	84.5
Law and Justice Departments	3,677	3,755	3,743.5	66.5
Finance Agency	307	313	311	4
Environmental Resources Agency	417	431	439.5	22.5
Employee Services Agency	170	182	179	9
Roads and Airports Departments	302	309	305	3
Total Positions	13,443	13,813	14,009	566



All Fund Resources



All Fund Expenditures



Introduction



Countywide Budget Summary (General Fund)

	FY 1999 Appropriations			FY 2000 Recommended	Columns 2 to 4	
	FY 1998 Actual	As of 7/1/98	As of 4/7/99		Increase (Decrease)	% Change
Expenditures by Agency						
Special Programs And Reserves	54,149,829	121,788,126	122,464,701	132,058,045	10,269,919	8%
Legislative And Executive Departments	33,320,616	39,438,738	41,204,323	37,424,623	(2,014,115)	-5
General Services Agency	55,791,379	62,133,401	69,405,722	79,390,079	17,256,678	28
SCV Health and Hospital System	256,533,952	293,154,872	301,111,297	309,715,915	16,561,043	6
Social Services Agency	350,266,898	427,273,267	432,233,247	420,374,875	(6,898,392)	-2
Law And Justice Departments	354,764,296	367,142,893	373,567,281	365,573,101	(1,569,792)	0
Environmental Resources Agency	17,725,163	10,084,441	10,661,257	10,575,784	491,343	5
Employee Services Agency	8,060,639	9,667,590	9,851,669	10,150,067	482,477	5
Finance Agency	33,862,272	22,421,706	25,011,619	20,166,870	(2,254,836)	-10
Total Net Expenditures	1,164,475,044	1,353,105,034	1,385,511,116	1,385,429,359	32,324,325	2
Expenditures by Object						
Salaries And Employee Benefits	552,548,106	608,695,777	615,212,625	609,998,261	1,302,484	0
Services And Supplies	579,969,999	678,769,263	706,338,635	706,960,369	28,191,106	4
Other Charges	30,395,457	30,400,237	30,529,699	31,661,520	1,261,283	4
Fixed Assets	16,688,073	20,303,330	27,470,789	13,857,083	(6,446,247)	-32
Operating/Equity Transfers	86,978,631	86,663,724	88,067,308	100,841,969	14,178,245	16
Reserves		42,165,437	42,028,508	52,674,682	10,509,245	25
Subtotal Expenditures	1,266,580,266	1,466,997,768	1,509,647,564	1,515,993,884	48,996,116	3
Expenditure Transfers	(102,105,222)	(113,892,734)	(124,136,448)	(130,564,525)	(16,671,791)	15
Total Net Expenditures	1,164,475,044	1,353,105,034	1,385,511,116	1,385,429,359	32,324,325	2
Revenues by Type						
Taxes - Current Property	204,087,860	207,009,000	207,009,000	212,681,896	5,672,896	3
Taxes - Other Than Current Property	23,415,872	27,897,000	35,977,000	30,177,000	2,280,000	8
Licenses, Permits, Franchises	15,872,596	8,144,806	8,162,019	8,409,935	265,129	3
Fines, Forfeitures, Penalties	15,451,603	4,748,712	4,808,360	17,170,697	12,421,985	262
Revenue From Use Of Money/Property	47,212,205	31,239,133	31,239,133	26,169,076	(5,070,057)	-16
Aid From Govt Agencies-State	486,366,539	514,954,234	520,229,324	520,013,372	5,059,138	1
Aid From Govt Agencies-Federal	238,669,480	294,086,377	301,945,071	319,222,630	25,136,253	9
Charges For Current Services	53,694,547	55,568,688	57,317,488	57,725,089	2,156,401	4
Transfers	88,690,730	94,653,544	95,508,958	94,091,885	(561,659)	-1
Other Revenues	31,648,624	47,756,328	49,581,958	33,567,779	(14,188,549)	-30%



Countywide Budget Summary (General Fund)

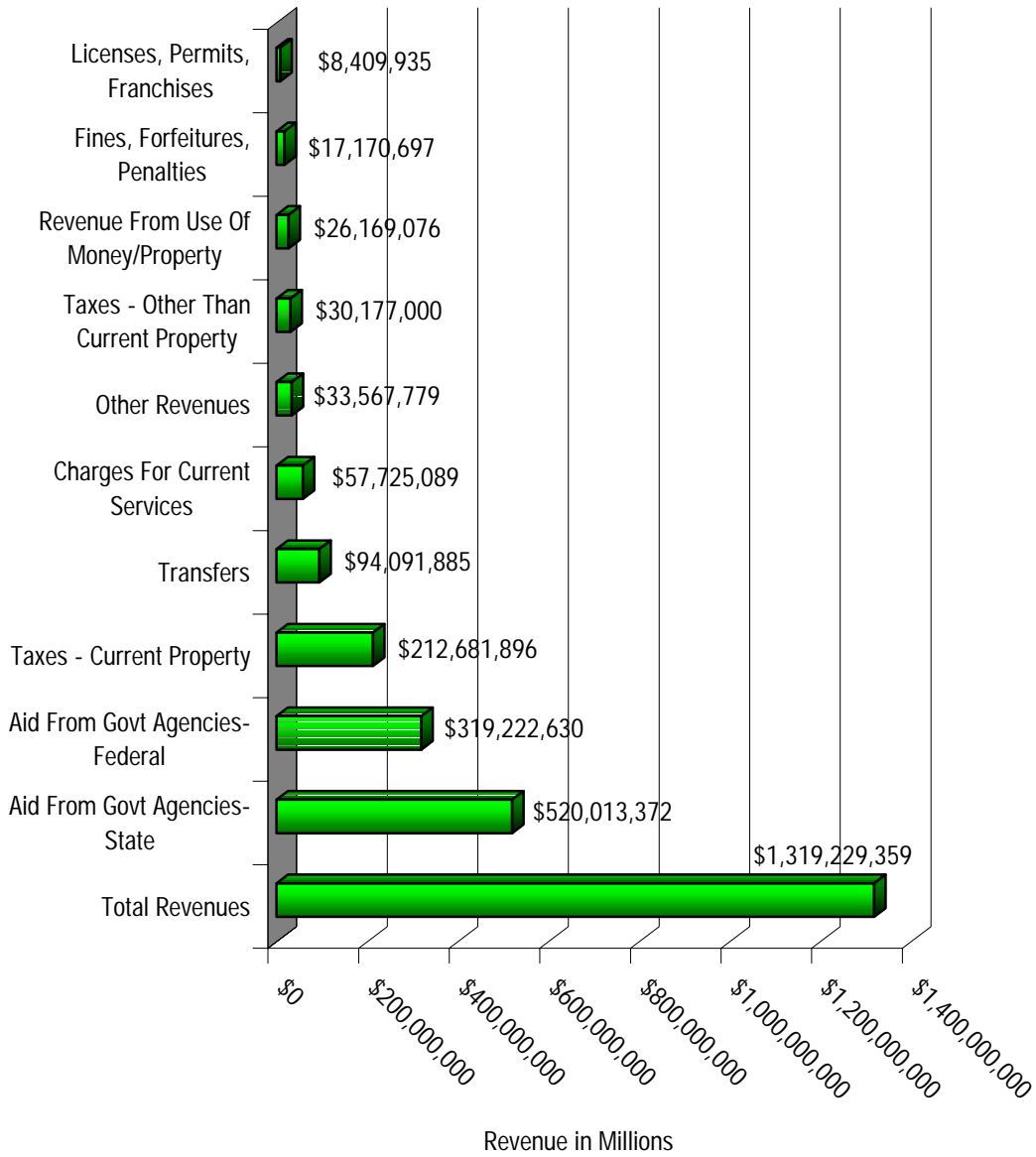
	FY 1999 Appropriations			FY 2000 Recommended	Columns 2 to 4	
	FY 1998 Actual	As of 7/1/98	As of 4/7/99		Increase (Decrease)	% Change
Total Revenues	1,205,110,056	1,286,057,822	1,311,778,311	1,319,229,359	33,171,537	3
Resources by Agency						
Special Programs And Reserves	1,470,366	1,262,977	1,862,977	2,099,477	\$836,500	66
Legislative And Executive Departments	5,036,246	7,677,384	7,750,880	5,542,079	(\$2,135,305)	-28
General Services Agency	7,543,264	5,213,305	5,713,696	4,254,658	(\$958,647)	-18
SCV Health and Hospital System	224,254,216	239,005,622	246,268,261	248,560,705	\$9,555,083	4
Social Services Agency	302,093,053	361,550,803	363,772,736	362,212,248	\$661,445	0
Law And Justice Departments	225,200,167	246,820,337	251,580,908	253,947,723	\$7,127,386	3
Environmental Resources Agency	17,245,947	7,427,663	7,971,775	8,004,831	\$577,168	8
Employee Services Agency	1,699,896	1,657,750	1,936,400	1,768,415	\$110,665	7
Finance Agency	420,566,901	415,441,981	424,920,678	432,839,223	\$17,397,242	4
Total Revenues	1,205,110,056	1,286,057,822	1,311,778,311	1,319,229,359	\$33,171,537	3%

Permanent Authorized Positions

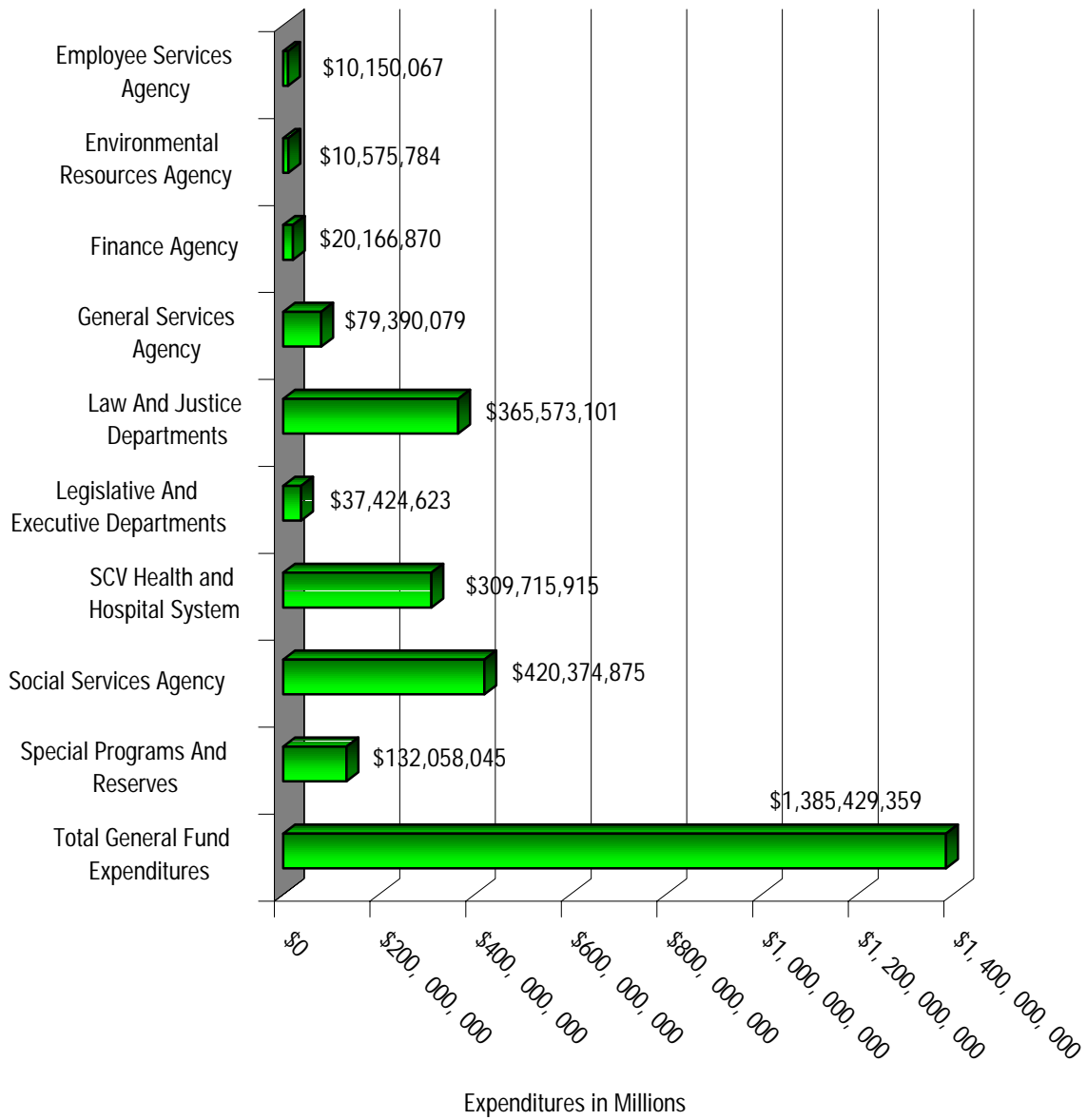
	FY 1999 Positions		FY 2000 Recommended	Differences (4-2)
	As of 7/1/98	As of 4/7/99		
Legislative And Executive Departments	502	525	517	15
General Services Agency	375	432	413	38
SCV Health and Hospital System	1,370	1,438	1,455	85
Social Services Agency	2,606	2,649	2,691	85
Law And Justice Departments	3,678	3,756	3,744	66
Environmental Resources Agency	124	133	133	9
Employee Services Agency	116	128	125	9
Finance Agency	307	314	311	4
Total Positions	9,078	9,375	9,389	311



General Fund Resources



General Fund Expenditures





Budget User's Guide

- ◆ An overview of the Board of Supervisors' budget strategies
- ◆ A description of the Board committees which review the Recommended Budget
- ◆ An explanation of the budget development process
- ◆ An annotated example of a budget detail page
- ◆ A glossary of budget terminology

Budget Strategy Statement

The following strategies reflect the policies and priorities of the Board of Supervisors, and will guide the budget decision-making process for Fiscal Year 2000.

After experiencing eight consecutive years of deficit, the County of Santa Clara has enjoyed two successive years where the current level of service has been maintained and many high priority community needs addressed. This positive outcome is the result of a strong local and statewide economy and a series of prudent financial decisions made by the Board during the past several years.

As we look forward to FY 2000, the Administration believes the improved level of service we are currently providing can be maintained. We are concerned, however, about a less vigorous local economy. Economic indicators, although somewhat mixed, point to a slowdown in economic activity which could affect local real estate markets, property tax revenue collections and sales tax growth. For these reasons it will be important to monitor economic activity, consolidate the enhancements made during the past two years and assure our infrastructure is adequate to maintain service levels. These will be important considerations as we develop the FY 2000 Recommended Budget.

During the past two years the Board has consistently moved to strengthen Santa Clara County's overall financial position. We continue to maintain a \$13 million reserve for economic uncertainty and a \$3 million welfare reform reserve. In addition, the contingency appropriation was increased to \$23.7 million as part of the FY 1999 budget. At the same time, the Board

adopted a policy to bring the contingency reserve to 2% of general fund revenues, net of pass-throughs, within 18 months.

These actions continue to be an acknowledgment of the volatile and dynamic nature of our economy and the constant exposure counties face due to our reliance on state and federal funding. A single action reducing our share of enhanced Medi-Cal revenues (through either the SB-855 or SB-1255 program), for example, could deplete our reserves and push the General fund into deficit. When coupled with potential changes in the economy, these risks need to be carefully considered as we begin the development of the FY 2000 Recommended budget.

For the second consecutive year, the Administration's initial budget estimate will be a surplus. At this point in time, we estimate the general fund will have a \$6 million margin. This estimate does not assume the collection of Tobacco Settlement funds. The Administration is continuing to analyze and evaluate this issue and will initiate a policy level discussion with the Board when more definitive information is available. Even though our projected margin of \$6 million is small, it does appear that the current level of services can be maintained in FY 2000.

Based on input from the Board and Administration and recognizing the context we are operating within, we propose the following priorities and principles to guide the development of the FY 2000 Recommended Budget:

A Baseline Approach that focuses on Prevention Strategies

- ◆ Create conditions that permit at-risk youth to lead safe and healthy lives, achieve their human potential and lessen or preclude their reliance upon County services when they become adults.
- ◆ Continue efforts to expand and improve preventive health care for children by strategically directing new Proposition 10 Tobacco Tax funding into well child health care programs.
- ◆ Increase our commitment to seniors to assure they maintain their quality of life and have the opportunities to continue making meaningful contributions to our community.



- ◆ Continue the commitment to provide access to high quality health care for all residents, regardless of ability to pay.
- ◆ Continue to focus on prevention programs by considering projects like the Violence Prevention Plan and exploring new initiatives for mental health and alcohol and substance abuse programs.
- ◆ Establish the funding of child care as a central component of a successful program to support families in their efforts towards self-sufficiency. This would include pursuing increased federal and state support of child care services; the elimination of impediments to the establishment of additional child care programs; and increasing the number of child care facilities in underserved areas of the county where the needs are the greatest.
- ◆ Maintain and seek funding to expand programs that, when appropriate, divert clients from the Criminal Justice System and treat these clients more effectively in other rehabilitative settings.
- ◆ Seek to improve the safety of the community by continuing to retire limited duty sheriffs and replacing them with new recruits thereby increasing patrols in the unincorporated areas of the county.

Program Requests Should be Theory-Based, Outcomes-Focused, and Data Driven

- ◆ New and/or expanded programs presented for consideration should be theory-based (staff should have an idea at the outset about how the program will affect the target population); describe in detail the outcomes that are expected to result from the implementation of the program or enhancement; and address a pressing need as verified by reliable sources of data.
- ◆ The concept of Cross-Systems Outcome Evaluation should be adequately funded in the Recommended Budget. This initiative is developing a common method of collecting data about the children, families and seniors who come in contact with the various systems so we can assess the effectiveness of our services on child, family and senior well-being.

- ◆ Design and implement data collection strategies that are sensitive to the cultural and ethnic diversity of Santa Clara County. Utilize the data to develop program recommendations that reflect the highest priority needs of the entire community.

Enhancing the County's Fiscal Integrity

- ◆ The continued reinforcement of the County's financial position through the appropriation of additional funds to the Contingency Reserve and the maintenance of a reserve for economic uncertainty.
- ◆ The continued focus on eliminating the unfunded liability within the Retiree Health program over a reasonable period of time.
- ◆ A focus on infrastructure, including both buildings and systems and support services that allow our organization to function efficiently and effectively.
- ◆ Maximize cost-saving efforts already undertaken. The County should increase monitoring of adopted audit recommendations and increase funding for management audits.
- ◆ Continue to support funding to ensure that the County's information technology, facilities and equipment are Year 2000 compliant.
- ◆ Continue the strategy of moving County staff from leased facilities into County-owned space.

Accountability and Continuous Quality Improvement

- ◆ Improve the accountability of County services through the continued implementation and support of Comprehensive Performance Management.
- ◆ Improve the quality of County services by investing in technology, providing training and development and a safe work environment for our employees.
- ◆ Ensure the delivery of services by the County is sensitive to issues of cultural and ethnic diversity.

Transportation Issues

- ◆ Transportation solutions remain critical to the economic well being of the County. Continue collaboration with State, regional and other local jurisdictions to secure funding and allocate resources aimed to reduce traffic congestion

through projects such as Silicon Valley Smart Corridor, Montague Expressway and the implementation of Measure A and B projects.

Unincorporated Areas

- ◆ Continue efforts to enhance the quality of life in the County's unincorporated areas by providing a high standard of public protection, a responsive and quality road maintenance program, supporting the "Urban Pockets Program", and protecting open space, hillsides and agricultural resources.

Housing

- ◆ The shortage of affordable housing for working families threatens the economic vitality of Silicon Valley. The County must continue to develop the Housing Trust fund and pursue other strategies to address the scarcity of housing.

The Board's Adopted Fiscal Policies

In carrying out these priorities, the Board must show a commitment to adopted fiscal policies that include:

- ◆ One-time revenues and cost savings should not support ongoing expenditures.
- ◆ Revenues should only be budgeted when there is a substantial assurance of their receipt in that fiscal year. No revenues will be budgeted without the concurrence by both the Finance Agency and the Office of Budget and Analysis.
- ◆ The Contingency Reserve will be set at 2.0% of General Fund revenues net of pass-throughs by January 1, 2000.
- ◆ Measures will be implemented to assure that departments do not exceed their budget appropriation.

In summary, the County has enjoyed two consecutive years of relative financial stability. During this time a variety of important priorities have been funded. At the same time the Board has been able to further strengthen our financial position by increasing the contingency reserve and reducing our unfunded liabilities in the Retiree Health program. It is important to continue positioning ourselves to react to negative financial outcomes. At the same time, it is important to direct any available resources to the priorities mentioned above.

The Board's Committee Structure

The Relationship to the Budget Process

The Board of Supervisors has adopted a committee structure that has a strong linkage to the budget process. At the current time there are five Board Committees. Each Board member is the Chair of one committee and the Vice-Chair of a second committee. Each committee has been designed to focus on a major functional area of County Government. The Board's stated goal is to have the committee system provide a venue for a comprehensive review of major policy and budgetary issues. The following committees will be reviewing the budget recommended by the County Executive.

Finance and Government Operations

The Finance Committee encompasses the broadest range of topics and is the result of the consolidation of several Board Committees including:

- ◆ Budget Committee
- ◆ Technology Committee
- ◆ Audit Committee
- ◆ Capital Committee

The Finance Committee by definition maintains the strongest linkage to the budget process, and is tasked with reviewing the budget process and working toward the most efficient and effective process possible.

The Finance Committee also focuses on identifying cost saving recommendations through the use of the Board's management auditor, the Harvey Rose Corporation. The Harvey Rose Corporation conducts an annual review of the Recommended Budget Document to assure its accuracy and identify areas where savings or additional revenues can be found.

Finally, the Finance Committee will review the budgets of some direct reports to the Board including the Board Offices, the County Executive, the Clerk of the Board and the County Counsel.

Public Safety and Justice

This committee is responsible for oversight of the complicated criminal justice system. Issues currently under discussion include developing improved coordination among the many criminal justice departments,

crimes related to drugs and alcohol, jail capacity issues and juvenile justice. This committee also provides a venue for discussion of matters related to the court system. The Public Safety and Justice committee reviews budget recommendations relating to the criminal justice departments.

Health and Hospital

The work of the Health and Hospital Committee is focused on issues surrounding health care financing, and the transition to a managed care environment in all the health disciplines. This committee reviews the budget recommendations of the following county agencies:

- ◆ Public Health Department
- ◆ Mental Health Department
- ◆ Alcohol and Drug Services
- ◆ Children's Shelter and Custody Health Services
- ◆ Valley Medical Center/Valley Health Plan

Children and Families-Social Services

This committee is focused on a wide variety of issues in the Social Services arena. The Committee splits its time between family and children's issues including the continued development of multi-disciplinary initiatives like school-linked services and other social services issues relating to Aging and Adult Services, Employment and Training and Benefit Services. This committee is also working through many of the welfare reform issues that will have a major impact on various county departments.

Housing, Land Use, Environment and Transportation

This committee is focused on long-range, strategic planning in the area of land use, environment and transportation planning. In addition, this committee will review general transportation issues, including those related to the Roads and Airport Department, perform oversight for the Measure B tax revenue strategic plan and review transportation programs and fiscal policies. This committee also oversees issues related to the Housing Trust Fund and reviews the impact of budget recommendations for the Environmental Resources Agency.



Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
Preparation of Current Level Budget											
FY 2000 Budget Preview Workshop: Board of Supervisors Identify Budget Strategies											
Mid Year Budget Review											
5-Year Projections Provided to Board of Supervisors											
Department FY 2000 Budget Requests Submitted to County Executive											
Staff Analysis of Budget											
FY 2000 Budget Review Meetings with County Executive											
FY 2000 Recommended Budget Prepared											
FY 2000 Recommended Budget Released to Public											
Santa Clara County Board of Supervisors Budget Hearings and Adoption, June 14-18, 1999											
Implementation of FY 2000 Budget becomes Effective July 1, 1999											
FY 2000 Final Budget Prepared for Release in September, 1999											

A budget is a planning document, created to provide agreement over how funds will be spent in support of mandated and desired programs. Counties are required by state law to balance revenues and expenditures each year. The balanced budget takes place with the adoption each June of a budget for the subsequent fiscal year. Fiscal Year 2000 runs from July 1, 1999 to June 30, 2000. The Board of Supervisors may modify the budget year-round.

The budget process is divided into four phases which delineate specific activities:

- ◆ Current Modified Budget (CMB)
- ◆ Current Level Budget (CLB)
- ◆ Recommended Budget (REC)
- ◆ Final or Approved Budget (APP)

Current Modified Budget (CMB):

The CMB phase provides a process by which the adjustments are made to the budget amounts with which departments start the fiscal year. Through approval of salary ordinance amendments and budget modifications, the Board authorizes these changes, and a

cumulative total is kept over the course of the year. CMB actions are totaled in the section titled "Board-Approved Adjustments During FY 1999."

Current Level Budget (CLB):

The CLB provides the baseline for the new budget year by identifying the cost of providing the approved current level of service at next year's cost. The County Executive's Office of Budget and Analysis works with the departments to establish an accurate figure reflecting known increases or decreases based on the following, which are described in "Costs to Maintain Program Services for FY 2000:"

- ◆ **Salary and Benefit Adjustment:** changes in number of positions and in salary and benefit costs
- ◆ **Internal Service Fund Adjustment:** changes in the rates charged for intragovernmental services which were provided to departments in the previous year, or if services are no longer being provided
- ◆ **Other Adjustments:** changes in revenue projections, and removal of one-time costs from the prior year

Recommended Budget (REC):

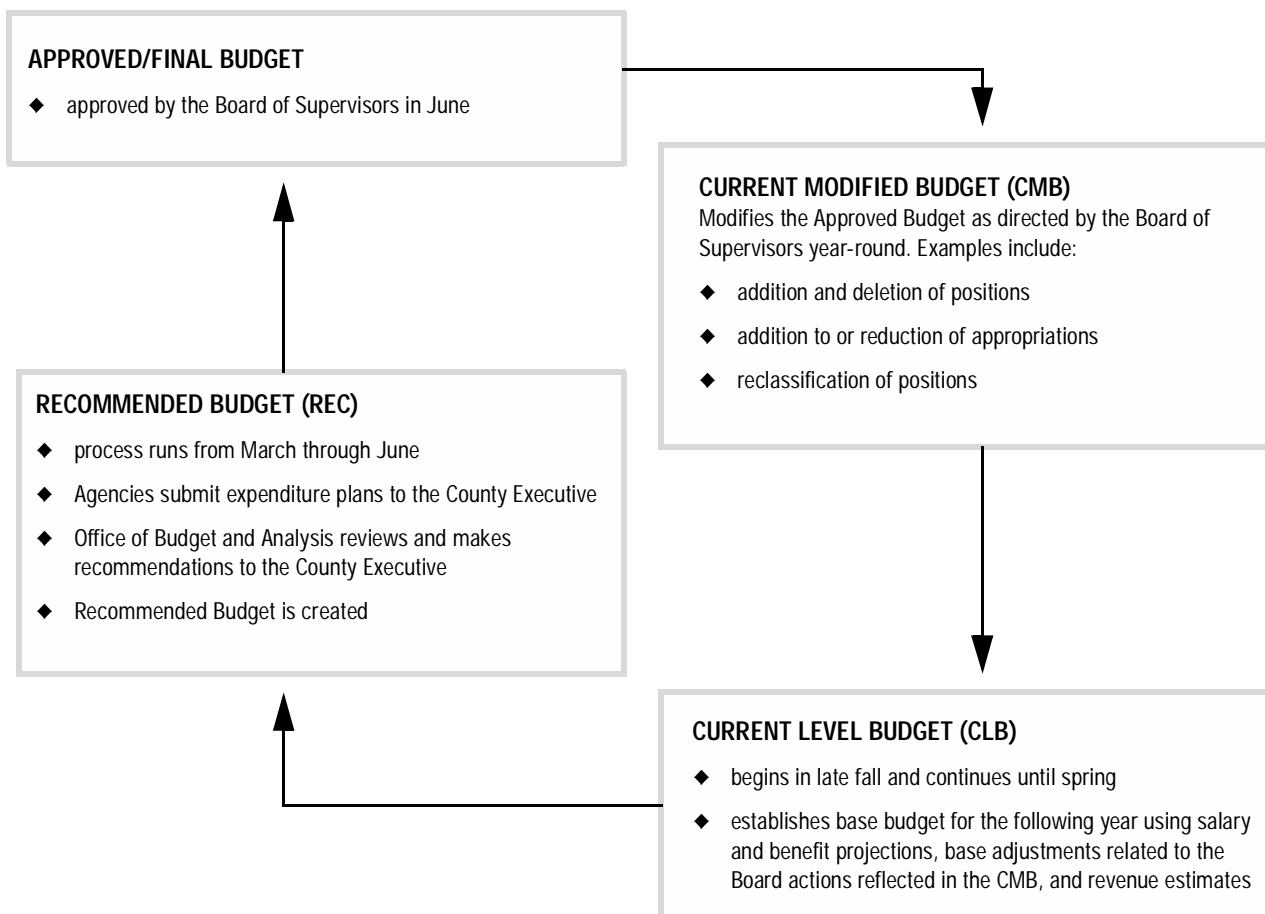
Once the base budget costs become clear, the Administration can look at projected expenditures and revenues, and determine what will be necessary to develop a balanced budget. Recommendations are then developed, based on department requests and responses to necessary reductions. The Recommended Budget provides the County Executive's recommendations for funding levels for each department which maximize the value of expenditures, reflect stated priorities, and result in a balance between revenue and expenditures. REC actions are described in the Recommended Budget detail in the section titled, "Recommend Changes for FY 2000."

The *total* budget in each cost center recommended for FY 2000 is at the bottom of each of the cost center pages.

Final or Approved Budget:

The Board, through its committees and in public session, will review the County Executive's recommendations, making revisions as they see fit. At the conclusion of the public budget hearings in June, the Board will adopt an Approved Budget which sets the funding levels for County departments for the following year. These approved budget amounts are published in a separate document, the Final Budget.

The figure on the next page illustrates the relationship and overlapping nature of the budget phases.

Santa Clara County Budget Cycle:

Cost Center Example

Cost Center Name and Number
 GSA Printing Services — Cost Center 2346

Title of Fund for which appropriations and revenues are being described.
 Major Changes to the Budget

Positions, Appropriations, and Revenues - Starting with July 1998, increases or decreases during FY 1999, and recommended increases or decreases for FY 2000

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	7.0	491,526	-
Board Approved Adjustments During FY 1999	-	-	-
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-	(6,671)	-
Internal Service Funds Adjustment	-	(167,088)	-
Other Required Adjustments	-	130,390	-
Subtotal	7.0	\$ 448,157	\$ -
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	-	179	-
Subtotal	-	179	-
Fund Subtotal	7.0	448,336	-
Printing Services ISF (Fund Number 0077)			
FY 1999 Approved Budget	17.0	\$ 2,111,264	\$ 1,916,274
Board Approved Adjustments During FY 1999	1.0	94,590	-
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(10,228)	-
Internal Service Funds Adjustment	-	34,323	80,216
Other Required Adjustments	-	(134,289)	-
Subtotal	17.0	\$ 2,095,660	\$ 1,996,490
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	-	43	-
1. Purchase Digital Film/Setting Equipment	-	30,000	-
Subtotal	-	30,043	-
Fund Subtotal	17.0	2,125,703	1,996,490
Total Recommendation	24.0	\$ 2,574,039	\$ 1,996,490

Annotations:

- FY 1999 Approved positions, appropriations, and revenues for this cost center for FY 1999.** (Points to FY 1999 Approved Budget)
- Adjustments to this cost center, approved by the Board of Supervisors during FY 1999.** (Points to Board Approved Adjustments)
- Salary and benefit changes required to maintain the current program services.** (Points to Salary and Benefit Adjustments)
- Internal Service Funds (ISF) adjustments required to maintain the current program services. This line reflects the fiscal impact of ISF rate changes and the annualization of any partial year changes approved by the Board in FY 1999.** (Points to Internal Service Funds Adjustment)
- All other adjustments required to maintain the current program services. Typical changes include: removal of one-time appropriations granted by the Board in FY 1999, annualization of partial year changes approved by the Board in FY 1999, adjustments to revenues to reflect FY 2000 factors.** (Points to Other Required Adjustments)
- Reflects the total positions, appropriations, and revenues necessary to maintain the FY 1999 level of service in FY 2000.** (Points to Fund Subtotal for General Fund)
- County Executive recommended changes to the current level of service for FY 2000.** (Points to Recommended Changes for FY 2000)
- Subtotal of FY 1999 Approved Budget levels and all adjustments.** (Points to Subtotal for General Fund)
- Subtotal of all changes recommended by the County Executive for FY 2000.** (Points to Subtotal for Recommended Changes for FY 2000)
- Total positions, appropriations, and revenues necessary to fund the recommended level of service for this cost center in FY 2000. If no further action is taken by the Board of Supervisors at Budget Hearings, this line becomes the Approved Budget level for FY 2000.** (Points to Total Recommendation)



Glossary

Actual Expenditures

Money spent during a specified period of time. Budget projections are based on actual expenditures from the previous year and current year estimated expenditures.

Agency

An organizational entity which administers several departments performing operations within the same general functional area. Agency is the highest level of organization in the County system.

Appropriation

The legal authorization, expressed by budget unit, fund, and object, granted by the Board of Supervisors to fund county services and to incur obligated monies for specific purposes. An appropriation is limited to the fiscal year, and must be expended within it, or encumbered for future expenditures to a specific vendor. Appropriation modifications require a 4/5 vote of the Board of Supervisors.

Authorized Positions

Positions approved by the Board of Supervisors.

Booking Fee

Fees charged to law enforcement jurisdictions within the County, authorized by SB 2557, 1990, which help offset the staff costs associated with booking arrestees into county jails.

Budget

The planning and controlling document for the County's financial operations, containing estimates of proposed expenditures and revenues for a given period of time, usually one year.

Budget Document

The written statement of the budget used to present the comprehensive financial program for the County. The budget document normally refers to the County Executive's printed Recommended Budget.

Budget Hearings

Board of Supervisors' deliberations on the Recommended County Budget, usually held in the latter part of June.

Budget Unit

An organizational unit which may contain one or more index codes (cost centers), to establish the various appropriations which make up the County budget.

Capital Improvement Fund

A separate accounting entity (see "Fund") used for capital expenditures and revenues, for buildings, construction, and land acquisition.

Capital Project(s)

The name for major construction projects, the acquisition of land, and the investment in major fixed assets in the County. An example is the construction of the New Main Hospital at Santa Clara Valley Medical Center.

Categorical Aids

Generally defined as social service programs designed to provide assistance to individuals who are without means. The funds that flow into these programs are "categorical", or restricted to the purpose defined by the program. Examples include Temporary Assistance to Needy Families (TANF) and Food Stamps.

Criminal Justice Information Control (CJIC)

A system which provides personal histories and tracks cases pending in the criminal justice system. It is utilized by all criminal justice agencies doing business in or with the County, including police agencies, the Department of Correction and the Courts.

Contingency

An amount of money appropriated and set aside to provide for unforeseen expenditures.

Comprehensive Performance Management (CPM)

A system of managing services based on measurable results. CPM will allow Santa Clara County to achieve its goals of improving service outcomes and providing a higher level of accountability to the public. It was developed using principles of performance-based budgeting and total quality management, and customizing them to the needs of Santa Clara County.

Cost Center

The basic organizational unit of the budget, with a designated manager who is responsible for the unit's expenditures and activities.

Current Level Budget (CLB)

A budget which reflects the upcoming fiscal year's costs of operating the same program that exists in the current year. Negotiated salary and benefits increases are projected, and services and supplies are adjusted for price index changes.

Current Modified Budget (CMB)

This version of the budget is "modified" by changes which have been made to the current approved budget by the Board of Supervisors. The current modified budget includes one-time appropriations of both expenditures and revenues not expected to continue in the next fiscal year.

Enterprise Fund

A fund established to pay for the operation and maintenance of facilities and services which are predominantly self-supporting by charges to the users of the services (i.e., Santa Clara Valley Medical Center).

Federal Aid

Approximately 15% of the County budget and 25% of the General Fund budget is financed by revenue from the federal government. These monies largely support welfare, employment, health services, housing, and community-based human services programs.

Final Budget

Legal financing and expenditure document for a fiscal year, effective July 1, approved by the Board of Supervisors prior to August 30th of the budget year.

Fiscal Year

The twelve-month period from July 1 through June 30.

Fixed Assets (Object 4)

Land, structures and improvements, and equipment. Any item of equipment (except office furniture) which costs over \$5,000 and is owned or is to be purchased out-right by the County, is a fixed asset budgeted under Object 4.

Fund

An independent fiscal and accounting entity with a self-balancing set of accounts. Revenue from the county-wide property tax as well as other sources are deposited in the general fund for the support of a wide variety of activities. Other revenues are deposited in special funds which support appropriations for specific purposes.

Examples are the Road fund and the Library fund. These funds exist to segregate money that is legally required to be kept separate from the General Fund.

Fund Balance

The excess of assets and estimated revenues of a fund over its liabilities, reserves, and appropriations. The portion of this balance free and unencumbered for financing the next year's budget is called the "available fund balance" or "carry over fund balance."

General Fund

The main operating fund of the County accounting for expenditures and revenues for countywide activities and programs.

Internal Service Fund (ISF)

A fund established to account for services rendered by a department primarily to other departments of the County. That department's operations are financed by the charges made for such services (i.e., Data Processing).

Maintenance Of Effort (MOE) Requirements

Stipulations attached to new funding sources which require the local agency receiving the funds to maintain the same level of local funding as it did before the new funds were available.

Managed Care

A general term for health care systems with designated health care providers who serve a defined client population, operating on a fixed payment per capita basis. Cost control is achieved by assigning clients to a primary provider who controls access to specialty services.

Mandates

Programs and services that the County is required by state or federal law to provide, such as courts, jails, welfare, and health care to indigents.

Motor Vehicle License Fees (MVLFF)

Annual registration fees imposed on vehicles at a rate equal to two percent of the vehicle's market value and distributed to cities and counties.

Object

A broad classification of expenditures, as defined by the state, for which the County is legally required to establish appropriations. The eight objects are: 1) Salaries and Employee Benefits; 2) Services and Supplies; 3)



Other Charges; 4) Fixed Assets; 5) Expenditure Transfers; 6) Reserves; 7) Expenditure Reimbursements; 9) Revenue.

Other Charges (Object 3)

Accounts generally related to bond interest and redemption, contributions to other agencies, and other miscellaneous charges. Object 3 includes certain expense categories related to clients or served populations (i.e., support costs for juvenile court wards, welfare recipients, jail inmates).

Overmatch

County General Fund monies allocated to a department for services that exceed regulated matching fund requirements and reimbursements by state or federal governments.

Performance Measures

A statistically expressed measure of results produced by an organizational unit, designed to measure the effectiveness of programs in reaching their service outcomes.

Positions

Total number of filled and unfilled permanent positions allocated to a department.

Projected County Deficit

The estimated gap between Current Level Budget expenditures and County General Fund revenues projected for the upcoming budget year.

Proposed Budget

A legal budget approved by the Board of Supervisors as an interim working document for the current fiscal year (beginning July 1) until the adoption of a final approved budget. During the proposed budget period, state law prohibits expenditures for new programs or fixed assets, or the addition of new positions to the salary ordinance.

Proposition 172 (Public Safety Sales Tax)

Proposition 172 was approved by the voters in November of 1993. This initiative extended the Public Safety Sales Tax, a half cent sales tax which is dedicated to public safety services, including but not limited to, district attorneys, sheriff services, and corrections.

Realignment

A state-local restructuring plan implemented as part of the FY 1992 state budget agreement. The state turned over increased fiscal and program responsibility to counties for selected health and welfare programs. In return, counties receive a dedicated portion of vehicle license fees and sales tax revenues to fund these programs.

Reduction Targets

Budget reductions needed to reduce or eliminate the projected County deficit. These targets are developed by the County Executive and used by department heads to incorporate plans for expenditure reductions or revenue increases in their budget requests.

Salaries And Employee Benefits (Object 1)

All expenditures for employee-related costs. Includes costs attributable to personal services of full-time, part-time, temporary, and extra-help employees, including overtime and various types of premium pay, and the costs for health and life insurance, retirement, retiree health costs, workers' compensation and social security programs.

Salary Ordinance

A legal document approved by the Board of Supervisors at the beginning of each fiscal year containing all the authorized permanent positions by budget unit, classification title, number of class codes, and salary range. Any changes requested by departments during the fiscal year require a salary ordinance amendment approved by the Board.

Salary Savings

A negative appropriation which is budgeted in subobject 1184 to account for the value of salaries which can be expected to be unspent due to vacancies, underfilling positions, and turnover of employees. Salary savings are included in the recommended and final budgets.

Services And Supplies (Object 2)

Appropriations in the budget for services and supplies. Includes a wide variety of expense categories (see subobject, below) required to support the purposes of a given program (i.e., telephone, paper, liability insurance, travel, contract services, rent).

Special District

An independent unit of local government generally organized to perform a single function. An example is the Fire Districts.

State Aid

Approximately 30% of the County budget and 40% of the General Fund budget is financed by revenue from the state. These monies largely support social services, public safety, and health care programs.

Subobject

A detailed description by category of expenditure type within an object; also called an “account” or “line item”. The specific names of most subobjects are designated by the state (i.e., “Small Tools and Instruments”).

Trial Court Funding

The Trial Court Funding Act of 1997 effectively separated the budgetary and administrative functions of the trial courts from the County, and made the State responsible for the funding of trial court operations. counties’ fiscal responsibility is limited to a Maintenance of Effort obligation which is defined in the legislation.

Unallocated Revenues

Revenues which are for general purposes. Also known as discretionary, unrestricted, or local-purpose revenues.





Section 1: Finance & Government Operations

Section 1: Finance &
Government Operations





Finance and Government Operations Mission

The mission of the General Government in the County of Santa Clara is to provide responsive and accountable government with demonstrated effectiveness and efficiency while fostering open communication with its residents.

- ◆ Purchasing Department
- ◆ Department of Revenue

Departments

- ◆ Contingency Reserve
- ◆ Special Programs
- ◆ Supervisorial District #1
- ◆ Supervisorial District #2
- ◆ Supervisorial District #3
- ◆ Supervisorial District #4
- ◆ Supervisorial District #5
- ◆ Clerk of the Board
- ◆ Office of County Executive
- ◆ Measure B Transportation Improvement Program
- ◆ County Counsel
- ◆ Assessor
- ◆ County Library
- ◆ GSA Intergovernmental Svcs
- ◆ GSA Communications
- ◆ GSA Facilities Department
- ◆ GSA Information Services
- ◆ Registrar of Voters
- ◆ ESA Human Resources
- ◆ ESA Risk Management
- ◆ Controller-Treasurer
- ◆ Controller - Debt Service
- ◆ Tax Collector
- ◆ County Recorder

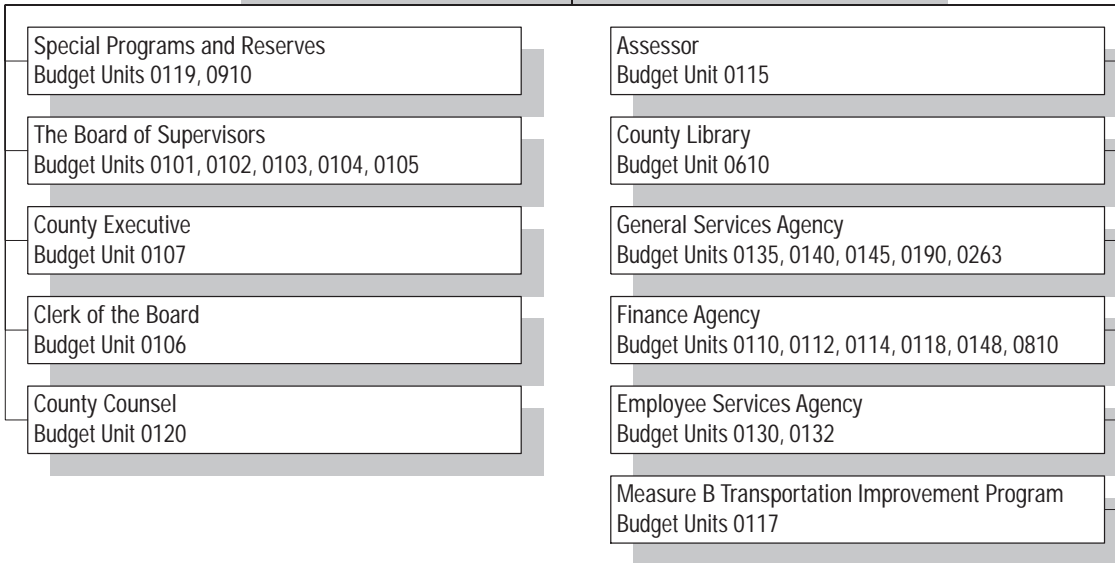


Cost: \$413,734,329

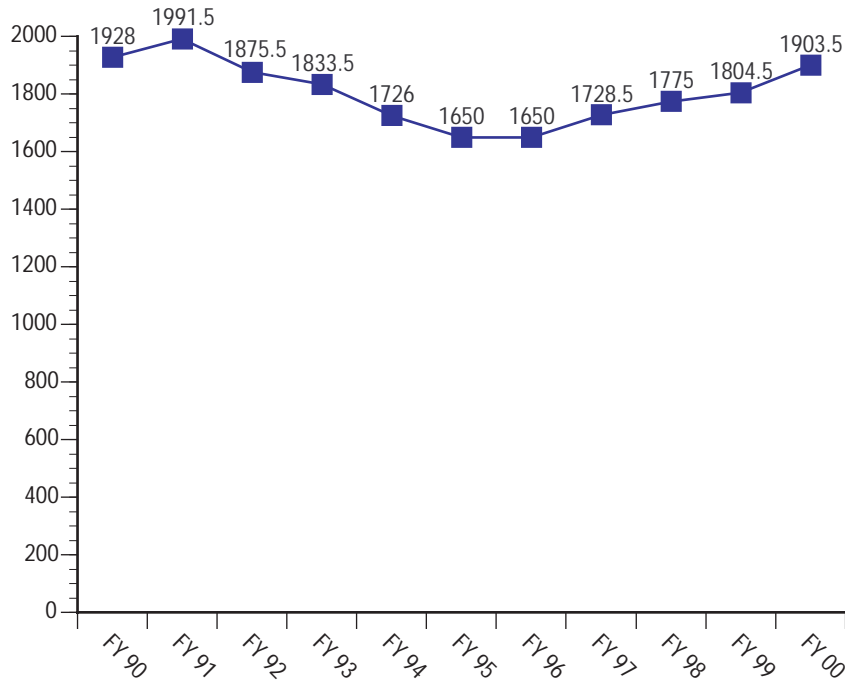


Staff: 1,903.5

Finance and Government Operations



10-Year Staffing Trend



Expenditures by Department

BU	Department Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
0119	OBA Special Programs	\$ 54,149,829	\$ 98,046,126	\$ 98,722,701	\$ 91,158,045	\$ (6,888,081)	-7
0910	Appropriations-Contingencies	-	23,742,000	23,742,000	40,900,000	17,158,000	72
0101	Supervisory District 1	517,446	612,728	615,988	579,693	(33,035)	-5
0102	Supervisory District 2	532,216	612,728	615,988	579,693	(33,035)	-5
0103	Supervisory District 3	557,862	612,728	615,988	579,693	(33,035)	-5
0104	Supervisory District 4	571,822	612,728	615,988	579,693	(33,035)	-5
0105	Supervisory District 5	565,155	612,728	615,988	579,693	(33,035)	-5
0106	Clerk Of The Board	2,945,508	4,441,794	4,576,183	4,910,195	468,401	11
0107	County Executive	8,921,703	10,495,866	10,912,053	9,129,177	(1,366,689)	-13
0115	Assessor	16,582,132	19,932,103	20,877,419	18,632,449	(1,299,654)	-7
0117	Measure B Trans Improvement Pgm	-	-	277,700,000	198,492	198,492	-
0120	County Counsel	2,126,772	1,509,335	1,860,728	1,858,337	349,002	23
0610	County Library	18,353,556	20,880,445	21,983,138	21,249,098	368,653	2
0135	GSA Intragovernmental Services	18,295,946	15,244,011	23,142,298	16,448,892	1,204,881	8
0140	Registrar Of Voters	4,087,365	4,461,413	4,642,161	4,530,740	69,327	2
0145	GSA Data Processing	18,466,008	24,022,383	35,184,478	40,362,717	16,340,334	68
0190	GSA Communications	10,930,822	9,685,965	11,038,868	9,569,394	(116,571)	-1
0263	Facilities Department	80,043,498	71,991,396	101,198,853	72,458,347	466,951	1
0130	Human Resources, Labor Relations, and Equal Opportunity and Employee Development	7,313,895	8,824,567	9,164,600	9,656,257	831,690	9
0132	Department of Risk Management	34,206,554	40,585,921	40,899,441	38,655,780	(1,930,141)	-5
0110	Controller Treasurer	(3,887,890)	(14,106,058)	(13,838,934)	(14,780,996)	(674,938)	5
0112	Tax Collector	5,158,512	5,718,926	7,712,110	4,945,550	(773,376)	-14
0114	County Recorder	5,346,016	6,431,885	6,681,517	6,845,460	413,575	6
0118	Purchasing	1,404,975	1,651,623	1,688,172	1,437,947	(213,676)	-13
0148	Department Of Revenue	4,302,259	4,268,625	4,410,746	4,242,032	(26,593)	-1
0810	Controller-County Debt Service	106,119,779	29,214,256	84,765,067	28,427,951	(786,305)	-3
Total Expenditures		\$ 397,611,740	\$ 390,106,222	\$ 780,143,539	\$ 413,734,329	\$ 23,628,107	3%

Revenues by Department

BU	Department Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
0119	OBA Special Programs	\$ 1,470,366	\$ 1,262,977	\$ 1,862,977	\$ 2,099,477	\$ 836,500	66
0101	Supervisory District 1	336	-	-	-	-	-
0102	Supervisory District 2	22	-	-	-	-	-
0103	Supervisory District 3	377	-	-	-	-	-
0106	Clerk Of The Board	175,089	142,260	142,260	144,332	2,072	1
0107	County Executive	1,957,832	2,076,375	2,254,871	1,272,213	(804,162)	-39



Revenues by Department (Continued)

BU	Department Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
0115	Assessor	2,308,303	4,732,639	4,732,639	3,576,996	(1,155,643)	-24
0117	Measure B Trans Improvement Pgm	-	-	277,700,000	-	-	-
0120	County Counsel	724,611	733,110	733,110	555,538	(177,572)	-24
0610	County Library	19,172,613	18,489,910	19,201,941	19,570,414	1,080,504	6
0135	GSA Intragovernmental Services	17,248,189	14,235,814	20,464,694	14,909,571	673,757	5
0140	Registrar Of Voters	1,657,724	1,523,000	1,523,000	1,395,000	(128,000)	-8
0145	GSA Data Processing	18,492,602	23,101,412	25,884,035	23,686,617	585,205	3
0190	GSA Communications	5,947,646	2,958,795	3,277,103	3,018,276	59,481	2
0263	Facilities Department	41,397,116	27,350,986	32,674,899	24,948,206	(2,402,780)	-9
0130	Human Resources, Labor Relations, and Equal Opportunity and Employee Development	1,235,109	1,148,289	1,226,939	1,332,091	183,802	16
0132	Department of Risk Management	31,157,560	35,315,979	35,515,979	35,686,390	370,411	1
0110	Controller Treasurer	163,271,538	154,547,167	163,927,167	166,791,725	12,244,558	8
0112	Tax Collector	212,734,251	221,065,675	221,065,675	226,823,896	5,758,221	3
0114	County Recorder	23,174,296	20,787,318	20,984,712	24,111,077	3,323,759	16
0118	Purchasing	201,696	150,000	150,000	145,000	(5,000)	-3
0148	Department Of Revenue	5,827,995	5,581,538	5,581,538	5,822,813	241,275	4
0810	Controller-County Debt Service	30,740,283	23,788,365	23,788,365	19,469,118	(4,319,247)	-18
Total Revenues		\$ 578,895,554	\$ 558,991,609	\$ 862,691,904	\$ 575,358,750	\$ 16,367,141	18%



Special Programs and Reserves Overview

Special Programs

Special Programs is a unique component of the Santa Clara County general fund budget. This budget unit was designed to accommodate programs that cut across departmental lines and/or segregate programs that need to be managed centrally. In addition, the Special Programs budget is often used as the source to fund unanticipated expenses that arise during the course of the fiscal year. Over the years the Special Programs budget has been the home to a wide variety of programs that are managed by the Office of Budget and Analysis.

The largest of the programs in the Special Programs budget is the general fund subsidy to Valley Medical Center. On a gross basis, this expenditure will now exceed \$77 million. A recent addition to the Special Programs budget is the Reserve for Future Uncertainty. This reserve was first established in FY 1998 by the Administration and increased by the Board of Supervisors during the budget hearings to \$13 million. This budget recommends drawing down this reserve to support the increase in the VMC subsidy.

There are a wide variety of other programs funded in the Special Programs budget including \$3.6 million to operate the Criminal Justice Information Control

System. This system is the backbone of the criminal justice system and is used by the every agency involved in the criminal justice activities.

There are no positions budgeted in the Special Programs budget only program expenditures, fixed assets and reserves.



Cost: \$91,158,045

Special Programs and Reserves County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations that are budgeted in the Special Programs budget focus on the Board of Supervisor's priorities in the areas of enhancing the County's fiscal integrity, improving the efficiency and effectiveness of County operations by investing in technology and addressing several unique requirements.

Modifying the Reserve for Economic Uncertainty

The loss of SB 1255 funding has made it necessary to increase the general fund subsidy to Valley Medical Center. After evaluating a number of options, the Administration is recommending that \$10.8 million be taken from the reserve for economic uncertainty. Other adjustments made as the budget was balanced will allow the reserve to be budgeted at \$5.7 million level, a reduction of \$7.3 million from the amount approved in the FY 1999 Final Budget. The Administration recommends that if additional funding becomes available during the FY 2000 budget hearings or over the next several months, it should be used to replenish this important reserve to the \$13 million level.

COLAs for Community-Based Organizations

Per Board direction, the Special Programs budget includes a reserve to address cost-of-living issues for community based organizations that contract with Santa Clara County.

Reserve for Children's Services

A reserve of \$1.3 million has been established to provide flexibility to deal with a difficult issue. Several high priority children's programs may be eligible for Proposition 10 funding. Due to the strict prohibition regarding supplantation, many of these programs are not included in the budget at this time. The timetable for completion of the strategic plan and the subsequent resource allocation decisions may make it difficult to implement any of these program in the current fiscal year. For this reason a reserve has been established to allow the Board to accelerate the funding of these or other programs at their discretion.

OBA Special Programs — Budget Unit 0119

Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Appropriations			FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
		FY 1998 Actual	Approved	Adjusted			
1001	Special Programs	\$ 54,149,829	\$ 98,046,126	\$ 98,722,701	\$ 91,158,045	\$ (6,888,081)	-7
	Total Expenditures	\$ 54,149,829	\$ 98,046,126	\$ 98,722,701	\$ 91,158,045	\$ (6,888,081)	-7%

OBA Special Programs — Budget Unit 0119

Revenues by Cost Center

CC	Cost Center Name	FY 1999 Appropriations			FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
		FY 1998 Actual	Approved	Adjusted			
1001	Special Programs	\$ 1,470,366	\$ 1,262,977	\$ 1,862,977	\$ 2,099,477	\$ 836,500	66
	Total Revenues	\$ 1,470,366	\$ 1,262,977	\$ 1,862,977	\$ 2,099,477	\$ 836,500	66%



Special Programs — Cost Center 1001

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	–	98,046,126	1,262,977
Board Approved Adjustments During FY 1999	–	676,575	600,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	–	–
Internal Service Funds Adjustment	–	5,289,619	240,500
Other Required Adjustments	–	(17,604,536)	(4,000)
Subtotal	–	\$ 86,407,784	\$ 2,099,477
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	16,108	–
Adjust Subsidy to the Enterprise Fund	–	10,687,885	–
1. General Fund Reserve for SSA Children's Services	–	1,318,952	–
This \$1,318,952 reserve is a back-up source of funding for partial or full support of new or expanded children services not funded by the Children and Families First Commission under Proposition 10. The reserve will be spread to programs at midyear, following adoption of the Commission's strategic plan. The unallocated remainder of this reserve will then be freed up for general-purpose uses as the Board of Supervisors deems appropriate.			
2. Reduce Reserve to Offset Enterprise Fund Subsidy Adjustment	–	(10,687,885)	–
The Reserve for Future Uncertainties is being reduced to offset the additional cost of increasing the General Fund subsidy to the Enterprise Fund at Valley Medical Center (VMC). More details on the VMC budget are in Budget Unit 921.			
3. Increase the Reserve for Economic Uncertainty	–	3,415,201	–
Due to the uncertainties related to hospital financing, and the receipt and eventual allocation of Tobacco Settlement funds, the Administration is recommending an increase in the reserve for economic uncertainties of approximately \$3.4 million.			
Subtotal	–	4,750,261	–
Total Recommendation	–	\$ 91,158,045	\$ 2,099,477



Appropriations for Contingencies Overview

The Contingency Appropriation is the major unobligated reserve budgeted in the general fund. This reserve is reappropriated every year from the general fund balance. For many years, the Contingency Appropriation was the only unobligated reserve in the general fund. In FY 1998, the Board of Supervisors established a Reserve for Future Uncertainty that is funded with ongoing resources.

The funding of the Contingency Appropriation is guided by Board Policy. In 1981 after the impact of Proposition 13, the Board established a policy of setting the Contingency Appropriation at 2% of general fund revenues. In 1991, the policy was revised to 1.7% of general fund revenues net of pass through revenues. Pass through revenues include Aid for Dependent Children (AFDC) Refugee Assistance and the Job Training Partnership Program.

In FY 1998 the Board of Supervisors allocated available one-time resources to the Contingency Appropriation raising it to \$20 million. This decision increased the Contingency Appropriation to 2% of general fund revenues net of pass-throughs, the highest level in recent memory but did not change the stated policy.

During the FY 1999 Budget Hearings, the Board of Supervisors revised their policy and directed the contingency reserve be set at 2% of general fund revenues, net of pass-throughs by January 1, 2000.

Recommendation for FY 1999

The existence of unexpended reserves and declining welfare caseloads will contribute to a second year of a higher than usual fund balance. This set of circumstances will allow the Administration to recommend setting the contingency appropriation at \$24.1 million which is 2% of general fund revenues, net of pass throughs. This complies with the Board's direction and achieves the goal 6 months before the target date of January 1, 2000.



Cost: \$40,900,000

Appropriations-Contingencies — Budget Unit 0910

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
1010	Appropriations Contingencies	-	23,742,000	23,742,000	24,100,000	358,000	2
1020	Labor Reserve	-	-	-	16,800,000	16,800,000	-
Total Expenditures		\$ -	\$ 23,742,000	\$ 23,742,000	\$ 40,900,000	\$ 17,158,000	72%



Appropriations Contingencies — Cost Center 1010

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	–	23,742,000	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	–	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	–	–
Subtotal	–	\$ 23,742,000	\$ –
Recommended Changes for FY 2000			
1. Increase Contingency Reserve to \$24.1 Million	–	358,000	–
This action increases the Contingency Appropriation to \$24.1 million, equaling the Board policy of 2% of General Fund revenues, net of pass-throughs.			
Subtotal	–	358,000	–
Total Recommendation	–	\$ 24,100,000	\$ –

Labor Reserve — Cost Center 1020

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	–	–	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	–	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	16,800,000	–
Subtotal	–	\$ 16,800,000	\$ –
Recommended Changes for FY 2000			
Total Recommendation	–	\$ 16,800,000	\$ –



Board of Supervisors Mission

The County of Santa Clara Board of Supervisors is committed to developing new, more effective governance, planning for the needs of a changing population, and providing quality services so that we can be a healthy, safe, and prosperous community.

Goals

- ◆ Examine, effectively balance, and remain accountable to the priorities of the community, and allocate available funding accordingly.
- ◆ Strengthen the County's financial position by increasing our reserves, reducing unfunded liabilities, and funding preventative capital maintenance.
- ◆ Increase resources to prevention and early intervention strategies as an alternative to reactive remedies.
- ◆ Maintain a local safety net for our community's most vulnerable residents.
- ◆ Uphold our commitment to County employees by investing in training, development, technology, and a safe work environment so that our workforce can contribute successfully to the mission and goals of the County.

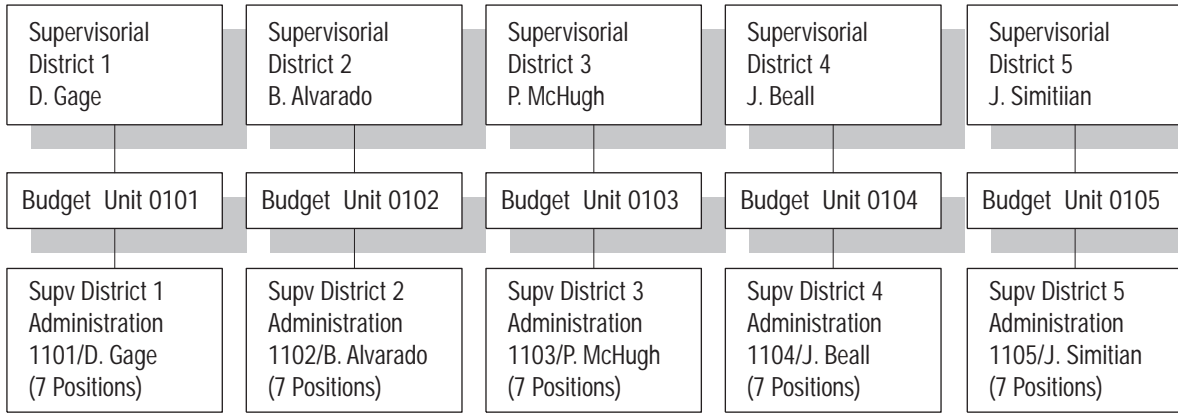


Cost: \$2,898,465



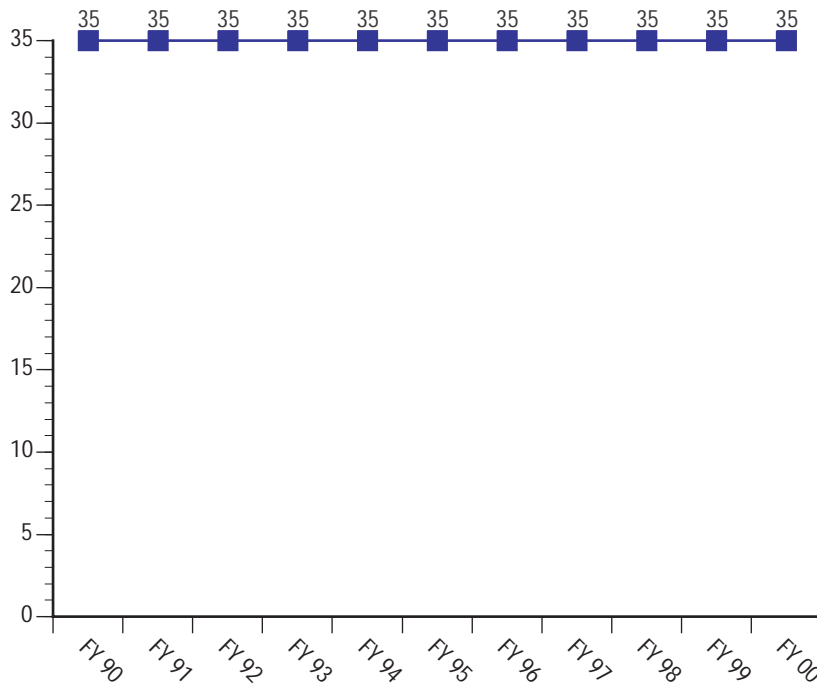
Staff: 35

Board of Supervisors



Section 1: Finance & Government Operations

10-Year Staffing Trend



Board of Supervisors Overview

Members of the Board of Supervisors are elected to four-year terms on a staggered basis, as mandated by the State Constitution and in the County Charter. Pursuant to the County Charter, Supervisors may serve no more than three consecutive terms. The role of the Chairperson of the Board rotates each calendar year among members, and in 1999, Supervisor Pete McHugh is the designated Chairperson. Board offices maintain a staff of 35 full-time positions that support them directly. The offices of the Clerk of the Board and the County Executive provide support and assistance as well.

The Board of Supervisors serves as the governing body of the County of Santa Clara. They are responsible for establishing the policies which guide the day to day operations of the County Government. The Board meets as a governing body on Tuesdays as scheduled and publicly posted. At these meetings the Board enacts ordinances and resolutions, adopts the annual budget, approves new programs, reviews existing programs, and adopts land use and zoning plans. Additionally, the Board is responsive to current issues and problems that affect the residents of Santa Clara County.

Each of the following policy committees is chaired and vice-chaired by a Supervisor:

Committee	Chairperson	Vice-Chairperson
Health and Hospital Committee	Beall	Alvarado
Children and Families Committee	Alvarado	Simitian
Public Safety and Justice Committee	Simitian	Gage
Finance and Government Operations Committee	McHugh	Beall
Housing, Land Use, Environment and Transportation Committee	Gage	McHugh

Fiscal Year 1999 Accomplishments

Health and Hospital Committee

- ◆ Provided oversight and guidance on the following major initiatives: Y2K readiness and compliance; adolescent pregnancy prevention; violence prevention; contract evaluation and monitoring projects in the Mental Health Department; Drug Treatment Court; strategic business and facility planning for SCVHHS; opening of the new VMC and East Valley Clinic; core replacement of the existing information technology system; and the re-engineering effort at SCVMC
- ◆ Developed an adolescent residential treatment program
- ◆ Provided policy direction in the establishment of the legislative agenda
- ◆ Identified community health needs and developed new programs that will better meet those needs
- ◆ Reviewed and monitored the financial performance of SCVMC and the Health Departments

Children and Families Committee

- ◆ Improved educational services to children in Juvenile Hall, the Ranches, and the Children's Shelter
- ◆ Formed a Joint Task Force on Education Programs in institutional schools with the County Office of Education
- ◆ Oversaw the implementation of Proposition 10 in Santa Clara County including guidance to the Children and Families First Commission
- ◆ Developed a charter for the Cross-Systems Outcome Evaluation Project
- ◆ Significant committee time was spent improving the Child Welfare System, including making changes to the component parts, such as the Children's Shelter, the Foster Care System, and the adoption process



- ◆ Accepted evaluations from PeaceBuilders, the Family Conference Model, and recommendations on proposed senior Nutrition Sites which will be used to modify the Social Services Agency's and Children Shelter's Ombudspersons missions

Public Safety and Justice Committee

- ◆ Implemented several pilot programs to reduce jail overcrowding that helped to achieve a 16% reduction in jail population
- ◆ Supported the voter-approved unification of Municipal and Superior Courts of Santa Clara County into one consolidated system, eliminating the need for duplicative hearings and paperwork
- ◆ Adopted a workplan to review the Harvey Rose Criminal Justice System Study
- ◆ Addressed numerous issues related to the Juvenile Justice System and successfully funded facility upgrades

Finance and Government Operations Committee

- ◆ Achieved savings through increased efficiencies and effectiveness identified in the management audit process, including the Year 2000 Compliance Project
- ◆ Continued evaluation of a policy on Professional Service Agreements, limiting terms to 2 years maximum
- ◆ Developed a policy to negotiate for compensation from the State for parcels requested for right of way (ROW) when those parcels are not currently designated as road right of way

Housing, Land Use, Environment, and Transportation Committee

- ◆ Instituted a substandard buildings program to remove blighted structures throughout the county
- ◆ Initiated a review of the fixed window bars program in the unincorporated area
- ◆ Celebrated the opening of the San Martin Family Living Center for homeless and farm workers
- ◆ Reviewed and accepted a new multi-use plan for the New Almaden Quicksilver County Park

- ◆ Monitored the use of \$2.5 million in supplemental funds used for road safety and repair projects countywide

Fiscal Year 2000 Planned Accomplishments

Health and Hospital Committee

- ◆ Continued oversight and monitoring of: the financial performance of SCVMC and the health departments; the mid-year and annual budget submissions; implementation of recently approved projects; Y2K readiness and compliance; the re-engineering effort and the strategic business and facility planning for SCVHHS
- ◆ Supervision of the Harvey Rose audit of SCVMC and the bid of the ambulance transport contract
- ◆ Establish the legislative priorities and fulfill the governance requirements for SCVMC and Valley Health Plan

Children and Families Committee

- ◆ Review and evaluate the Dependency Court System and the General Assistance program
- ◆ On-going work on: Cultural Competency Organizational Assessment; Proposition 10 implementation; In-Home supportive services; CalWORKS; the Family Conference Institute; the County Domestic Violence Response Team; the Domestic Violence Transitional Housing Project; School-Linked Services expansion; and numerous other projects

Public Safety and Justice Committee

- ◆ Complete the Phase I review of the Harvey Rose Criminal Justice Study

Finance and Government Operations Committee

- ◆ Continue efforts to achieve cost savings approaches through improved Countywide organizational performance, and increased efficient and effective delivery of services

Housing, Land Use, Environment, and Transportation Committee

- ◆ Monitor and review all Measure B components, to insure that high quality transportation projects are delivered to the voters in a timely manner



- ◆ Review code enforcement in the County to improve service to constituents and to speed the enforcement process
- ◆ Oversee a master planning process for the County airports, which will guide our airport policy in the future
- ◆ Review the Countywide Housing Trust Fund on a regular basis to ensure that our efforts ultimately benefit constituents who need housing

Supervisorial District 1 — Budget Unit 0101

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
1101	Supervisorial District 1	\$ 517,446	\$ 612,728	\$ 615,988	\$ 579,693	\$ (33,035)	-5
Total Expenditures		\$ 517,446	\$ 612,728	\$ 615,988	\$ 579,693	\$ (33,035)	-5%

Supervisorial District 1 — Budget Unit 0101

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
1101	Supervisorial District 1	\$ 336	\$ -	\$ -	\$ -	\$ -	-
Total Revenues		\$ 336	\$ -	\$ -	\$ -	\$ -	-

Supervisorial District 1 — Cost Center 1101

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	7.0	612,728	-
Board Approved Adjustments During FY 1999	-	3,260	-
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-	(36,295)	-
Internal Service Funds Adjustment	-	12,000	-
Other Required Adjustments	-	(12,000)	-
	Subtotal	\$ 579,693	\$ -
Recommended Changes for FY 2000			
Total Recommendation	7.0	\$ 579,693	\$ -



Supervisorial District 2 — Budget Unit 0102

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
1102	Supervisorial District 2	532,216	612,728	615,988	579,693	(33,035)	-5
Total Expenditures		\$ 532,216	\$ 612,728	\$ 615,988	\$ 579,693	\$ (33,035)	-5%

Supervisorial District 2 — Budget Unit 0102

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
1102	Supervisorial District 2	\$ 22	\$ -	\$ -	\$ -	\$ -	-
Total Revenues		\$ 22	\$ -	\$ -	\$ -	\$ -	-

Supervisorial District 2 — Cost Center 1102

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	7.0	612,728	-
Board Approved Adjustments During FY 1999	-	3,260	-
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-	(24,295)	-
Internal Service Funds Adjustment	-	10,000	-
Other Required Adjustments	-	(22,000)	-
	Subtotal	7.0	\$ 579,693
Recommended Changes for FY 2000			
Total Recommendation	7.0	\$ 579,693	\$ -

Supervisorial District 3 — Budget Unit 0103

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
1103	Supervisorial District 3	557,862	612,728	615,988	579,693	(33,035)	-5
Total Expenditures		\$ 557,862	\$ 612,728	\$ 615,988	\$ 579,693	\$ (33,035)	-5%



Supervisorial District 3 — Budget Unit 0103

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
1103	Supervisorial District 3	\$ 377	\$ -	\$ -	\$ -	\$ -	-
	Total Revenues	\$ 377	\$ -	\$ -	\$ -	\$ -	-

Supervisorial District 3 — Cost Center 1103

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	7.0	612,728	-
Board Approved Adjustments During FY 1999	-	3,260	-
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-	(36,295)	-
Internal Service Funds Adjustment	-	10,000	-
Other Required Adjustments	-	(10,000)	-
	Subtotal	7.0	\$ 579,693
Recommended Changes for FY 2000			
Total Recommendation	7.0	\$ 579,693	\$ -

Supervisorial District 4 — Budget Unit 0104

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
1104	Supervisorial District 4	571,822	612,728	615,988	579,693	(33,035)	-5
	Total Expenditures	\$ 571,822	\$ 612,728	\$ 615,988	\$ 579,693	\$ (33,035)	-5%

Supervisorial District 4 — Cost Center 1104

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	7.0	612,728	-
Board Approved Adjustments During FY 1999	-	3,260	-
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-	(36,295)	-



Supervisory District 4 — Cost Center 1104

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Internal Service Funds Adjustment	—	—	—
Other Required Adjustments	—	—	—
Subtotal	7.0	\$ 579,693	\$ —
Recommended Changes for FY 2000			
Total Recommendation	7.0	\$ 579,693	\$ —

Supervisory District 5 — Budget Unit 0105

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
1105	Supervisory District 5	565,155	612,728	615,988	579,693	(33,035)	-5
Total Expenditures		\$ 565,155	\$ 612,728	\$ 615,988	\$ 579,693	\$ (33,035)	-5%

Supervisory District 5 — Cost Center 1105

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	7.0	612,728	—
Board Approved Adjustments During FY 1999	—	3,260	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(36,295)	—
Internal Service Funds Adjustment	—	10,155	—
Other Required Adjustments	—	(10,155)	—
Subtotal	7.0	\$ 579,693	\$ —
Recommended Changes for FY 2000			
Total Recommendation	7.0	\$ 579,693	\$ —



Clerk of the Board Mission

Through the use of technology, improve communication with the citizens of Santa Clara County, and provide quality service in a timely manner to the Board of Supervisors, County staff and our diversified customer base.

Goals

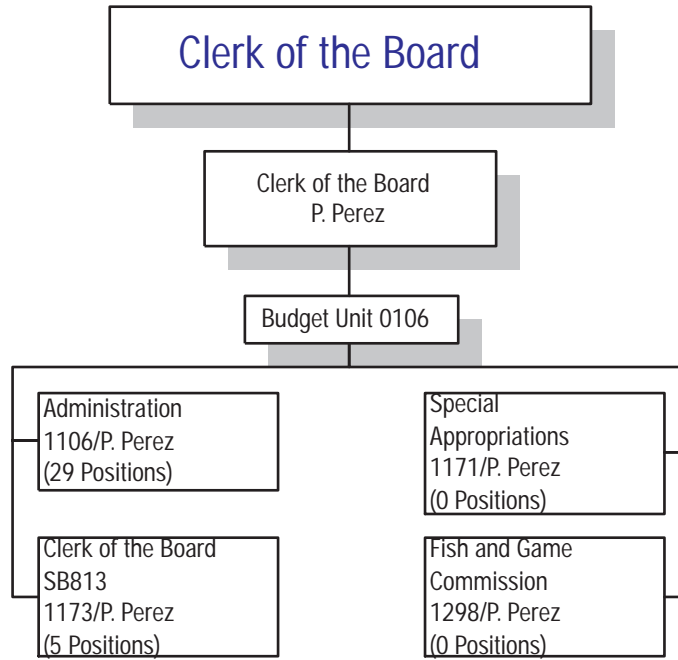
- ◆ Improve productivity on an ongoing basis through applications of new technology and improved operating procedures.
- ◆ Maintain an accurate and efficient record of Board and committee proceedings and official County records.



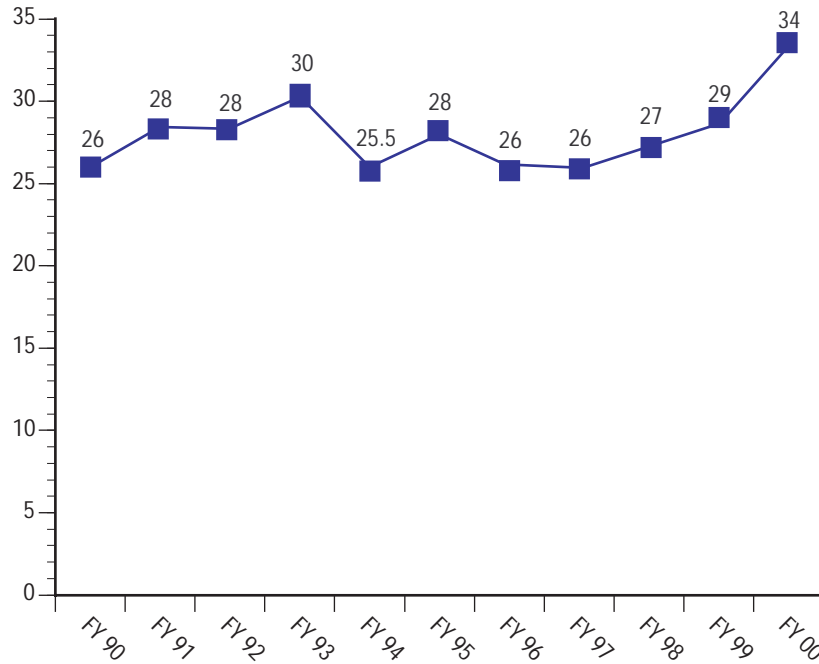
Cost: \$4,910,195



Staff: 34



10-Year Staffing Trend



Clerk of the Board Overview

The Office of the Clerk of the Board of Supervisors performs a myriad of functions, including:

- ◆ preparation of the Board of Supervisors meeting agendas and summaries, as well as hearing and meeting cancellation notices
- ◆ acting as the repository for all official records and documents submitted as actions taken by the Board or related to Board activities, and handling all items which require action before the Board
- ◆ providing administrative support to the five Board members and their staffs
- ◆ providing administrative and clerical support to more than thirty Boards and Commissions
- ◆ acting as the custodian of the public record and provider of information to anyone who desires information
- ◆ accepting and processing Assessment Appeals applications for eventual hearing before an Appeals Board

This fast-paced, customer service-oriented department works within many federal, State, and local mandates to meet pre-established timelines and legal requirements.

The department is also responsible for various special appropriations that range from memberships and dues in organizations such as the California State Association of Counties (CSAC) and the Association of Bay Area Governments (ABAG) to special priorities funded on a one-time basis such as Joint Venture: Silicon Valley. Funding for the County's contract auditor, Harvey Rose Accountancy, Inc., is found in the budget of the Clerk of the Board.

A recent change that has continued to impact the operation of the Clerk's Office is the committee structure utilized by the Board. Five committees, each chaired by a Board member, meet on a regular basis, along with numerous subcommittees and working groups. These committee meetings are all staffed by the Clerk of the Board's Office.

The department continues to move forward with phase one of KEYBOARD, the Board agenda automation project, with the eventual goal of a "paperless" process allowing electronic submittal of agenda transmittal items from all departments and agencies within the County. A Fiscal Year 2000 request for technology funds to finance phase two of KEYBOARD is under consideration. The project goal is to automate the entire agenda "life cycle," providing on-line access to the entire process, and a foundation for an automated Records Management System.

Fiscal Year 1999 Accomplishments

- ◆ Planned and began phase one implementation of KEYBOARD, the County government-wide Board agenda automation project.
- ◆ Assisted in developing the implementation plan for upgrade of audio/visual capabilities and functionality of the Board Chambers.
- ◆ Developed training programs for new commissioners and chairpersons of Advisory Boards and Commissions.
- ◆ Completed major remodel of the Clerk's Office, including the installation of modern compact shelving for Board records.
- ◆ Upgraded and replaced the telephone system to ensure "Year-2000" readiness.
- ◆ Added County Ordinance Code to CLARAnet website.

Fiscal Year 2000 Planned Accomplishments

- ◆ Complete phase one implementation of KEYBOARD, the County government-wide Board agenda automation project, and begin phase two implementation.
- ◆ Assist in completing implementation of the upgrade of audio/visual capabilities and functionality of the Board Chambers.



- ◆ Continue to expand use of the Internet to enhance information exchange.
- ◆ Implement a training program for newly-appointed volunteer members to Advisory Boards and Commissions.
- ◆ Revise and distribute updated Advisory Boards and Commissions Handbook.



Clerk of the Board County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for the Office of the Clerk of the Board advance the Board of Supervisors' priorities by continued investment in technology and focusing on infrastructure systems and support services that allow our organization to function efficiently and effectively.

Funding the Agenda Automation Project (KEYBOARD)

The Clerk of the Board requests one-time funding for phase II of the Agenda Automation Project recently termed "KEYBOARD." Once implemented, the project will benefit the entire County by:

- ◆ Replacing numerous paper transmittal documents with electronic files that are easily created, reviewed, edited, transmitted, stored and retrieved.
- ◆ Reducing the total "soft," cost of the transmittal generation and agenda processing by \$2 million annually. This "soft" cost represents productivity improvements manifested as savings in staff time that can be devoted to other tasks.
- ◆ Provide a system with County-wide access that supports capabilities in addition to transmittal and agenda generation, such as document production, review and editing.

KEYBOARD has progressed with broad-based consensus. First, project structure and resources were put in place through a steering committee, hiring a project manager, creating a project charter and forming a user group. Second, project business and technology requirements were developed through meetings and interviews with various user and technical communities within the County. Finally, a system architecture and implementation strategy was developed based on those business and technical requirements.

The implementation strategy called for a product-centered solution that provides the highest degree of flexibility, deemed a critical success factor for the

KEYBOARD system. The Clerk of the Board is currently in the midst of the Request for Proposal process to select a vendor for systems integration services and product customization for the project's Phase I, which focuses on agenda processing.

Phase II funding in FY 2000 will complete the customization effort for Agenda Processing begun in FY 1999. Phase II will also provide for development of knowledge management capabilities within KEYBOARD, and customize the core document management product selected to support creation, review, approval and distribution of transmittal packages.

Total Cost: \$1,568,893

Add 1 Advanced Clerk Typist/Clerk Typist

The Administration/Systems Division is responsible for providing budgetary and fiscal services, administrative and systems support to both the department and the five district offices of the Board of Supervisors. Only two individuals, the Administration Services Manager (ASM), and one Department Systems Information Analyst (DISA), are responsible for the successful operation of this function.

Implementation and on-going support of KEYBOARD significantly shifts workload to the Clerk of the Board's office, and specifically the Administration/Systems Division. This division is responsible for KEYBOARD project management and will provide County-wide support and training after implementation.

With greatly increased tasking, the Administration/Systems Division requires the addition of 1 Advanced Clerk Typist/Clerk Typist to:

- ◆ Relieve the ASM, Board Clerks and other professional staff from routine administrative tasks that are not related to their primary function, allowing them to focus on mission-critical objectives and agenda process redesign.



- ◆ Centralize numerous clerical functions that are currently delegated throughout the Clerk of the Board's office, enhancing efficiency, effectiveness and accountability.

Total Cost: \$35,664

Add 1 Board Clerk II/I

Board Clerks provide a wide range of clerical and administrative support for the Board of Supervisors' meetings, Board Committee meetings, workshops, hearings, advisory boards and commissions. The current staffing level for Board Clerks is based on assumptions made at the time of the Board Committee formation. Since then, actual committee and commission activity has been much greater than anticipated. For example, in 1998, there was a total of 72 Board Committee meetings, a 50% increase over the anticipated 48 meetings.

Adding this position is essential to the department's ability to change and meet new requirements and increasing demands for quality service.

Summary of Proceedings, Board Referrals, and Board Committee minutes require a quick turnaround and have taken a priority over Board meeting minutes. The result is a growing backlog that can't be resolved at the current staffing level. This position will insure that the quality of service is maintained while increasing the volume to meet demand.

Total Cost: \$43,440

One-Time Funding for Equipment

The Clerk of the Board requires computer and office equipment upgrades to maintain its ability to support the Board of Supervisors as the demand for support and services change.

Computer Upgrade

Most of the computers in use were purchased in 1994. They are obsolete and can't run Y2K compliant software. The cost to upgrade 15 computers is \$31,808. If this purchase is funded through the Y2K office, then this request will be withdrawn.

Office Equipment

This request includes funding for the following items:

- \$5,252 - Multi-media rotary file storage units to ensure the safety, longevity and orderly storage of audio/video tapes and CDs, which are growing in use.
- \$3,000 - A tabletop copier for the Board Chamber. This will allow a quick response to requests for copies.
- \$5,000 - LCD Projector for Board Chambers and the Isaac Newton Senter auditorium.
- \$6,205 - Replacement telephones for the Board of Supervisors and Clerk of the Board offices.
- \$1,000 - Stacking Chairs for the Isaac Newton Senter auditorium.

Total Cost: \$52,265

On-Going Budget Augmentation

The Clerk of the Board is a professional staff that requires career development and interaction with professional organizations such as the National Association of Counties (NACO) and the California State Association of Counties (CSAC). Currently, there are no travel funds to support attendance by the Clerk of the Board staff at such functions.

The current Clerk of the Board budget is restricted to meet clearly defined needs without excess funding in any area. Therefore, an augmentation is required.

Approving this increase will allow Clerk of the Board Staff to attend association meetings, share best practices from other counties and enhance professional development.

Total Cost: \$1,000

Clerk Of The Board — Budget Unit 0106

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
1106	Administration And Operations	1,620,803	2,677,643	2,812,032	3,376,815	699,172	26
1171	Special Appropriations	1,254,992	1,509,069	1,509,069	1,288,862	(220,207)	-15
1173	Assessment Appeals	69,713	251,082	251,082	240,518	(10,564)	-4
1298	Fish And Game Commission	-	4,000	4,000	4,000	-	-
Total Expenditures		\$ 2,945,508	\$ 4,441,794	\$ 4,576,183	\$ 4,910,195	\$ 468,401	11%

Clerk Of The Board — Budget Unit 0106

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
1106	Administration And Operations	\$ 150,001	\$ 135,260	\$ 135,260	\$ 137,332	\$ 2,072	2
1173	Assessment Appeals	\$ 200	\$ -	\$ -	\$ -	\$ -	-
1298	Fish And Game Commission	\$ 24,888	\$ 7,000	\$ 7,000	\$ 7,000	\$ -	-
Total Revenues		\$ 175,089	\$ 142,260	\$ 142,260	\$ 144,332	\$ 2,072	1%

Administration And Operations — Cost Center 1106

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	25.0	2,677,643	135,260
Board Approved Adjustments During FY 1999	3.0	134,389	-
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	109,709	-
Internal Service Funds Adjustment	-	102,302	-
Other Required Adjustments	-	(1,336,878)	2,072
Subtotal	27.0	\$ 1,687,165	\$ 137,332
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	-	1,572	-
1. Add 1 Advanced Clerk Typist/Clerk Typist	1.0	29,720	-
The implementation of KEYBOARD is a major project that will benefit the entire county. Development and on-going support of KEYBOARD significantly increases the workload of the Clerk of the Board and especially the Administrative Services Manager. This position will relieve the ASM and several Board Clerks of routine tasks, allowing them to focus on mission-critical objectives and the agenda process automation/redesign.			
2. Add 1 Board Clerk I/II (D54)	1.0	36,200	-



Administration And Operations — Cost Center 1106

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Board Clerk II staff produce minutes for Board of Supervisors' meetings, committee meetings, and additional tasks related to Board/Committee meetings. In 1998, there were a total of 72 Board Committee meetings, a 50 percent increase above the anticipated workload. The increased workload at current staffing levels has resulted in a backlog of board minutes due to diversion of Board Clerks to other mandated tasks. Adding this position will insure accurate and timely completion of minutes for Board/Committee meetings, budget hearings, special meetings and other related tasks.			
3. One-Time Budget Augmentations for Equipment Purchases	–	52,265	–
The following items insure that the Clerk of the Board can accomplish critical support requirements:			
◆ \$31,808 - Replace 15 computers incapable of running Y2K compliant software			
◆ \$5,252 - Add multi-media rotary storage equipment to store audio and video tapes and CDs			
◆ \$3,000 - Purchase a table-top copier for Board Chambers			
◆ \$5,000 - Purchase an LCD Projector for Board Chambers and Isaac Newton Senter			
◆ \$1,000 - Purchase stacking chairs for Isaac Newton Senter			
◆ \$6,205 - Replacement telephones for Board of Supervisors and Clerk of the Board offices			
4. Augment Budget to Increase Travel Allowance	–	1,000	–
This action will allow Clerk of the Board staff attendance at out-of-County and/or out-of-state conferences and training with the aim of producing a more knowledgeable staff. Both the National Association of Counties and the California State Association of Counties have offered workshops and conferences related to technology, records management, etc. Attendance will enhance professional development and bring the best practices of other counties back to Santa Clara.			
5. KEYBOARD Phase II	–	1,568,893	–
This phase of the KEYBOARD project includes funding for customization of the core product; business process reengineering; development and maintenance costs for vendor software and hardware; and implementation of a semantic analysis engine. Specific costs include:			
◆ \$1,139,098 - Transmittal Origination			
◆ \$310,359 - Agenda processing			
◆ \$119,436 - Records and Knowledge Management			
KEYBOARD has been specifically designed to be a County-wide system that operates across all existing platforms. While KEYBOARD's primary intent is the exchange of information relating to the transmittal and agenda process, it also has the potential to greatly enhance the flow of information throughout the County's mix of incompatible information systems.			
Subtotal	2.0	1,689,650	–
Total Recommendation	29.0	\$ 3,376,815	\$ 137,332

Special Appropriations — Cost Center 1171

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	–	1,509,069	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	–	–



Special Appropriations — Cost Center 1171

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Internal Service Funds Adjustment	–	(30,000)	–
Other Required Adjustments	–	(190,207)	–
Subtotal	–	\$ 1,288,862	\$ –
Recommended Changes for FY 2000			
Total Recommendation	–	\$ 1,288,862	\$ –

Assessment Appeals — Cost Center 1173

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	5.0	251,082	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(10,564)	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	–	–
Subtotal	5.0	\$ 240,518	\$ –
Recommended Changes for FY 2000			
Total Recommendation	5.0	\$ 240,518	\$ –

Fish And Game Commission — Cost Center 1298

Major Changes to the Budget

	Positions	Appropriations	Revenues
Fish and Game Fund (Fund Number 0033)			
FY 1999 Approved Budget	–	4,000	7,000
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	–	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	–	–
Subtotal	–	\$ 4,000	\$ 7,000
Recommended Changes for FY 2000			
Total Recommendation	–	\$ 4,000	\$ 7,000



Office of the County Executive Mission

The Office of the County Executive supports the Board of Supervisors in providing quality public services to the people of Santa Clara County. The Office takes a proactive role in identifying, communicating and resolving a broad range of issues affecting the public interest. The Office provides leadership for the County organization to effectively implement policies and mandates that enhance the quality of life in Santa Clara County.

Goals

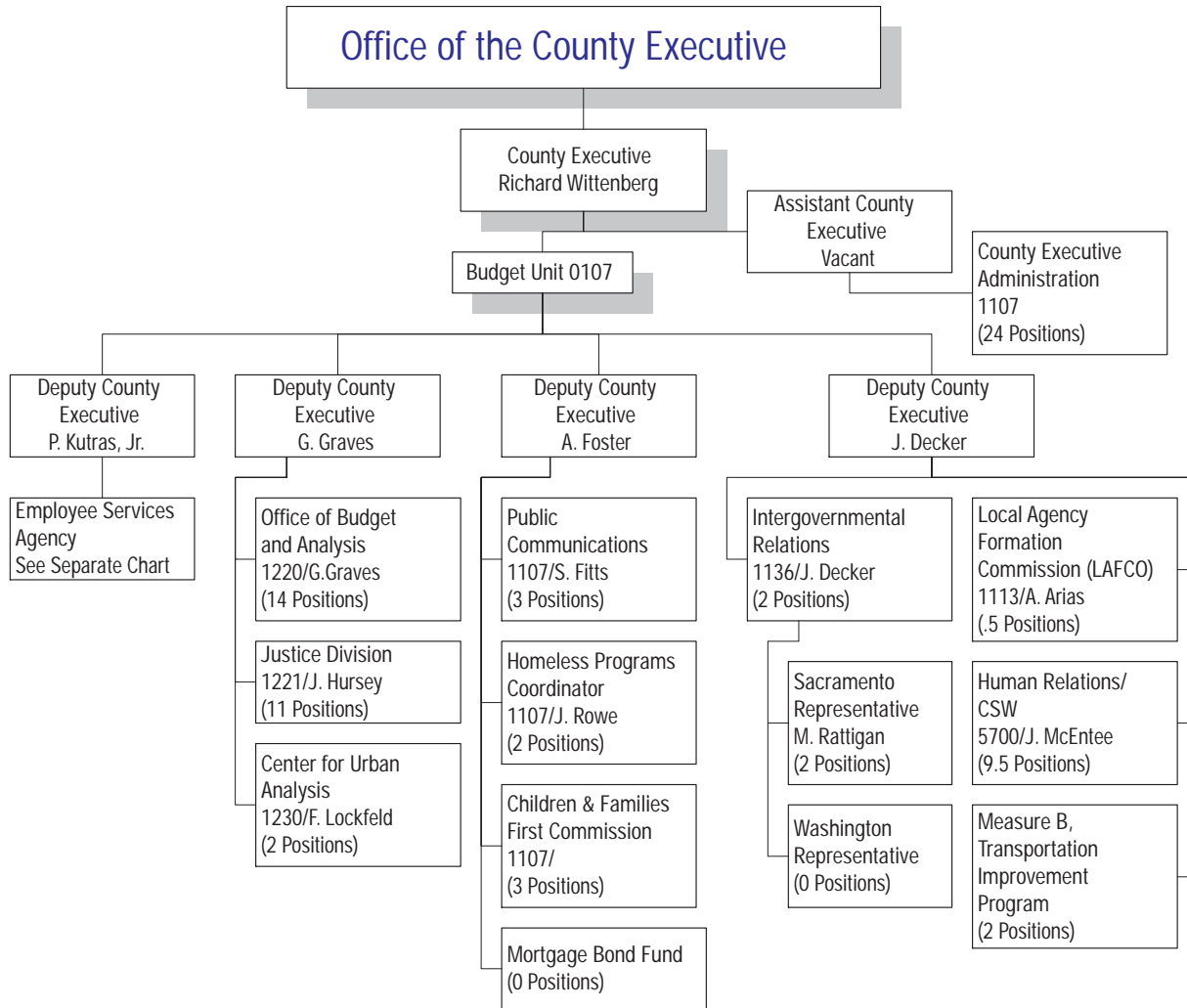
- ◆ Develop and coordinate the Countywide goals, policies and priorities that are adopted by the Board of Supervisors
- ◆ Facilitate an environment in which diversity is valued, both within the County organization and in the Community
- ◆ Promote innovative and productive use of technology
- ◆ Develop and coordinate a performance-based budget system that links resource allocation with desired program outcomes
- ◆ Promote County interests in local, regional, state and national legislative bodies and regulatory agencies



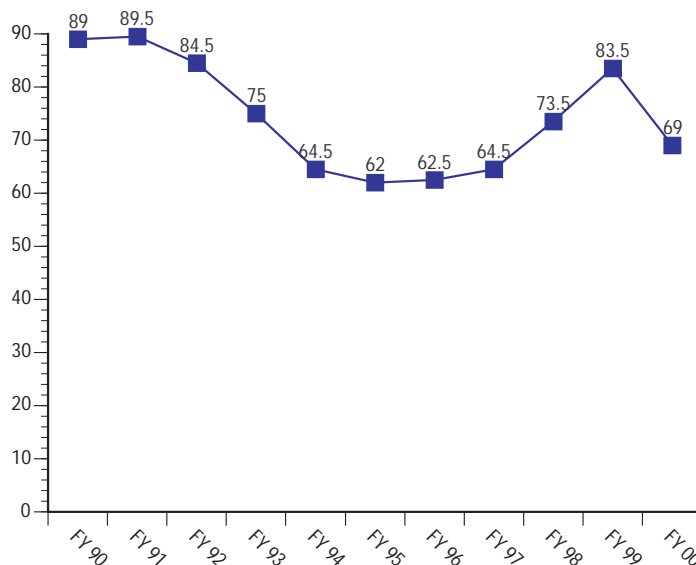
Cost: \$9,129,177



Staff: 69



10-Year Staffing Trend



Office of the County Executive Overview

The Office of the County Executive provides support, guidance and direction to all other County departments while providing support, information and advice to the County Board of Supervisors.

The Office is responsible for preparing and maintaining the County budget as well as researching and distributing legislative and statistical information to all interested parties. In addition, the County Executive's Office supervises divisions related to human relations, and the criminal justice information system. It encourages economic opportunities through collaborative efforts with County departments, other public and private agencies, as well as with businesses and private industry.

FY 1999 Accomplishments

Center for Urban Analysis

- ◆ Provided analysis of planning approvals by the cities and the County for Joint Venture Silicon Valley and the Congestion Management Program at the Valley Transportation Authority. The analysis identified development within 1/4 mile of transit and availability of new development that will increase existing density.
- ◆ Demonstrated the economic benefit to property within one-half mile of light rail lines, which resulted in successful litigation of a suit that claimed diminished property values. The study showed that properties increase in value by their proximity to light rail.
- ◆ Worked closely with the Assessor's Office on Proposition 8 restorations of property values which increase revenue to the County.
- ◆ Continued to distribute County "cadastral" maps (electronic parcel maps) to other County departments, the Santa Clara County Water District and the County's vendor, Barclay Mapworks Inc.

Criminal Justice Information Control (CJIC)

CJIC has been responsible for implementing an automated identification system named Automated Fingerprint Identification System (AFIS). The system will provide shared information among law enforcement agencies throughout the county. This system allows agencies to immediately identify individuals who have outstanding warrants and assures that felons are accurately identified, thus preventing their inappropriate release.

- ◆ CJIC met its Phase I deadline by bringing up the AFIS system by June 1, 1998, and connecting it to the District Attorney, the San Jose Police Department, the County's Main Jail, and the County Sheriff. AFIS has already detained 20 individuals who would have otherwise been released.
- ◆ Phase II of AFIS, scheduled to be completed in 1999, will include all other law enforcement agencies with Santa Clara County.

Intergovernmental Relations

- ◆ Thoroughly updated legislative policies and priority procedures.
- ◆ Held a joint meeting with a legislative delegation and the Manufacturing Group to explain legislative policies and priorities.
- ◆ Pursued legislation with the State to recoup \$15 million for the Central Fire Protection District. Legislation was vetoed by the Governor, but will be reintroduced in 1999.
- ◆ Published six issues of a countywide newsletter, distributed to all employees (ongoing activity).

Office of Budget and Analysis (OBA)

In May 1998, the OBA distributed a redesigned County budget document. The Fiscal Year 1999 Recommended Budget document was rearranged to show County departments by category of Board Committee, new graphics were added with basic fiscal and staffing information, and narratives were changed to incorporate Board policies, missions, goals and outcomes. The desired outcome was to make the budget more understandable to the public and the elected officials



responsible for budget-related decisions. The document was well-received by the Board of Supervisors, as the “start of a performance-based budget.”

Office of Human Relations

The Office of Human Relations has focused efforts on the County’s Citizenship and Immigration Services Program. Human Relations has also worked with the Federal INS office in San Jose to reduce its backlog of 65,000 applications.

FY 2000 Planned Accomplishments

The Office of the County Executive will be working on projects ranging from improving internal efficiency to collaborative efforts with other County departments, or with the community at large. Some of these efforts are listed below:

- ◆ Continue to increase the organization’s responsiveness to Board initiatives for accountability, innovation, and mandated compliance that enhance the welfare of County residents.
- ◆ Use the County Executive’s Recommended Budget to provide information to the public about program outcomes.
- ◆ Coordinate County, local, State and Federal agencies in managing transportation projects resulting from voter approval of Measures A & B.
- ◆ Support and monitor the Housing Trust Fund Initiative -- a collaborative promoting affordable housing, housing for the homeless and assistance to first-time home buyers.
- ◆ Monitor and coordinate Countywide efforts to assure Year 2000 technical compliance.
- ◆ Expand and improve public information distribution via the Public Communications Director.



Office of the County Executive

County Executive's Recommendation

Advancement of Board Priorities

The recommendations for the Office of the County Executive advance the Board of Supervisors' priorities and principles by focusing on the use of verified data to develop program recommendations that reflect community needs; support of infrastructure and technology improvements; and pursuing strategies to address the scarcity of housing.

Community Research

New and/or expanded programs require information to establish a starting point and identify specific community needs. The following recommendations provide programs with direction, targeted goals and a baseline for measuring progress.

Affordable Housing Summit

On February 23, 1999, the Board endorsed sponsoring a housing summit to define housing objectives from a countywide perspective. Specifically, the Board directed the Administration to "work with appropriate County departments, other public entities, and outside organizations to present and sponsor a 1999 affordable housing summit in Santa Clara County in the fall." This one-time budget augmentation will fund the Affordable Housing Summit as requested by the Board.

Total Cost: \$10,000

Status of Women and Girls in Santa Clara County

Last year the Board approved the creation of the Office of Women's Advocacy (OWA). A report will be developed with extensive community involvement and input, and will be relied upon by the OWA for future workplans. The report will also be a valuable resource for local groups, as it will provide an up-to-date statement of needs to serve as the basis for ongoing, meaningful program development.

Total On-time Cost: \$19,655

Infrastructure and Technology Improvements

The following infrastructure and technology improvement recommendations help ensure that our organization can function efficiently and effectively.

Electronic Map Improvement Program

The current electronic County map (the cadastral base map), uses obsolete technology that results in numerous problems. Maintenance is labor intensive, making it impossible to keep the map current with available staff. Also, the system is incapable of producing a map at current standards of accuracy. These deficiencies result in a product that does not support important functions such as:

- ◆ Emergency services related to Sheriff and Fire Districts for dispatch, vehicle access, routing, and monitoring patterns of development
- ◆ Parks, Planning and Assessment functions that require information on topography, hydrology, and development related to land parcels
- ◆ Investigations regarding possible building and zoning violations
- ◆ Land development and assessment appeals

A recommended upgrade will be based on highly accurate aerial photography corrected to surface geometry, known as digital orthophotography. The upgrade program will require two years to complete. This recommendation is for first-year development, maintenance and operation. To complete the project, another budget augmentation of \$278,500 will be required next fiscal year. Third year expenses for maintenance and operation will be reduced to the current level of \$100,000.

The current mapping system generates some revenue but this is declining. The new system is expected to generate \$150,000 in annual revenue by the third year, which will exceed annual maintenance and operating costs by \$50,000.

First Year Cost: \$563,500

Replace Obsolete Computers

Administrative staff in the Office of the County Executive are using computers that were purchased in 1994 and can not operate the standard software office suite. In addition, these are MacIntosh computers that do not interface well with Windows NT workstations used by the majority of the County. This upgrade, will greatly enhance the effectiveness and efficiency of the administration section and facilitate the flow of information to and from all departments.

Total One-time Cost: \$107,000

Human Relations Information Systems Upgrade

The Human Relations department must be able to interact with a wide range of organizations both internal and external to the County. Specific equipment purchases will leverage the best use of both volunteer and County employee time and effort. The following one-time budget augmentations are recommended:

- ◆ \$3,260 - One computer to complete technological upgrade

- ◆ \$3,247 - FAX machine to communicate with local organizations
- ◆ \$2,165 - Specialized software unique to the Office of Human Relations

Total One-time Cost: \$8,672

Federal Advocacy Services

The County's Washington Representative retired from County service in July of 1998. As a result of a Request for Proposals (RFP) process, the firm of Black, Kelly, Scruggs and Healey was chosen to represent the County's interests in Washington, D.C. This contract was approved by the Board on October 6, 1998.

This action will eliminate the two vacant positions that formerly provided advocacy services in Washington D.C. and move that budget to the contract services line.

Total Cost: \$44,988

County Executive — Budget Unit 0107**Expenditures by Cost Center**

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
1107	Administration Services	2,467,893	2,469,012	2,664,420	3,064,712	595,700	24
	1 General Fund	2,467,893	2,469,012	2,566,420	3,064,712	595,700	24
	198 Rental Rehabilitation	-	-	98,000	-	-	-
1113	LAFCO-Local Agency Formation Commission	113,566	149,124	149,124	151,457	2,333	2
1136	Legislative Programs	354,051	372,551	372,551	379,569	7,018	2
1220	Office Of Budget And Analysis	1,175,426	1,267,419	1,272,578	1,219,890	(47,529)	-4
1221	Justice Division	1,198,319	1,957,250	1,957,250	1,282,432	(674,818)	-34
1230	Center For Urban Analysis	1,867,233	2,286,106	2,311,726	1,171,265	(1,114,841)	-49
5700	Office Of Human Relations	1,745,215	1,994,404	2,184,404	1,859,852	(134,552)	-7
Total Expenditures		\$ 8,921,703	\$ 10,495,866	\$ 10,912,053	\$ 9,129,177	\$ (1,366,689)	-13%



County Executive — Budget Unit 0107

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
1107	Administration Services	\$ 478,474	\$ 416,675	\$ 595,171	\$ 210,973	\$ (205,702)	-49
	1 General Fund	373,038	416,675	490,171	210,973	(205,702)	-49
	198 Rental Rehabilitation	105,436	–	105,000	–	–	–
1113	LAFCO-Local Agency Formation Commission	\$ 46,743	\$ 30,000	\$ 30,000	\$ 30,000	\$ –	–
1136	Legislative Programs	\$ 68	\$ –	\$ –	\$ –	\$ –	–
1220	Office Of Budget And Analysis	\$ 584	\$ –	\$ –	\$ –	\$ –	–
1221	Justice Division	\$ 275,707	\$ 570,460	\$ 570,460	\$ 125,000	\$ (445,460)	-78
1230	Center For Urban Analysis	\$ 325,280	\$ 540,000	\$ 540,000	\$ 387,000	\$ (153,000)	-28
5700	Office Of Human Relations	\$ 830,976	\$ 519,240	\$ 519,240	\$ 519,240	\$ –	–
	Total Revenues	\$ 1,957,832	\$ 2,076,375	\$ 2,254,871	\$ 1,272,213	\$ (804,162)	-39%

Administration Services — Cost Center 1107

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	25.0	2,469,012	416,675
Board Approved Adjustments During FY 1999	6.0	97,408	73,496
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	327,512	–
Internal Service Funds Adjustment	–	76,892	–
Other Required Adjustments	–	(45,026)	(279,198)
Subtotal	30.0	\$ 2,925,798	\$ 210,973
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	2,259	–
1. One-Time Budget Augmentation for Community Research and Equipment	–	136,655	–
◆ \$19,655 - Office of Women's Advocacy: Fund report on the Status of Women and Girls in Santa Clara County, which will serve as a baseline for future workplans			
◆ \$10,000 - County Executive Administration: Sponsor Affordable Housing Summit to define housing objectives from a Countywide perspective			
◆ \$107,000 - County Executive Administration: Replace obsolete computers with Windows NT Workstations			
2. One-Time Budget Augmentation for Community Research and Equipment	–	136,655	–
◆ \$19,655 - Office of Women's Advocacy: Fund report on the Status of Women and Girls in Santa Clara County, which will serve as a baseline for future workplans			
◆ \$10,000 - County Executive Administration: Sponsor Affordable Housing Summit to define housing objectives from a Countywide perspective			
◆ \$107,000 - County Executive Administration: Replace obsolete computers with Windows NT Workstations			



Administration Services — Cost Center 1107

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Subtotal	–	138,914	–
Fund Subtotal	30.0	3,064,712	210,973
Rental Rehabilitation (Fund Number 0198)			
FY 1999 Approved Budget	–	–	–
Board Approved Adjustments During FY 1999	–	98,000	105,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	–	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	(98,000)	(105,000)
Subtotal	–	\$ –	\$ –
Recommended Changes for FY 2000			
Fund Subtotal	–	–	–
Total Recommendation	30.0	\$ 3,064,712	\$ 210,973

LAFCO-Local Agency Formation Commission — Cost Center 1113

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	0.5	149,124	30,000
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(10,831)	–
Internal Service Funds Adjustment	–	3,164	–
Other Required Adjustments	–	–	–
Subtotal	0.5	\$ 141,457	\$ 30,000
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	10,000	–
Subtotal	–	10,000	–
Total Recommendation	0.5	\$ 151,457	\$ 30,000

Legislative Programs — Cost Center 1136

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	4.0	372,551	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(37,970)	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	–	–



Legislative Programs — Cost Center 1136

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Subtotal	4.0	\$ 334,581	\$ -
Recommended Changes for FY 2000			
1. Delete 2 Positions Providing Advocacy Services; Add Contract Services	-2.0	44,988	-
<p>On October 6, 1998, the Board approved a contract with the firm of Black, Kelly, Scruggs & Healey for professional advocacy services in Washington, D.C., in the amount of \$192,000. These services were formerly provided by two County employees. This action eliminates the requirement for two positions:</p> <ul style="list-style-type: none"> ◆ 1 Legislative Representative ◆ 1 Management Aide <p>This action also moves the budget from salaries and benefits to the contract services line.</p>			
Subtotal	-2.0	44,988	-
Total Recommendation	2.0	\$ 379,569	\$ -

Office Of Budget And Analysis — Cost Center 1220

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	15.0	1,267,419	-
Board Approved Adjustments During FY 1999	-	5,159	-
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(63,886)	-
Internal Service Funds Adjustment	-	10,586	-
Other Required Adjustments	-	-	-
Subtotal	14.0	\$ 1,219,278	\$ -
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	-	612	-
Subtotal	-	612	-
Total Recommendation	14.0	\$ 1,219,890	\$ -

Justice Division — Cost Center 1221

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	12.0	1,957,250	570,460
Board Approved Adjustments During FY 1999	-	-	-
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(109,165)	-
Internal Service Funds Adjustment	-	5,306	-
Other Required Adjustments	-	(571,185)	(445,460)



Justice Division — Cost Center 1221

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Subtotal	11.0	\$ 1,282,206	\$ 125,000
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	226	–
Subtotal	–	226	–
Total Recommendation	11.0	\$ 1,282,432	\$ 125,000

Center For Urban Analysis — Cost Center 1230

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	2.0	2,286,106	540,000
Board Approved Adjustments During FY 1999	–	25,620	–
Cost to Maintain Current Program Services	–	–	–
Salary and Benefit Adjustments	–	(39,789)	–
Internal Service Funds Adjustment	–	(114,735)	–
Other Required Adjustments	–	(1,549,606)	(153,000)
Subtotal	2.0	\$ 607,596	\$ 387,000
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	169	–
1. Fund Electronic Map Improvement Program	–	563,500	–
<p>This project is required to replace the existing electronic County map (the cadastral base map), which is not sufficiently accurate and current to support important County functions. The improved map system will enhance the marketability of the cadastral map to cities, utilities and the private sector, resulting in enhanced revenue. The first year cost of this project is \$563,500, which includes:</p> <ul style="list-style-type: none"> ◆ \$285,000 - Development ◆ \$278,500 - Net maintenance and operations cost <p>By the third year of operation, revenues will exceed net cost.</p>			
Subtotal	–	563,669	–
Total Recommendation	2.0	\$ 1,171,265	\$ 387,000

Office Of Human Relations — Cost Center 5700

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	9.5	1,994,404	519,240
Board Approved Adjustments During FY 1999	–	190,000	–
Cost to Maintain Current Program Services	–	–	–
Salary and Benefit Adjustments	–	(3,611)	–
Internal Service Funds Adjustment	–	20,797	–
Other Required Adjustments	–	(321,339)	–



Office Of Human Relations — Cost Center 5700

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Subtotal	9.5	\$ 1,880,251	\$ 519,240
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	932	–
Census 2000	–	30,000	–
1. One-Time Budget Augmentations for the Office of Human Relations	–	8,669	–
◆ \$3,260 - Purchase computer to complete technological upgrade started in previous year			
◆ \$3,247 - Purchase FAX machine to facilitate working with collaboratives and quickly send and receive information to local organizations			
◆ \$2,165 - Purchase specialized software that supports a variety of programs unique to the Office of Human Relations			
Subtotal	–	39,601	–
Total Recommendation	9.5	\$ 1,859,852	\$ 519,240



Office of the Assessor Mission

The mission of the Santa Clara County Assessor's Office is to produce an annual assessment roll including all assessable property in accordance with legal mandates in a timely, accurate and efficient manner; and provide current assessment-related information to the public and to governmental agencies in a timely and responsive way.

Goals

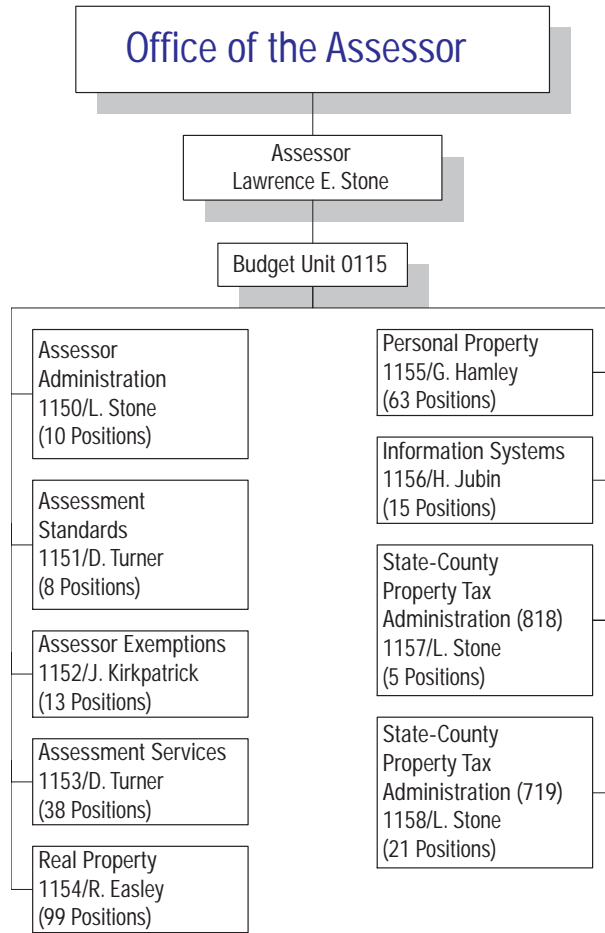
- ◆ Produce the annual supplemental rolls in an increasingly accurate, timely and professional manner that is efficient and within budget.
- ◆ Provide timely, courteous information and assistance to property owners, schools and local governments.



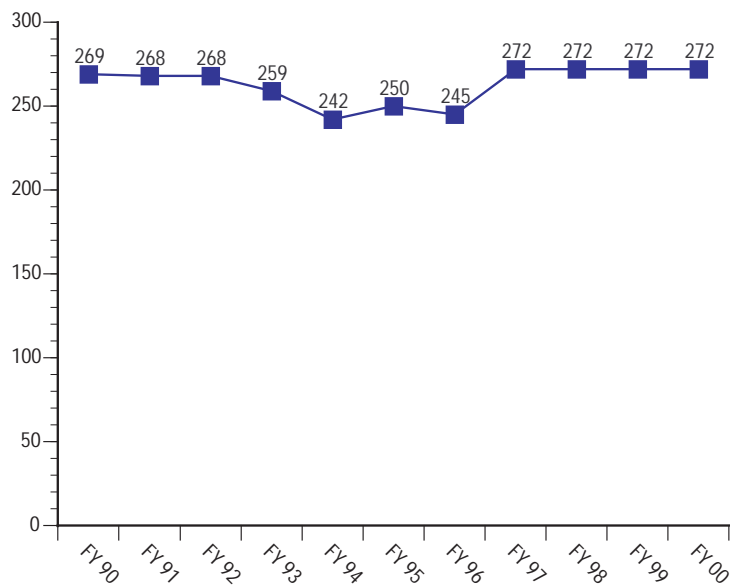
Cost: \$18,632,449



Staff: 272



10-Year Staffing Trend



Office of the Assessor Overview

The Assessor is an elected official with the mandated function of producing annual property assessment rolls. The Assessor is responsible for locating, valuing and enrolling all taxable property in Santa Clara County. Appraisals are compiled into the secured and unsecured assessment rolls, which become the basis upon which tax rates are levied, providing a source of revenue to local governments. The Department also provides assessment-related information to the public, and cooperates with other agencies regarding assessment and property tax-related matters.

The Assessor's Office, with a total of 272 positions and a budget of about \$20.8 million, including AB 719 funds, is a General Fund department. Fiscal year 2000 will be the first year of participation in the State-County Property Tax Administration Program AB 719 (previously AB 818), which continues annual funding in the form of a "loan" over a 3-year period for enhancements of the property tax administration system. Under AB 818, Santa Clara County was awarded a total of \$12.6 million over three years, and successfully exceeded all performance goals, which means the "loans" will not require repayment. During the three years of the AB 818 program, the number of reassessments completed exceeded the contract commitment to the State, generating \$60.9 million in total property tax revenue, of which \$9.8 million accrued to Santa Clara County.

As the Assessor's Office moves into its first year of the AB 719 program, the focus will be the installation of additional electronic systems, the increase in non-mandatory audits and hiring unclassified staff whose responsibilities will include creating documents and

databases to provide better service to taxpayers and local governments, which will result in greater efficiency for the department.

Fiscal Year 1999 Accomplishments

- ◆ Completed structural overhaul of the office, including new computer equipment and ergonomic workstations.
- ◆ Introduced electronic processing of building permits.
- ◆ Delivered an informational Web page to the public.
- ◆ Completed the Local Area Network for all staff, including e-mail.
- ◆ Reduced backlog in building permits and property transfers by 94%.

Fiscal Year 2000 Planned Accomplishments

- ◆ Expand electronic processing of building permits.
- ◆ Increase the number of audits by 15% (AB 719 Project).
- ◆ Introduce a new imaging system.
- ◆ Implement new system interface with Tax Collector's Office.
- ◆ Complete conversion of Personal Property System from County Data Processing to in-house HP 3000 system.



Office of the Assessor

County Executive's Recommendation

Advancement of Board Priorities

Recommendations in the Assessor's Office are focused on Board strategies for improvements in efficiency, effectiveness and investment in technology. The Assessor's Office is meeting performance goals and objectives with only a minor staffing change and no other additions to the allocated budget for Fiscal Year 2000.

Personnel Changes

In keeping with the Department's initiative to incorporate the latest systems technology in the assessment process, one position is being changed from Appraiser I/II to Department Information Systems Specialist. While incurring only a slight cost increase, this change will strengthen the department's ability to support advanced network systems. The result of this change will be better, more responsive support for network systems, increased productivity, and improved customer service.

Total Cost: \$19,092

AB 818 and AB 719 Programs

The State-County Property Tax Administration program (AB 818) has been extremely beneficial to the Assessor's Office operations as well as generating

substantial revenue to the County General Fund. These funds were used to improve efficiency, productivity and effectiveness that substantially reduced the backlog for new construction and property transfers of ownership. The result is a significant increase in supplemental revenue to the County, cities, basic aid school districts, redevelopment agencies and special districts, in addition to the state of California.

For Fiscal Year 2000 the State-County Property Tax Administration Program was re-authorized under AB 719 (previously AB 818). In addition to allocations in Object I and II, these funds will be used as follows:

- ◆ \$1,800,000 - Technology Improvements for a Client Server System
- ◆ \$200,000 - Year 2000 Compliance Support
- ◆ \$40,639 - Equipment Acquisition, First Phase of a Digital Camera Program

Other uses of AB 719 loan proceeds include an allocation of \$10,000 to County Counsel for legal services to assist in the defense of assessment appeals and attendant litigation, and \$600,000 to the Tax Collector for a new integrated property tax system.

Assessor — Budget Unit 0115

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
1150	Assessor Administration	1,076,539	1,127,781	1,135,588	1,385,987	258,206	23
1151	Assessment Standards	430,829	479,328	481,389	474,739	(4,589)	-1
1152	Exemptions	610,656	706,498	706,498	633,124	(73,374)	-10
1153	Assessment Services	1,818,617	1,901,069	1,901,069	1,849,055	(52,014)	-3
1154	Real Property	5,794,396	6,265,825	6,268,764	6,090,902	(174,923)	-3



Assessor — Budget Unit 0115

Expenditures by Cost Center (Continued)

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
1155	Personal Property	3,818,870	4,260,954	4,264,761	3,939,951	(321,003)	-8
1156	Information Systems	927,067	1,084,400	2,013,102	1,084,695	295	-
1157	St-Cnty Property Tax Admin Program	2,105,158	4,106,248	4,106,248	1,485,088	(2,621,160)	-64
1158	St-Cnty Prop Tax Admin Program, AB 719	-	-	-	1,688,908	1,688,908	-
Total Expenditures		\$ 16,582,132	\$ 19,932,103	\$ 20,877,419	\$ 18,632,449	\$ (1,299,654)	-7%

Assessor — Budget Unit 0115

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
1150	Assessor Administration	\$ 27,469	\$ -	\$ -	\$ -	\$ -	-
1152	Exemptions	\$ 140	\$ -	\$ -	\$ -	\$ -	-
1153	Assessment Services	\$ 21,291	\$ 17,000	\$ 17,000	\$ 18,000	\$ 1,000	6
1154	Real Property	\$ 390,544	\$ 387,000	\$ 387,000	\$ 385,000	\$ (2,000)	-1
1155	Personal Property	\$ 1,175	\$ -	\$ -	\$ -	\$ -	-
1157	St-Cnty Property Tax Admin Program	\$ 1,867,684	\$ 4,328,639	\$ 4,328,639	\$ 1,485,088	\$ (2,843,551)	-66
1158	St-Cnty Prop Tax Admin Program, AB 719	\$ -	\$ -	\$ -	\$ 1,688,908	\$ 1,688,908	-
Total Revenues		\$ 2,308,303	\$ 4,732,639	\$ 4,732,639	\$ 3,576,996	\$ (1,155,643)	-24%

Assessor Administration — Cost Center 1150

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	10.0	1,127,781	-
Board Approved Adjustments During FY 1999	-	7,807	-
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-	229,822	-
Internal Service Funds Adjustment	-	17,903	-
Other Required Adjustments	-	-	-
Subtotal	10.0	\$ 1,383,313	\$ -
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	-	2,674	-
Subtotal	-	2,674	-
Total Recommendation	10.0	\$ 1,385,987	\$ -



Assessment Standards — Cost Center 1151

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	8.0	479,328	–
Board Approved Adjustments During FY 1999	–	2,061	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(6,650)	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	–	–
Subtotal	8.0	\$ 474,739	\$ –
Recommended Changes for FY 2000			
Total Recommendation	8.0	\$ 474,739	\$ –

Exemptions — Cost Center 1152

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	13.0	706,498	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(73,362)	–
Internal Service Funds Adjustment	–	(12)	–
Other Required Adjustments	–	–	–
Subtotal	12.0	\$ 633,124	\$ –
Recommended Changes for FY 2000			
Total Recommendation	12.0	\$ 633,124	\$ –

Assessment Services — Cost Center 1153

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	38.0	1,901,069	17,000
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	7,970	–
Internal Service Funds Adjustment	–	(59,997)	–
Other Required Adjustments	–	–	1,000
Subtotal	39.0	\$ 1,849,042	\$ 18,000
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	13	–
Subtotal	–	13	–
Total Recommendation	39.0	\$ 1,849,055	\$ 18,000



Real Property — Cost Center 1154

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	100.0	6,265,825	387,000
Board Approved Adjustments During FY 1999	–	2,939	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(182,830)	–
Internal Service Funds Adjustment	–	60,000	–
Other Required Adjustments	–	–	(2,000)
Subtotal	100.0	\$ 6,145,934	\$ 385,000
Recommended Changes for FY 2000			
1. Add 1 Department Information Systems Specialist / Delete 1 Appraiser I/II	-1.0	(55,032)	–
This change is essential to support new computer equipment and systems, Local Area Network and e-mail. In shifting personnel resources from professional to technical, the Assessor will automate many labor intensive tasks and improve service to all customers.			
Subtotal	-1.0	(55,032)	–
Total Recommendation	99.0	\$ 6,090,902	\$ 385,000

Personal Property — Cost Center 1155

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	63.0	4,260,954	–
Board Approved Adjustments During FY 1999	–	3,807	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(324,565)	–
Internal Service Funds Adjustment	–	(247)	–
Other Required Adjustments	–	–	–
Subtotal	63.0	\$ 3,939,949	\$ –
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	2	–
Subtotal	–	2	–
Total Recommendation	63.0	\$ 3,939,951	\$ –

Information Systems — Cost Center 1156

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	14.0	1,084,400	–
Board Approved Adjustments During FY 1999	–	928,702	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(58,354)	–



Information Systems — Cost Center 1156

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Internal Service Funds Adjustment	–	(5,623)	–
Other Required Adjustments	–	(926,200)	–
Subtotal	14.0	\$ 1,022,925	\$ –
Recommended Changes for FY 2000			
1. Add 1 Department Information Systems Specialist / Delete 1 Appraiser I/II	1.0	61,770	–
This change is essential to support new computer equipment and systems, Local Area Network and e-mail. In shifting personnel resources from professional to technical, the Assessor will automate many labor intensive tasks and improve service to all customers.			
Subtotal	1.0	61,770	–
Total Recommendation	15.0	\$ 1,084,695	\$ –

St-Cnty Property Tax Admin Program — Cost Center 1157

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	26.0	4,106,248	4,328,639
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-21.0	(666,160)	–
Internal Service Funds Adjustment	–	(12,700)	–
Other Required Adjustments	–	(1,942,300)	(2,843,551)
Subtotal	5.0	\$ 1,485,088	\$ 1,485,088
Recommended Changes for FY 2000			
Total Recommendation	5.0	\$ 1,485,088	\$ 1,485,088

St-Cnty Prop Tax Admin Program, AB 719 — Cost Center 1158

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	–	–	–
Board Approved Adjustments During FY 1999	6.0	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	15.0	1,478,908	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	210,000	1,688,908
Subtotal	21.0	\$ 1,688,908	\$ 1,688,908
Recommended Changes for FY 2000			
Total Recommendation	21.0	\$ 1,688,908	\$ 1,688,908



Measure B Transportation Improvement Program Overview

This program serves as a liaison to the Board of Supervisors to ensure that the financial grants made to the implementing agencies (Valley Transit Authority and County Roads and Airports Department) for acquisition and construction of public transportation facilities are appropriately and responsibly administered. This includes monitoring each project's progress in order to determine if the project is on time, within budget, and in conformance with the grantee's plans and specifications.



Cost: \$198,492



Staff: 2

Measure B Trans Improvement Prog — Budget Unit 0117

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
1117	Measure B Trans Improvement Program	-	-	277,700,000	198,492	198,492	-
Total Expenditures		\$ -	\$ -	\$ 277,700,000	\$ 198,492	\$ 198,492	-

Measure B Trans Improvement Prog — Budget Unit 0117

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
1117	Measure B Trans Improvement Program	\$ -	\$ -	\$ 277,700,000	\$ -	\$ -	-
Total Revenues		\$ -	\$ -	\$ 277,700,000	\$ -	\$ -	-

Measure B Trans Improvement Program — Cost Center 1117

Major Changes to the Budget

	Positions	Appropriations	Revenues
Measure B Trans Improve Prog Fund (Fund Number 0011)			
FY 1999 Approved Budget	-	-	-
Board Approved Adjustments During FY 1999	2.0	277,700,000	277,700,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-	160,392	-
Internal Service Funds Adjustment	-	38,100	-
Other Required Adjustments	-	(277,700,000)	(277,700,000)
	Subtotal	2.0	\$ 198,492
Recommended Changes for FY 2000			
Total Recommendation	2.0	\$ 198,492	\$ -



Office of the County Counsel Mission

The mission of the Office of the County Counsel is to provide legal services to assist the County in carrying out mandated and discretionary functions relating to the health, safety, welfare and education of County residents. Advisory and litigation services are furnished to County departments, boards, and agencies in a manner that is cost-effective and promotes excellence in the delivery of service to the public.

Goals

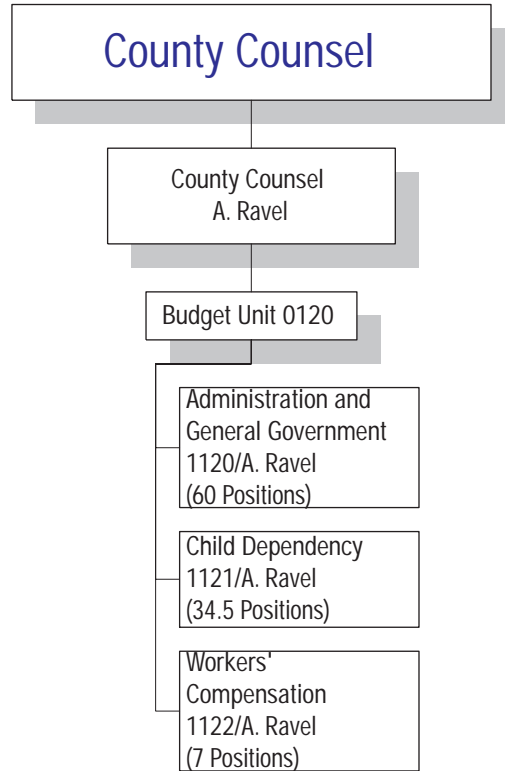
- ◆ Provide assertive representation in civil litigation and administrative hearings.
- ◆ Provide prompt and effective assistance in negotiation and drafting of contracts and other legal documents.
- ◆ Provide responsive legal advice and creative assistance to the Board and County officers.



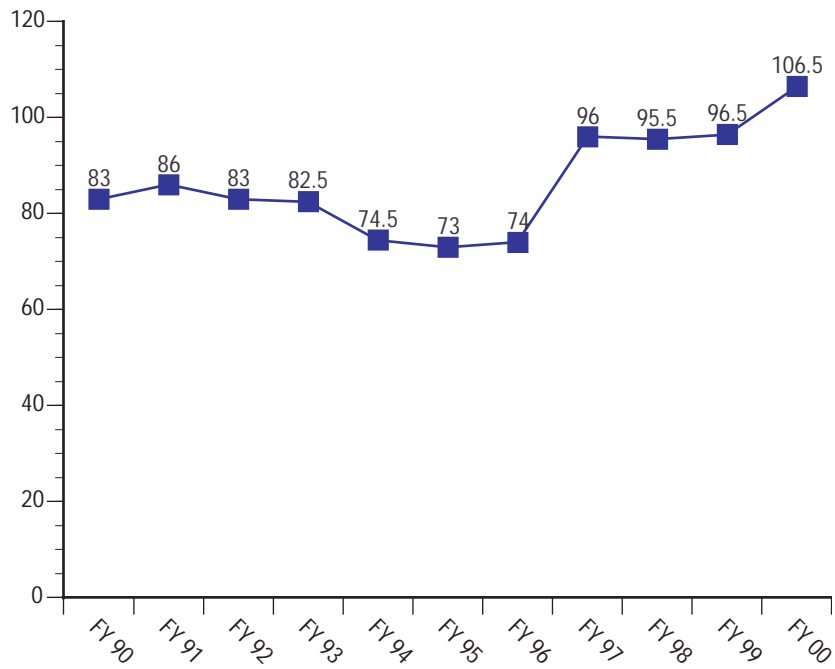
Cost: \$1,858,337



Staff: 106.5



10-Year Staffing Trend



Office of the County Counsel Overview

The Office of the County Counsel is divided into the following major areas of practice:

- ◆ Human Services provides legal services to the Health and Hospital System and the Social Services Agency including Public Administrator-Guardian;
- ◆ Litigation represents the County in defense of tort actions, third party claims and personnel and civil rights matters;
- ◆ General Government represents and advises the Finance Agency, Environmental Resources Agency, General Services Agency, other County departments and special districts;
- ◆ Child Dependency provides legal services to the Department of Family and Children Services for juvenile dependency and child welfare matters;
- ◆ Worker's Compensation handles litigated claims by County employees; and
- ◆ Law and Justice represents and advises the Department of Correction, the Office of the Sheriff and other County justice agencies.

Upon request, the Office of the County Counsel provides legal services to the Superior and Municipal Courts, the Grand Jury, school districts, other local public entities, and special districts whose governing board is composed in whole or part of persons who are also members of the County Board of Supervisors.

Fiscal Year 1999 Accomplishments

The following information is submitted on our accomplishments toward five major goals outlined in our Fiscal Year 1999 budget submission in support of Board policies and priorities.

- a) Provide a higher level of service to General Fund departments, specifically in support of Board priorities in the areas related to criminal justice, local infrastructure, finance, and technology.
 - ◆ Provided legal advice and representation on Measure A and B, Bank of America and Tobacco litigation matters and achieved favorable outcomes for the County.
 - ◆ Provided on-going legal support regarding Year 2000 technology issues, including extensive review of contract documents to assist in moving the County to Y2K readiness.
 - ◆ Significantly increased legal review of Board agenda items and participation in the agenda review process to ensure the Board has the complete information needed to make policy and operational decisions for the County.
- b) Provide increased level of service for reviewing, drafting and negotiating contracts.
 - ◆ Assisted with the Countywide implementation of improved contracting processes; added specialized staff to provide support and assistance with training and implementation of County Contracting Principles and other Board policies.
- c) Provide education and training to departments on pertinent legal issues.
 - ◆ Presented training sessions for departments concerning contract practices and requirements, public records, dangerous conditions, confidentiality, Board transmittal process, sexual harassment prevention, child dependency trials and other topics.
- d) Provide assistance and legal advice on issues regarding education for children with special needs.
 - ◆ Researched legal issues and participated in meetings regarding the County Office of Education establishing an on-going program to meet the education needs of children in the juvenile court system on delinquency and dependency matters.
- e) Establish community outreach in local schools to inform students on subjects related to the court system, county government and legal rights and responsibilities.



- ❖ Arranged for participation in legal magnet program at Silver Creek High School.
- ❖ Provided speakers to high school government classes throughout the County.

Fiscal Year 2000 Planned Accomplishments

Continuing Board priorities for Fiscal Year 2000 include public safety and criminal justice; children and family issues, particularly relating to senior services, child care and health care; technology issues, particularly related to Year 2000 needs; and fiscal integrity. In addition, the Board has indicated that each County department and agency must be accountable for their services and be able to demonstrate what has been accomplished through specific, measurable performance objectives. With this charge in mind, we will continue to identify and address Countywide needs in the General Fund as well as billable departments through regular client contact, reporting on service levels, and determining specific impact measures and outcomes related to legal services in the following areas:

- ◆ Improve Countywide contract negotiation, preparation and management.
- ◆ Conduct a thorough review of the entire County Ordinance Code and work with the County departments and agencies to revise, amend or eliminate outmoded provisions.
- ◆ Enhance Criminal Justice services, particularly to the Sheriff and Department of Correction.
- ◆ Increase services relating to children and family issues, including participation in development of a concentrated, Countywide systems approach for children's educational services, healthcare issues and programs relating to financial and physical abuse of seniors.
- ◆ Continue the dedication of a team of attorneys and a specialized paralegal to provide the legal services to the entire County in the Year 2000 Readiness program.
- ◆ Provide services to implement Proposition 10 and advise the local commission.
- ◆ Assist the County in a program of aggressive litigation as a respondent to cases as well as an initiator of impact litigation in policy areas of the Board.



Office of the County Counsel

County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for County Counsel are focused on ensuring that program areas specifically related to Board priorities have adequate access to legal advice and representation; that all County departments have the necessary level of legal assistance; and continued infrastructure systems improvements that insure Year 2000 (Y2K) compliance.

large estates that involve bank accounts, investments and real property that require detailed research to trace assets through numerous changes.

The cost of this position, to include overhead, will be reimbursed from Public Administrator/Guardian's Office. The expense is then billed by Social Services Agency to the State for reimbursement.

Total Cost: \$113,280

Reimbursement (Including Overhead): \$224,790

Add 1 Attorney I/II/III/IV, Depart of Corrections

The Department of Correction (DOC) has used the equivalent of approximately one-half FTE attorney position each year. Greater access to legal advice, representation and risk analysis will minimize the County's legal exposure at an early stage and help the department carry out its mission more effectively.

This attorney will be fully dedicated to the Department of Corrections, while reporting to and supervised by County Counsel. The DOC funded this position by cutting three positions (two FTE). For specific information on these reductions refer to the DOC section.

Total Cost: \$93,854

Offset by Reductions Elsewhere

Add 1 Advanced Clerk Typist, Worker's Compensation Claims

The Worker's Compensation Unit handles worker's compensation claims filed against the County. In recent years it has added professional legal staff to handle most claim referrals in-house. This process is very paper-intensive and requires extensive clerical support.

This clerk will prepare and process voluminous legal and support documents on a tight schedule. Failing to meet filing deadlines can cause evidence to be excluded, resulting in a finding against the County. Due to the increasing volume of cases, this unit is struggling to meet statutory filing requirements.

Adding this position will allow the legal staff of attorneys, paralegals and legal secretaries to focus on case content and preparation rather than administrative functions. ESA Worker's Compensation Claims will reimburse County Counsel to include overhead.

Total Cost: \$38,980

Reimbursement (Including Overhead): \$45,052

Add 1 Attorney I/II/III/IV, Public Administrator/Guardian's Office

SB 2199, recently signed into law, requires counties to establish an Emergency Response Adult Protective Services (APS) program. The Office of the Public Administrator/Guardian (PA/G) has identified the need for one attorney position to assist in meeting the requirements of the new law.

This attorney will direct and coordinate complex elder financial abuse cases referred to PA/G for conservatorship. Due to numerous factors, such as an aging population, rising real estate values and more mandated reporters, the number of cases referred by APS has dramatically increased. These cases may have

Technology Upgrade

County Counsel has 40 workstations which were procured five to six years ago and are incapable of running new releases of Y2K-compliant software. In addition, the DOS-based software package for both case management and time/billing applications has many operational problems, Costing nearly \$10,000 per year



for contracted maintenance and support. Off-the-shelf replacement software is easier to use, far more efficient, and requires less support.

To take advantage of upgraded software, ensure Y2K compliance, and provide workstations for new positions, the department requests to replace 18 workstations this year. The remaining workstations will be replaced in Fiscal Year 2001.

Total One-Time Cost: \$95,890

Furnishings and Supplies

During Fiscal Year 1999, County Counsel added four attorney positions. The recommended addition of two more attorneys plus one clerk adds a total of seven posi-

tions. To accommodate the additional staff, the department requires additional furnishings and supplies:

- ◆ \$7,700 - A one-time funds for seven modular units that includes desk, chair, filing cabinets, etc.
- ◆ \$3,000 - On-going funds to pay State Bar dues for six attorneys
- ◆ \$3,000 - On-going funds for conferences, seminars and education
- ◆ \$2,400 - On-going funds for attorney travel and mileage
- ◆ \$2,400 - On-going funds for attorney office supplies

Total 1-Time Cost: \$7,700

Total On-going Cost: \$10,800

County Counsel — Budget Unit 0120

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
1120	County Counsel Administration	2,126,772	1,509,335	1,860,728	1,858,337	349,002	23
Total Expenditures		\$ 2,126,772	\$ 1,509,335	\$ 1,860,728	\$ 1,858,337	\$ 349,002	23%

County Counsel — Budget Unit 0120

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
1120	County Counsel Administration	\$ 724,611	\$ 733,110	\$ 733,110	\$ 555,538	\$ (177,572)	-24
Total Revenues		\$ 724,611	\$ 733,110	\$ 733,110	\$ 555,538	\$ (177,572)	-24%



County Counsel Administration — Cost Center 1120

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	96.5	1,509,335	733,110
Board Approved Adjustments During FY 1999	8.0	351,393	–
Cost to Maintain Current Program Services	–	–	–
Salary and Benefit Adjustments	-1.0	192,717	–
Internal Service Funds Adjustment	–	(227,443)	–
Other Required Adjustments	–	(42,200)	(177,572)
Subtotal	103.5	\$ 1,783,802	\$ 555,538
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	1,877	–
Increased County Counsel Service to Workers Compensation Program	–	45,052	–
PA/G Reimbursement for Attorney + Overhead	–	224,790	–
1. Add 1 Attorney I/II/III/IV	1.0	78,210	–
Provides exclusive support to the Department of Corrections. This position is fully reimbursed by reductions in DOC. The Attorney will assist DOC in all aspects of their law enforcement operations, including negotiating, drafting and review of contracts, monitoring compliance with federal and state laws and regulations, and providing updates and advice on changes in the law impacting law enforcement operations.			
2. Add 1 Attorney I/II/III/IV	1.0	113,280	–
Provides legal services to Public Administrator/Guardian's Office, specifically to litigate elder financial abuse cases referred for conservatorship. These cases are related to a new program required by SB2199 requiring counties to establish an Emergency Response Adult protective Services program. This position is fully reimbursed by the Public Guardian's Office, the expense is then billed by Social Services Agency to the State for reimbursement.			
3. Add 1 Advanced Clerk Typist	1.0	35,664	–
Provides general clerical support services to Worker's Compensation Claims, ensuring that claims will be processed in a timely manner so that important case information is not excluded by the hearing officers. The result will be appropriate, reasonable disposition of cases in the best interest of the County. This position is charged directly on a cost recovery basis, including overhead charges, to ESA/Worker's Compensation Claims.			
4. Increase Expenses for New Positions	–	114,390	–
The following items are a one-time augmentation of County Counsel's budget:			
◆ \$95,890 - 20 computer workstations;			
◆ \$7,700 - Office furniture and equipment;			
The following items are on-going expenses required to support added attorney positions			
◆ \$3,000 - State Bar Dues			
◆ \$2,400 - Travel and Mileage			
◆ \$3,000 - Conferences			
◆ \$2,400 - Office Expense			
Subtotal	3.0	614,219	–
Total Recommendation	106.5	\$ 1,858,337	\$ 555,538



County Library Mission

The Santa Clara County Library is an open forum promoting knowledge, ideas and cultural enrichment. The Library provides free access to informational, educational, and recreational materials and services. In response to community needs, the Library provides diverse resources on a variety of subjects and viewpoints, and helps people use these resources.

Goals

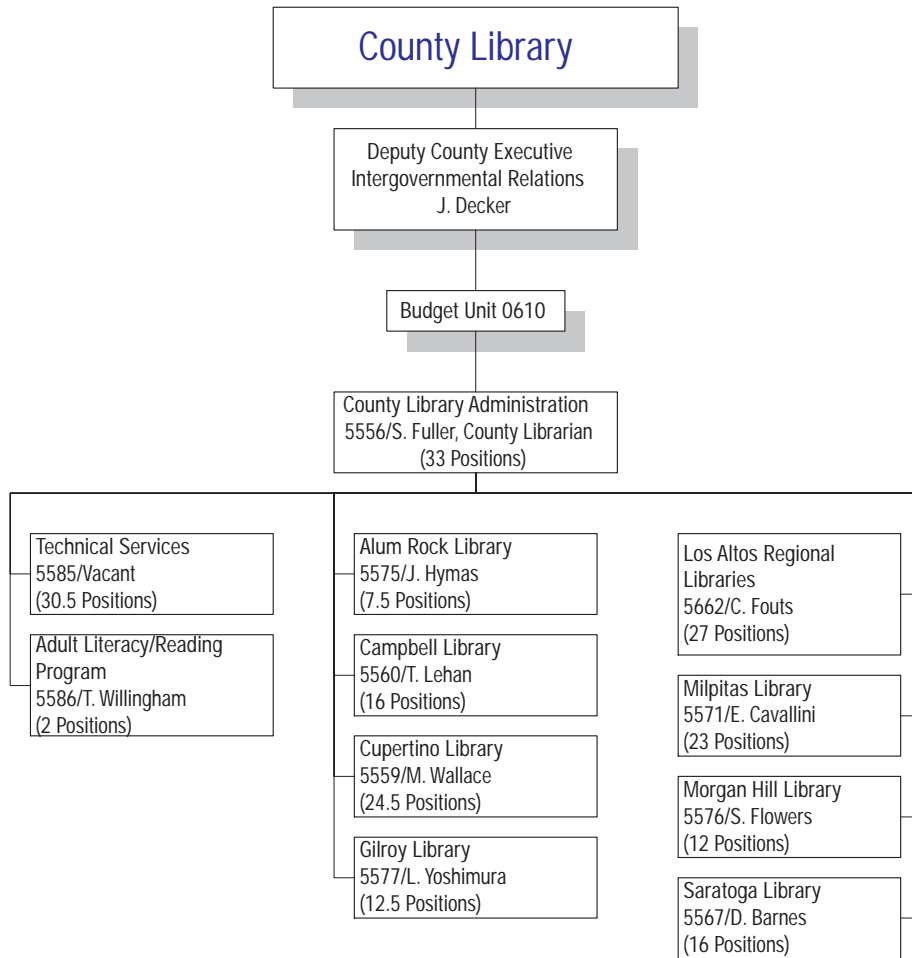
- ◆ Develop collections and services for a changing community.
- ◆ Integrate technological resources and print materials to provide patrons with one comprehensive collection system.
- ◆ Ensure that the Santa Clara County Library is an active participant in the local community.



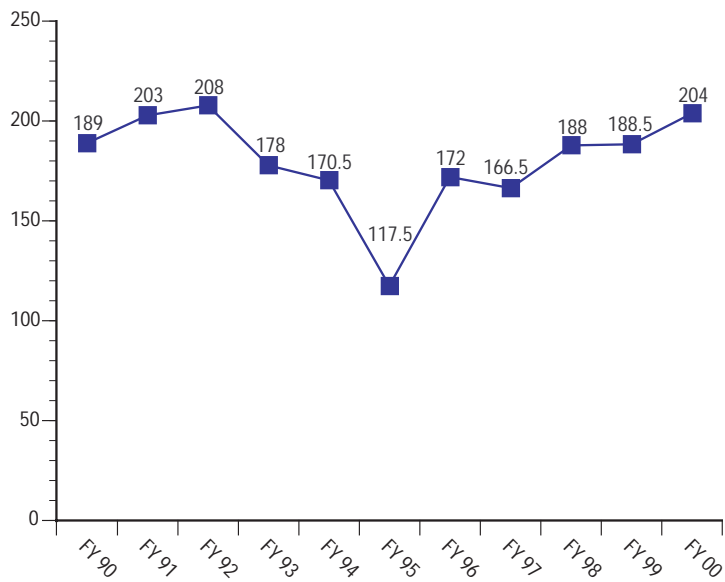
Cost: \$21,249,098



Staff: 204



10-Year Staffing Trend



County Library Overview

The County Library utilizes eight community libraries and one branch to provide a full range of service to nine cities and the unincorporated areas of the county. In addition, one bookmobile serves locations isolated by geography or other circumstances, such as the rural South County, the mountains, nursing homes, locked facilities and migrant camps. Community libraries all have substantial collections of at least 85,000 items and offer reference, reader's advisory, and circulation services. They are intended to function as the primary library in each area as there is no central or main library. A warehouse facility in San Jose provides administration, technical services, collection development and outreach support.

The County Library is a dependent special district funded primarily from property tax revenue. In 1994, the voters approved an advisory measure to levy a benefit assessment throughout the Library district. Subsequently, the Board of Supervisors created a County Service Area (CSA) for the provision of library service, and levied a benefit assessment to both replace property tax diverted to the State, and to augment existing library resources.

Since the inception of the Joint Powers Authority (JPA) in July 1995, library hours and programs have been expanded to the extent that revenue levels will allow. Patron response has been substantial as the library continues to experience high usage. In the three years of the JPA, library use has increased more than 50%.

Although existing service levels will be sustained for another year, the issue of increased utilization and static revenue growth is a major concern for the Library administration. Private sector partnerships will continue to be explored to maximize potential funding sources. Plans for renewal of Library Measure A will be developed over the next year.

Fiscal Year 1999 Accomplishments

- ◆ Internet access controversy was resolved in a way that preserved choice, allowed the library to meet its legal responsibilities and offered patrons optional tools for accessing the Internet.
- ◆ Major telephone upgrade, including installation of voicemail system was completed.
- ◆ Upgrade of computer system to NT status was configured. When completed, the upgrade will make most systems Year 2000 (Y2K) compliant and bring Windows technology to the public.
- ◆ Received national recognition for excellence.

Fiscal Year 2000 Planned Accomplishments

- ◆ Resolve and implement revised building expansion policy.
- ◆ Complete Y2K preparations.
- ◆ Develop plan for renewal of Library Measure A.



County Library

County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for the County Library are focused on achieving the Board of Supervisors' priorities in the areas of accountability and staff development through coding positions to address ongoing workload; enhanced fiscal integrity through facility maintenance projects; and investment in technology through improvements to web site accessibility and Americans With Disabilities Act (ADA) requirements for equal access to services. The County Library is committed to the delivery of services in a manner which is sensitive to issues of cultural and ethnic diversity in our communities.

Convert Temporary Help Hours to Coded Positions

Recommendations

The recommended budget includes the addition of five half-time codes and the conversion of three half-time positions to full-time positions. In all cases, the requests to code these positions are based on an analysis of ongoing workload and appropriate staffing requirements to address these demands. The positions listed below are each offset by a corresponding reduction to funding for temporary help, for a net zero cost in Fiscal Year 2000:

- ◆ Add one half-time Library Assistant II in Alum Rock Library
- ◆ Add one half-time Library Clerk II in Campbell Library
- ◆ Add one half-time Library Clerk II in Milpitas Library
- ◆ Add one half-time Library Assistant II and one half-time Janitor in Woodland Library
- ◆ Convert one half-time Librarian II and one half-time Janitor to two full-time positions in Gilroy Library

- ◆ Convert one half-time Stock Clerk to a full-time position in Technical Services

Total Cost: \$0

New Positions for Library Headquarters and Technical Services

Recommendation

The recommended budget includes the addition of one half-time Librarian II code to provide centralized collection development support to Adult and Children's Services at Library Headquarters. This additional support is needed due to the diversion of the Program Librarian position to implement a management-skill mentoring program. A full-time Minicomputer Operator II position is recommended for Technical Services, bringing to three the total number of these positions available to provide 7 day-a-week support for over 500 computers spread throughout the County Library System.

Total Cost: \$93,159

Recommended Augmentations to Services and Supplies

Recommendations

- a) Add \$82,547 to the Library Materials Budget to achieve the goal of setting the materials budget at 15% of the Library budget. The County Library is committed to providing patrons with a collection that is current, relevant to the needs of the community and composed of a variety of media to reflect the diversity of library users.
- b) Add \$122,000 in one-time building maintenance projects for Fiscal Year 2000. Completion of these projects will improve the safety and appearance of these facilities:
 - ❖ \$57,000 to recarpet the Campbell Library



- ❖ \$25,000 to replace the roof at Woodland Library
 - ❖ \$30,000 to repair the roof at Gilroy Library
 - ❖ \$10,000 to replace non-tempered glass at Morgan Hill Library
- c) Add \$150,000 to the operating budget for the Systems Office in Technical Services to cover increases to service contracts for equipment; purchase new modems to improve internet access; purchase ADA compliant software; and set aside \$55,000 for Year 2000 (Y2K) contingencies.

Total Cost: \$354,547

Recommended Fixed Assets

Recommendations

The County Library has requested a one-time allocation of \$95,000 from the Library Operating Fund Balance to purchase five replacement microfilm reader/printers, two data/video projectors, and a hardware/software package called "Bibliostat" to facilitate the compilation and manipulation of statistical data.

Total Cost: \$95,000
(one-time allocation from Library Fund Balance)

County Library — Budget Unit 0610

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
5556	Library Headquarters	6,522,847	8,916,738	9,487,549	8,859,982	(56,756)	-1
5559	Cupertino Library	1,648,786	1,878,938	1,878,938	1,823,781	(55,157)	-3
5560	Campbell Library	1,075,603	1,082,909	1,082,909	1,154,762	71,853	7
5567	Saratoga Library	1,222,272	1,190,677	1,233,327	1,162,906	(27,771)	-2
5571	Milpitas Library	1,558,672	1,647,176	1,647,176	1,639,698	(7,478)	-
5575	Alum Rock Library	545,669	598,035	598,035	605,873	7,838	1
5576	Morgan Hill Library	820,492	860,134	860,134	835,501	(24,633)	-3
5577	Gilroy Library	813,882	857,027	857,027	885,538	28,511	3
5585	Library Technical Services	1,691,396	1,696,771	1,711,771	1,976,800	280,029	17
5586	Adult Literacy	803,541	475,644	949,876	605,909	130,265	27
5662	Los Altos Library	1,650,396	1,676,396	1,676,396	1,698,348	21,952	1
Total Expenditures		\$ 18,353,556	\$ 20,880,445	\$ 21,983,138	\$ 21,249,098	\$ 368,653	2%

County Library — Budget Unit 0610

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
5556	Library Headquarters	18,570,632	18,115,348	18,353,147	19,085,000	969,652	5%
5586	Adult Literacy	601,981	374,562	848,794	485,414	110,852	30%
		19,172,613	18,489,910	19,201,941	19,570,414	1,080,504	6%



Library Headquarters — Cost Center 5556

Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 1999 Approved Budget	30.5	8,916,738	18,115,348
Board Approved Adjustments During FY 1999	–	570,811	237,799
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	452,566	–
Internal Service Funds Adjustment	–	8,236	–
Other Required Adjustments	–	(1,296,723)	731,853
Subtotal	32.5	\$ 8,651,628	\$ 19,085,000
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	187	–
1. Add Half-time Librarian II to Adult & Children's Services	0.5	30,620	–
A half-time Librarian II position is proposed to provide centralized support for Adult and Children's Services at Library Headquarters. The Program Librarian formerly working with Adult Services will be used as a rotating intern to develop the skills of lower level managers. The new half-time Librarian code will support collection development work for Adult and Children's Services.			
2. Increase Library Materials Budget	–	82,547	–
The Library's goal is to maintain the annual materials budget at approximately 15% of the Library's total budget. This increased allocation represents 14.9% of the Library's total budget.			
3. Fixed Asset Augmentations	–	95,000	–
The following items are recommended for purchase:			
a. \$20,000-Bibliostat hardware and software combination that will allow the Library to manipulate and analyze statistical data			
b. \$12,000-Two data/video projectors. The Library gives regular public classes in computer and internet skills. This equipment projects the computer screen onto an overhead screen which will allow larger classes			
c. \$63,000-Five microfilm reader/printers. These microfilm readers will replace old, worn out equipment. Microfilm resources are a high-demand item in the libraries.			
Subtotal	0.5	208,354	–
Total Recommendation	33.0	\$ 8,859,982	\$ 19,085,000

Cupertino Library — Cost Center 5559

Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 1999 Approved Budget	22.0	1,878,938	–
Board Approved Adjustments During FY 1999	2.5	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(12,351)	–
Internal Service Funds Adjustment	–	156	–
Other Required Adjustments	–	(43,000)	–
Subtotal	24.5	\$ 1,823,743	\$ –
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	38	–
Subtotal	–	38	–
Total Recommendation	24.5	\$ 1,823,781	\$ –



Campbell Library — Cost Center 5560

Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 1999 Approved Budget	14.5	1,082,909	–
Board Approved Adjustments During FY 1999	2.0	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	14,087	–
Internal Service Funds Adjustment	–	254	–
Other Required Adjustments	–	500	–
Subtotal	15.5	\$ 1,097,750	\$ –
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	12	–
1. Add One Half-time Library Clerk II	0.5	–	–
It is the Library's practice to code positions whenever possible. The recommended action will convert extra help hours into ongoing coded positions in accordance with this goal.			
2. Recarpet the Campbell Library	–	57,000	–
These expenditures for building maintenance are the responsibility of the County Library in accordance with the terms of the building leases. The Library handles routine, ongoing maintenance issues as well as scheduled capital improvements, such as carpet replacement and roof repairs.			
Subtotal	0.5	57,012	–
Total Recommendation	16.0	\$ 1,154,762	\$ –

Saratoga Library — Cost Center 5567

Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 1999 Approved Budget	15.0	1,190,677	–
Board Approved Adjustments During FY 1999	1.0	42,650	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(28,556)	–
Internal Service Funds Adjustment	–	(119)	–
Other Required Adjustments	–	(41,750)	–
Subtotal	16.0	\$ 1,162,902	\$ –
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	4	–
Subtotal	–	4	–
Total Recommendation	16.0	\$ 1,162,906	\$ –



Milpitas Library — Cost Center 5571

Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 1999 Approved Budget	20.5	1,647,176	–
Board Approved Adjustments During FY 1999	2.0	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	12,038	–
Internal Service Funds Adjustment	–	442	–
Other Required Adjustments	–	(20,000)	–
Subtotal	22.5	\$ 1,639,656	\$ –
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	42	–
1. Add One Half-time Library Clerk II	0.5	–	–
It is the Library's practice to code positions whenever possible. The recommended action will convert extra help hours into ongoing coded positions in accordance with this goal.			
Subtotal	0.5	42	–
Total Recommendation	23.0	\$ 1,639,698	\$ –

Alum Rock Library — Cost Center 5575

Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 1999 Approved Budget	6.5	598,035	–
Board Approved Adjustments During FY 1999	0.5	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(20,152)	–
Internal Service Funds Adjustment	–	924	–
Other Required Adjustments	–	27,000	–
Subtotal	7.0	\$ 605,807	\$ –
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	66	–
1. Add One Half-time Library Assistant II	0.5	–	–
It is the Library's practice to code positions whenever possible. The recommended action will convert extra help hours into ongoing coded positions in accordance with this goal.			
Subtotal	0.5	66	–
Total Recommendation	7.5	\$ 605,873	\$ –



Morgan Hill Library — Cost Center 5576

Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 1999 Approved Budget	11.5	860,134	–
Board Approved Adjustments During FY 1999	0.5	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(32,453)	–
Internal Service Funds Adjustment	–	(202)	–
Other Required Adjustments	–	(2,000)	–
Subtotal	12.0	\$ 825,479	\$ –
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	22	–
1. Replace Non-tempered Glass at Morgan Hill Library	–	10,000	–
These expenditures for building maintenance are the responsibility of the County Library in accordance with the terms of the building leases. The Library handles routine, ongoing maintenance issues as well as scheduled capital improvements, such as carpet replacement and roof repairs.			
Subtotal	–	10,022	–
Total Recommendation	12.0	\$ 835,501	\$ –

Gilroy Library — Cost Center 5577

Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 1999 Approved Budget	11.0	857,027	–
Board Approved Adjustments During FY 1999	0.5	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(231)	–
Internal Service Funds Adjustment	–	(270)	–
Other Required Adjustments	–	(1,000)	–
Subtotal	11.5	\$ 855,526	\$ –
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	12	–
1. Convert Half-time Librarian II and Janitor to Full-time Codes	1.0	–	–
It is the Library's practice to code positions whenever possible. The recommended action will convert extra help hours into ongoing coded positions in accordance with this goal.			
2. Roof Repairs at Gilroy Library	–	30,000	–
These expenditures for building maintenance are the responsibility of the County Library in accordance with the terms of the building leases. The Library handles routine, ongoing maintenance issues as well as scheduled capital improvements, such as carpet replacement and roof repairs.			
Subtotal	1.0	30,012	–
Total Recommendation	12.5	\$ 885,538	\$ –



Library Technical Services — Cost Center 5585

Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 1999 Approved Budget	31.0	1,696,771	–
Board Approved Adjustments During FY 1999	8.0	15,000	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-10.0	(82,508)	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	135,000	–
Subtotal	29.0	\$ 1,764,263	\$ –
Recommended Changes for FY 2000			
1. Convert Half-time Stock Clerk to Full-time Code	0.5	–	–
It is the Library's practice to code positions whenever possible. The recommended action will convert extra help hours into ongoing coded positions in accordance with this goal.			
2. Add Minicomputer Operator II position to Technical Services	1.0	62,537	–
The number of computer support staff for the Library System has been inadequate for several years. The Library is in the final process of a major system upgrade that will require higher service levels. In addition, the Library has almost 500 computers which must be maintained over a seven-day per week schedule by only two Minicomputer Operators. An additional Minicomputer Operator position will provide more consistent and timely support for essential public and staff service.			
3. Systems Office Augmentations	–	150,000	–
The following augmentations are proposed for the Systems Office to provide the necessary customer support during the upcoming year:			
◆ \$40,000 to cover maintenance contracts for new hardware and software			
◆ \$35,000 to add 24 upgraded modems to allow higher speed off-site access to the Library's website			
◆ \$20,000 to purchase software to comply with ADA requirements			
◆ \$55,000 to hold as a contingency in the event of unforeseen Y2K emergencies			
The maintenance contracts are ongoing; the other costs are one-time.			
Subtotal	1.5	212,537	–
Total Recommendation	30.5	\$ 1,976,800	\$ –

Adult Literacy — Cost Center 5586

Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 1999 Approved Budget	2.0	475,644	374,562
Board Approved Adjustments During FY 1999	–	474,232	474,232
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(20,244)	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	(323,723)	(363,380)
Subtotal	2.0	\$ 605,909	\$ 485,414
Recommended Changes for FY 2000			
Total Recommendation	2.0	\$ 605,909	\$ 485,414



Los Altos Library — Cost Center 5662

Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 1999 Approved Budget	24.0	1,676,396	–
Board Approved Adjustments During FY 1999	2.0	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	3,702	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	(6,750)	–
Subtotal	26.0	\$ 1,673,348 \$	–
Recommended Changes for FY 2000			
1. Add One Half-time Library Assistant II and One Half-time Janitor at Woodland	1.0	–	–
It is the Library's practice to code positions whenever possible. The recommended action will convert extra help hours into ongoing coded positions in accordance with this goal.			
2. Replace the Roof at Woodland Library	–	25,000	–
These expenditures for building maintenance are the responsibility of the County Library in accordance with the terms of the building leases. The Library handles routine, ongoing maintenance issues as well as scheduled capital improvements, such as carpet replacement and roof repairs.			
Subtotal	1.0	25,000	–
Total Recommendation	27.0	\$ 1,698,348 \$	–



GSA Intragovernmental Services Mission

The mission of GSA Intragovernmental Services is to provide the highest level of customer-focused services in the following areas:

Fiscal: to provide high quality, cost-effective and timely financial support to our customers through a wide range of budgetary and financial services.

Fleet Management: to provide and maintain the most appropriate, safe, reliable, and clean vehicles at competitive rates to enable departments to better serve their customers.

Printing Services: to be the preferred provider and valued resource for all County agencies requiring business imaging, inter-departmental mail/messenger, and record retention services. We are a customer focused team determined to provide in-house convenience, quality products, competitive prices, and timely services in a professional manner.



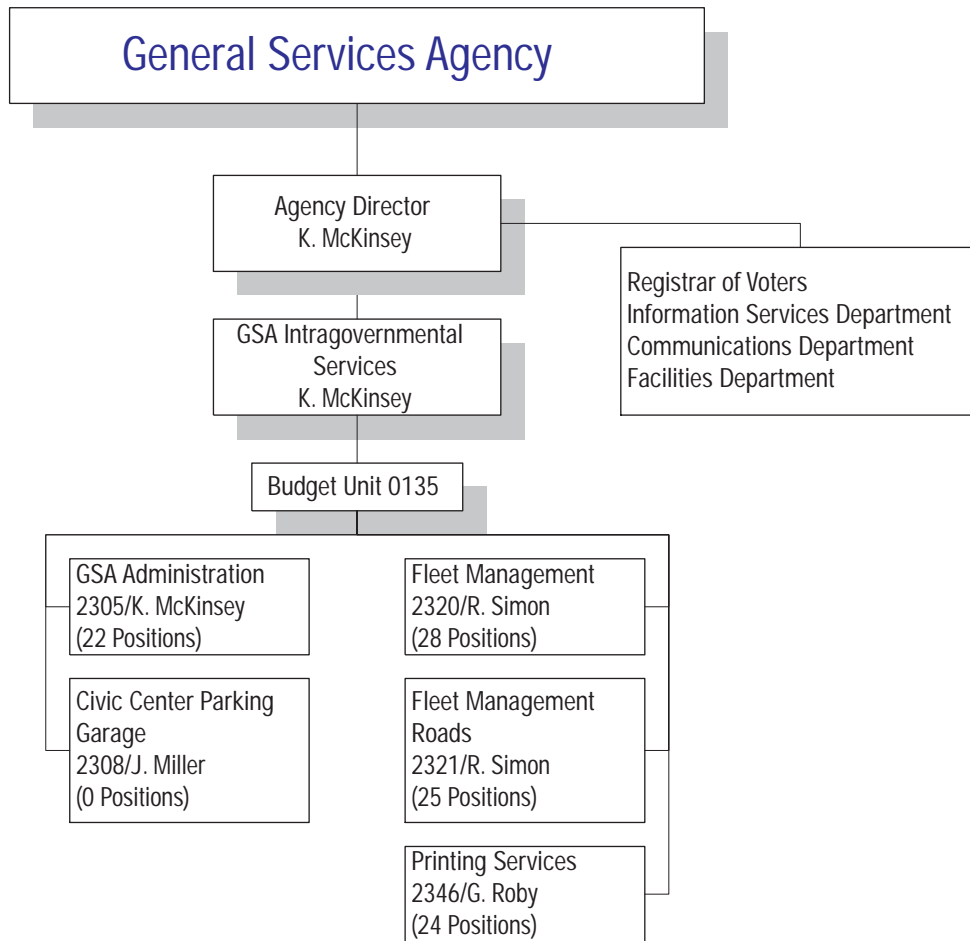
Cost: \$16,448,892

Goals

- ◆ Implement strategic plan, Direction 2000 and action plans developed by Management-Employee Involvement Committees (MEICs).
- ◆ Complete development of performance outcomes and measurements and link to Comprehensive Performance Management (CPM) and budget process.
- ◆ Implement management development and performance feedback system.
- ◆ Develop asset replacement and technology improvement plans.
- ◆ Review and revise, where appropriate, current fiscal operations to insure the most effective and efficient use of resources in providing financial support to our customers.

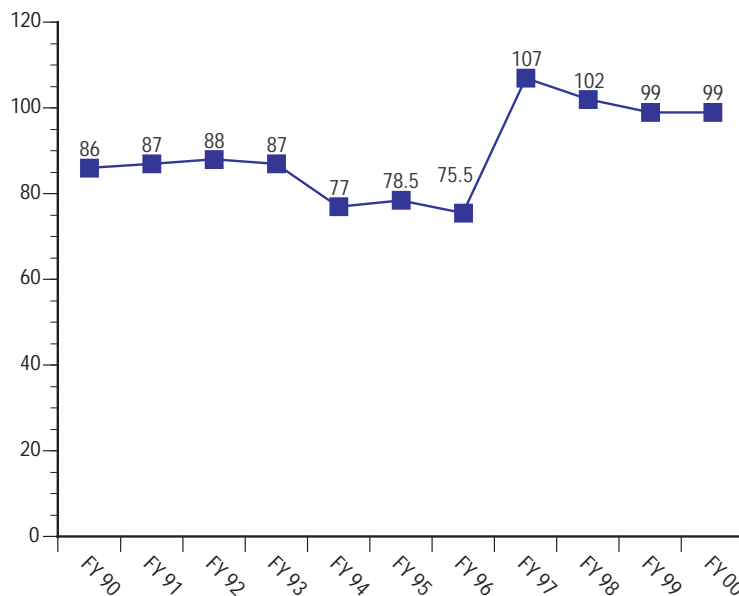


Staff: 99



Section 1: Finance & Government Operations

10-Year Staffing Trend



GSA Intragovernmental Services Overview

The Intragovernmental Services Department of the General Services Agency provides Agency administration and accounting/budgetary services as well as the Internal Service Fund (ISF) operations of Printing Services and Fleet Management to County departments.

Administration/Fiscal provides agency administrative oversight and a wide range of financial and budgetary support services to agency and County departments.

Fleet Management provides vehicles, fuel and maintenance services to all County departments. The 2,000 vehicles/equipment in the County's fleet are divided among those assigned to specific departments and charged to users through an internal service rate structure, and those vehicles which are held in the County pool and charged to users via a daily rental structure. Fleet Management is beginning its third year of providing maintenance and repair services for the Roads and Airports Department. This consolidated maintenance function has resulted in cost efficiencies due to economy of scale. In Fiscal Year 2000, Fleet will be interfacing its newly upgraded equipment management system with the computerized fuel management system.

Printing Services operates in two arenas: in the first, as an Internal Service Fund providing printing services (forms design, computer graphic art, digital and offset printing, binding, and quick copy) to County agencies; in the second, it provides interdepartmental messenger services, U.S. mail processing, and operation of the records retention center. The cost of U.S. mail processing services are reimbursed by County agencies using this service.

Fiscal Year 1999 Accomplishments

Administration/Fiscal

- ◆ Completed the first phase of the agency strategic planning effort begun last year. The planning process, called Direction 2000, articulates the initiatives to be implemented, which are aimed at improving customer partnerships, value-added services, operational efficiencies, and human resources development and builds upon the substantial work of GSA Management Employee Involvement Committees (MEICs).
- ◆ Began a review of Fiscal Operations. Identified 1) Major Lines of Business, 2) What customers should expect as a level of support and 3) A method of tracking and evaluating if that service goal is achieved.

Fleet Management

- ◆ Developed a new Customer Service Guide and web page to assist employees in fully utilizing fleet vehicles and services, and aid drivers in emergency situations.
- ◆ Established vehicle replacement guidelines and procedures to facilitate annual purchase process.
- ◆ Improved Civic Center fueling station venting system to capture vapors during fuel delivery.
- ◆ Received \$365,813 reimbursement grant from State Underground Storage Tank Cleanup Fund for remediation of Civic Center Fueling Station.

Printing Services

- ◆ Improved operational efficiency and customer service by upgrading the technology used in printing production, customer/vendor communication, and mail processing functions.
- ◆ Installed digital color copier, NT server and workstations; expanded network printing and file transfer capabilities; improved costing and tracking; added new technical production position; streamlined inventory process.



Fiscal Year 2000 Planned Accomplishments

Administration/Fiscal

- ◆ Continue refinement and implementation of strategic planning process initiatives designed to improve customer service through establishment of action plans and performance measures and standards, as required by the County Comprehensive Management Plan. Special focus will be placed upon strategic human resource planning and development of staff during the coming year.
- ◆ Continue to refine Fiscal Operations. With input from customers, refine appropriate level of support and develop reporting feedback system to customers on the level of support provided.

Fleet Management

- ◆ Prepare feasibility study for possible remodel or merger of Fleet Management facilities.

- ◆ Maintain Year 2000 (Y2K) compliancy in all equipment, vendors, suppliers for critical business continuity in the year 2000.
- ◆ Implement employee development programs specific to employee functions and improvement of work performance.

Printing Services

- ◆ Improve customer partnering by developing a customer service guide and a user group.
- ◆ Improve customer service by developing a simplified electronic job submission method and educating customers in use of new file transfer capabilities.
- ◆ Develop asset replacement plan to utilize new technologies to meet customer needs.



GSA Intragovernmental Services County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendation for GSA Intragovernmental Services is focused on achieving the Board of Supervisors' priority in the area of accountability and enhanced service delivery, with an emphasis on improving the efficiency and responsiveness of Printing Services by investing in technology.

Purchase Digital Computer-to-Plate Film Setting Equipment

Background

Printing Services uses an 11-year old electronic film setting device to produce film negatives used in various printing processes. The age of the equipment, the quality of the output and the annual maintenance cost have made it uneconomical to operate. Frequent breakdowns and substandard output quality make it difficult for Printing Services to offer customers timely, cost-effective services.

Recommendation

The recommended budget includes a one-time use of Printing Services' retained earnings in the amount of \$30,000 to replace the outdated electronic film setting device with a new digital unit capable of not only producing negatives at today's standards but also able to deliver output directly to plate material ready to print. The new unit will also support both Mac and PC platforms, while the existing equipment is limited to Macs.

Anticipated Outcomes

With this upgrade to more modern digital equipment, Printing Services will be able to handle customer print requests more efficiently and will also be able to shorten the turnaround time on some jobs because the new equipment can interface directly with multiple platforms. As Printing Services trains customers on the advantages of the new equipment, it is expected that printing requests will increase, achieving the department's goal to be the preferred provider of printing services to County departments.

Total One-time Cost: \$30,000

GSA Intragovernmental Services — Budget Unit 0135

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
2305	GSA Administration	\$ 454,163	\$ 732,467	\$ 814,004	\$ 692,445	\$ (40,022)	-5
2308	Civic Center Parking Garage	\$ 240,668	\$ 255,219	\$ 284,546	\$ 254,866	\$ (353)	-
2320	GSA Fleet Management Division	\$ 11,450,838	\$ 8,478,690	\$ 16,104,023	\$ 9,661,522	\$ 1,182,832	14
	1 General Fund	(584)	-	-	-	-	-
	73 Garage ISF	11,451,422	8,478,690	16,104,023	9,661,522	1,182,832	14
2321	Fleet Management-Roads	\$ 3,301,336	\$ 3,174,845	\$ 3,242,345	\$ 3,266,020	\$ 91,175	3
	1 General Fund	57	-	-	-	-	-



GSA Intragovernmental Services — Budget Unit 0135

Expenditures by Cost Center (Continued)

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
	73 Garage ISF	3,301,279	3,174,845	3,242,345	3,266,020	91,175	3
2346	GSA Printing Services	\$ 2,293,912	\$ 2,602,790	\$ 2,697,380	\$ 2,574,039	\$ (28,751)	-1
	1 General Fund	418,340	491,526	491,526	448,336	(43,190)	-9
	77 Printing Services ISF	1,875,572	2,111,264	2,205,854	2,125,703	14,439	1
	Total Expenditures	\$ 18,295,946	\$ 15,244,011	\$ 23,142,298	\$ 16,448,892	\$ 1,204,881	8%

GSA Intragovernmental Services — Budget Unit 0135

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
2305	GSA Administration	\$ 335,505	\$ 100,000	\$ 178,080	\$ 100,000	\$ —	—
2308	Civic Center Parking Garage	\$ 455,659	\$ 411,516	\$ 411,516	\$ 411,516	\$ —	—
2320	GSA Fleet Management Division	\$ 11,122,889	\$ 8,924,915	\$ 15,075,715	\$ 9,990,261	\$ 1,065,346	12
2321	Fleet Management-Roads	\$ 3,016,179	\$ 2,883,109	\$ 2,883,109	\$ 2,411,304	\$ (471,805)	-16
2346	GSA Printing Services	\$ 2,079,809	\$ 1,916,274	\$ 1,916,274	\$ 1,996,490	\$ 80,216	4
	Total Revenues	\$ 17,248,189	\$ 14,235,814	\$ 20,464,694	\$ 14,909,571	\$ 673,757	5%

GSA Administration — Cost Center 2305

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	22.0	732,467	100,000
Board Approved Adjustments During FY 1999	—	81,537	78,080
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(46,547)	—
Internal Service Funds Adjustment	—	2,644	—
Other Required Adjustments	—	(78,080)	(78,080)
	Subtotal	\$ 692,021	\$ 100,000
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	—	424	—
	Subtotal	424	—
Total Recommendation	22.0	\$ 692,445	\$ 100,000



Civic Center Parking Garage — Cost Center 2308

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	–	255,219	411,516
Board Approved Adjustments During FY 1999	–	29,327	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	–	–
Internal Service Funds Adjustment	–	(353)	–
Other Required Adjustments	–	(29,327)	–
Subtotal	–	\$ 254,866	\$ 411,516
Recommended Changes for FY 2000			
Total Recommendation	–	\$ 254,866	\$ 411,516

GSA Fleet Management Division — Cost Center 2320

Major Changes to the Budget

	Positions	Appropriations	Revenues
Garage ISF (Fund Number 0073)			
FY 1999 Approved Budget	28.0	8,478,690	8,924,915
Board Approved Adjustments During FY 1999	–	7,625,333	6,150,800
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(13,210)	–
Internal Service Funds Adjustment	–	(219,388)	1,251,346
Other Required Adjustments	–	(6,211,062)	(6,346,800)
Subtotal	28.0	\$ 9,660,363	\$ 9,980,261
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	1,159	5,000
Vehicle for new position	–	–	5,000
Subtotal	–	1,159	10,000
Total Recommendation	28.0	\$ 9,661,522	\$ 9,990,261

Fleet Management-Roads — Cost Center 2321

Major Changes to the Budget

	Positions	Appropriations	Revenues
Garage ISF (Fund Number 0073)			
FY 1999 Approved Budget	25.0	3,174,845	2,883,109
Board Approved Adjustments During FY 1999	–	67,500	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(56,739)	–
Internal Service Funds Adjustment	–	(39,201)	(309,520)
Other Required Adjustments	–	119,500	(162,285)



Fleet Management-Roads — Cost Center 2321

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Subtotal	25.0	\$ 3,265,905	\$ 2,411,304
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	115	–
Subtotal	–	115	–
Total Recommendation	25.0	\$ 3,266,020	\$ 2,411,304

GSA Printing Services — Cost Center 2346

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	7.0	491,526	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(6,671)	–
Internal Service Funds Adjustment	–	(167,088)	–
Other Required Adjustments	–	130,390	–
Subtotal	7.0	\$ 448,157	\$ –
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	179	–
Subtotal	–	179	–
Fund Subtotal	7.0	448,336	–
Printing Services ISF (Fund Number 0077)			
FY 1999 Approved Budget	17.0	\$ 2,111,264	\$ 1,916,274
Board Approved Adjustments During FY 1999	1.0	94,590	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(10,228)	–
Internal Service Funds Adjustment	–	34,323	80,216
Other Required Adjustments	–	(134,289)	–
Subtotal	17.0	\$ 2,095,660	\$ 1,996,490
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	43	–
1. Purchase Digital Film Setting Equipment	–	30,000	–
This request will use retained earnings to replace an outdated electronic film setting device with high annual maintenance costs with a new digital unit capable of not only producing negatives but also able to deliver output directly to plate material ready to print. The new unit will also support both Mac and PC platforms, while the existing equipment is limited to Macs. This technology increases efficiency and improves the quality on both short and medium run-length print jobs.			
Subtotal	–	30,043	–
Fund Subtotal	17.0	2,125,703	1,996,490
Total Recommendation	24.0	\$ 2,574,039	\$ 1,996,490



Registrar of Voters Mission

The mission of the Santa Clara County Registrar of Voters is to provide quality service with the highest level of integrity, efficiency and accuracy in voter registration and election processes.

Goals

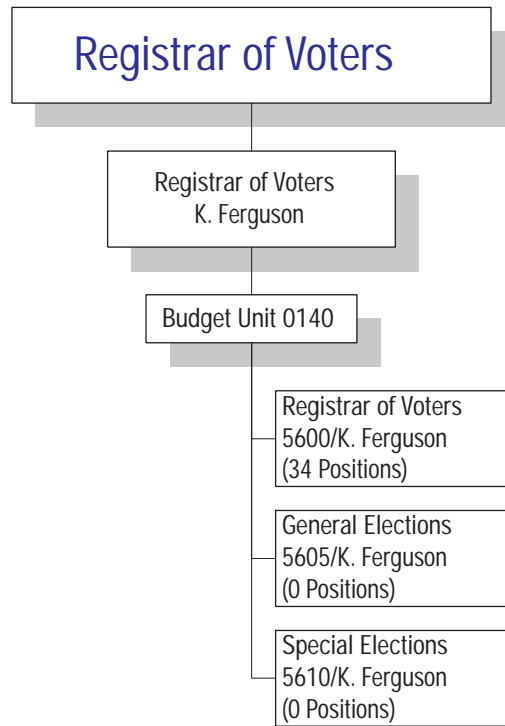
- ◆ Provide timely election results.
- ◆ Provide user-friendly election materials and absentee ballots to voters in a timely-manner.
- ◆ Continue to research and explore new state-of-the-art voting systems for possible implementation in Santa Clara County.
- ◆ Provide accessible polling places staffed with poll workers well trained in election process and in serving a diverse population.
- ◆ Increase voter registration through outreach activities, with emphasis on registering new citizens and minority language groups.



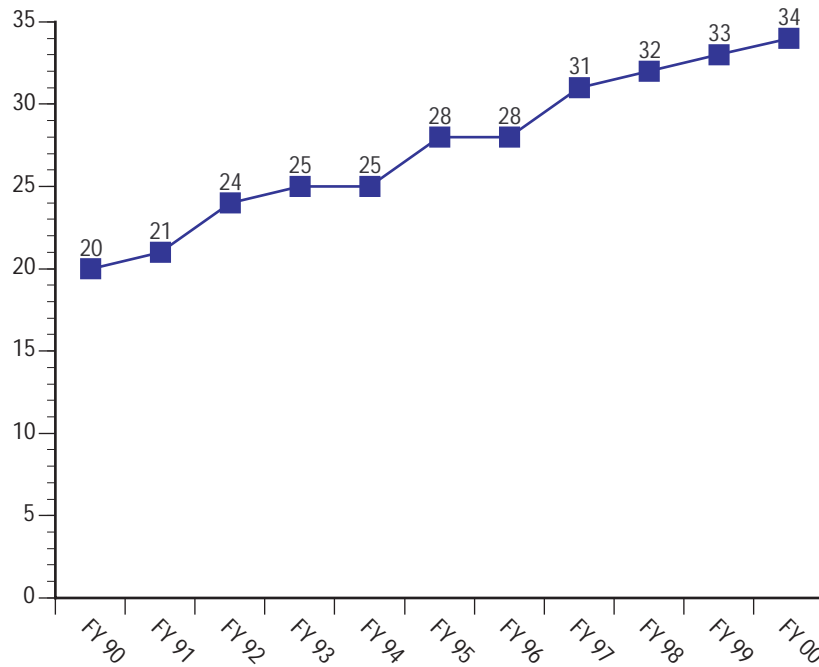
Cost: \$4,530,740



Staff: 34



10-Year Staffing Trend



Registrar of Voters Overview

The Registrar of Voters office conducts Federal, State, County, School District and special elections. Election services to cities are provided when authorized by the Board of Supervisors. The office charges cities, school and special districts for their portion of the costs of an election. Revenues from these sources are \$1,523,000 annually.

The Registrar's office also processes and maintains voter registration records and ensures that all polling places are accessible to disabled and elderly voters. Multi-lingual voting materials are provided in Spanish (mandated by Federal law) and Vietnamese and Chinese (mandated by the Board of Supervisors); multi-lingual oral assistance is provided at polling places. This office also receives, files and maintains campaign financial statements of candidates and committees; verifies signatures on initiatives, referendums, recall and nominating petitions.

In the past year, the outreach staff and the League of Women Voters continued to conduct voter registration and education at the monthly INS New Citizen Swearing-In Ceremonies. These outreach efforts increased voter registration among the three targeted minority language groups and other new citizens. Registration among voters born in Spanish-speaking countries was 59%, 44% for voters born in Vietnam and 62% for voters born in China, Hong Kong and Taiwan as of November 1998. These percentages were close to, or exceeded, the County's overall registration of 60.5%.

Issues facing the Registrar of Voters office in the upcoming fiscal year include:

- a) The continued review of alternative electronic voting systems which are cost effective, user-friendly, and which will provide accurate election results quickly.
- b) Continued efforts to recruit sufficient and qualified poll workers to work in elections.

- c) Reapportionment of districts based on census results, in the year 2000, will require redrawing of various districts within district lines. Precinct lines will have to be redrawn and this will require coordination among districts and administration.

Fiscal Year 1999 Accomplishments

- ◆ Continued the Remote Ballot Counting Project with sites in Morgan Hill and Mountain View. This project allows more public access to the ballot counting process and speeds up the tabulation of election results.
- ◆ Provided poll worker training to 53% clerks and 86% inspectors for the November 1998 election.
- ◆ Expanded the Registrar's web site to include elected representatives by voter's address, and access maps to individual's polling place by entering registrant's residence address.
- ◆ Continued to increase voter registration and turnout in three targeted minority language groups through Outreach Program.
- ◆ Published the first Media Kit, a document that contains election information.
- ◆ Continued the Voter Education/Student Poll Worker Program; 153 students worked at the polls on Election Day.

Fiscal Year 2000 Planned Accomplishments

- ◆ Bring forward new voting system alternatives for consideration by the Board of Supervisors.
- ◆ Review inactive registrations under the Alternate Residency Confirmation Program to ensure accurate, current registration databases.
- ◆ Expand remote ballot counting opportunities by establishing at least one additional site for each major election.



- ◆ Implement a new on-line system for electronic filing and financial disclosure forms. Automate tracking of Campaign Financial Disclosure forms, fees, and fines.
- ◆ Complete Year 2000 compliance upgrades.
- ◆ Continue to increase the percentage of precinct votes counted by the 11:00 p.m. media deadline on election night.
- ◆ Increase the percentage of poll workers who attend pre-election training to 90% of election inspectors, and 75% of election clerks for each major election.
- ◆ Continue to integrate with statewide voter registration system (CAL VOTER).

The County Executive recommends that the current level budget be maintained for Fiscal Year 2000.

Registrar Of Voters — Budget Unit 0140

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
5600	Registrar Of Voters	2,632,422	2,823,037	3,003,785	2,947,683	124,646	4
5605	General Elections	1,420,216	1,570,427	1,570,427	1,514,413	(56,014)	-4
5610	Special Elections	34,727	67,949	67,949	68,644	695	1
Total Expenditures		\$ 4,087,365	\$ 4,461,413	\$ 4,642,161	\$ 4,530,740	\$ 69,327	2%

Registrar Of Voters — Budget Unit 0140

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
5600	Registrar Of Voters	\$ 768,446	\$ 493,000	\$ 493,000	\$ 533,000	\$ 40,000	8
5610	Special Elections	\$ 889,278	\$ 1,030,000	\$ 1,030,000	\$ 862,000	\$ (168,000)	-16
Total Revenues		\$ 1,657,724	\$ 1,523,000	\$ 1,523,000	\$ 1,395,000	\$ (128,000)	-8%

Registrar Of Voters — Cost Center 5600

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	33.0	2,823,037	493,000
Board Approved Adjustments During FY 1999	1.0	180,748	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	20,324	—
Internal Service Funds Adjustment	—	20,039	—
Other Required Adjustments	—	(98,205)	40,000



Registrar Of Voters — Cost Center 5600

Major Changes to the Budget (Continued)

		Positions	Appropriations		Revenues
	Subtotal	34.0	\$	2,945,943	\$ 533,000
Recommended Changes for FY 2000					
Internal Service Fund Adjustments		–		1,740	–
	Subtotal	–		1,740	–
Total Recommendation		34.0	\$	2,947,683	\$ 533,000

General Elections — Cost Center 5605

Major Changes to the Budget

		Positions	Appropriations		Revenues
General Fund (Fund Number 0001)					
FY 1999 Approved Budget		–		1,570,427	–
Board Approved Adjustments During FY 1999		–		–	–
Cost to Maintain Current Program Services					
Salary and Benefit Adjustments		–		–	–
Internal Service Funds Adjustment		–		25,345	–
Other Required Adjustments		–		(81,270)	–
	Subtotal	–	\$	1,514,502	\$ –
Recommended Changes for FY 2000					
Internal Service Fund Adjustments		–		(89)	–
	Subtotal	–		(89)	–
Total Recommendation		–	\$	1,514,413	\$ –

Special Elections — Cost Center 5610

Major Changes to the Budget

		Positions	Appropriations		Revenues
General Fund (Fund Number 0001)					
FY 1999 Approved Budget		–		67,949	1,030,000
Board Approved Adjustments During FY 1999		–		–	–
Cost to Maintain Current Program Services					
Salary and Benefit Adjustments		–		–	–
Internal Service Funds Adjustment		–		744	–
Other Required Adjustments		–		–	(168,000)
	Subtotal	–	\$	68,693	\$ 862,000
Recommended Changes for FY 2000					
Internal Service Fund Adjustments		–		(49)	–
	Subtotal	–		(49)	–
Total Recommendation		–	\$	68,644	\$ 862,000



Information Services Department Mission

In partnership with our customers, develop information technology strategies, deliver and support cost effective solutions that are responsive to County business and public service needs.

We value integrity, respect for the individual and teamwork. Our dedication to customer service will focus on excellence, leadership and creativity.

Goal

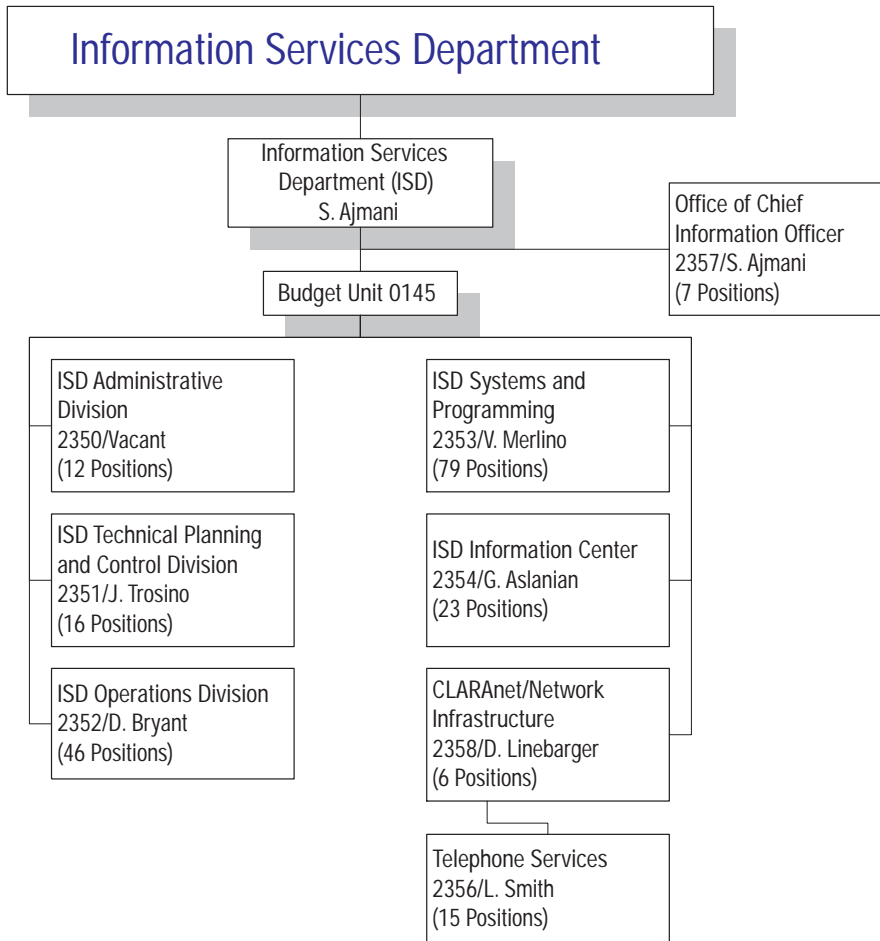
- ◆ Be the information technology provider of choice, demonstrate leadership, collaboration and innovation: foster a learning culture.



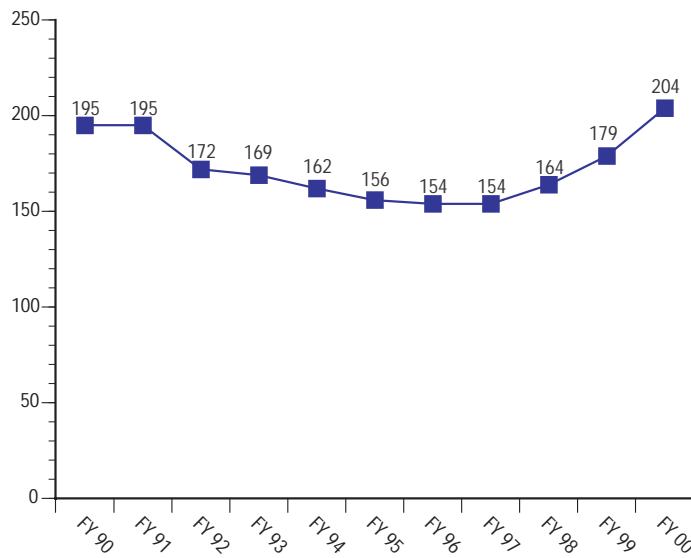
Cost: \$40,362,717



Staff: 204



10-Year Staffing Trend



Information Services Department Overview

The Information Services Department, which was restructured to include Telephone Services in Fiscal Year 1998, now provides telecommunication services as well as data processing services. This department is managed by the County's Chief Information Officer, whose office is charged with responsibility for county-wide planning, development and coordination of information technology and telecommunications. The Information Services Department supports County departments with computer system planning, programming, systems development and maintenance services geared to helping each departmental client fulfill its own service mission.

The Information Services Department operates 24 hours a day, seven days a week to provide programming resources to both centralized computing systems and departmental decentralized systems, including teleprocessing networks and CLARAnet. The Information Services Department operates primarily through an Internal Service Fund, which is managed as an internal business whose costs are recovered through a rate structure which is reviewed annually.

The Telephone Services Division, recently transferred to the Information Services Department from County Communications (BU 190), provides coordination of countywide department telephone service requests; design, installation, repair and maintenance of telephone and other electronic equipment; data cabling for network installation and maintenance; and centralized payment of most telephone invoices. The cost of providing telephone services to County departments is recovered through a rate structure managed through an Internal Service Fund.

At the beginning of Fiscal Year 2000 the responsibility for CLARAnet will transfer to ISD from the Center of Urban Analysis. As the CLARAnet responsibilities have expanded and network technology has burgeoned, the position of County Networks Manager was created, which reports directly to the County Chief Information Officer. This position was necessitated by the ongoing integration of the management and operation of the CLARAnet network with other networks managed by ISD and the County CIO's office.

Of paramount concern to the Information Services Department over the next months is the successful transition to Year 2000 compliant hardware and software. The department has been working with all County agencies to identify Year 2000 needs, and the Board of Supervisors has directed the Information Services Department to make this its highest priority so that County services may continue into the next century uninterrupted by date-sensitive computer problems.

Fiscal Year 1999 Accomplishments

The Information Services Department serves as the information technology center of the County. Customers are primarily internal, that is, other county departments. In Fiscal Year 1999 we have had many challenges and accomplished much. Some of these accomplishments follow:

- ◆ Established Countywide Year 2000 compliance management program; developed an operating plan for Information services and guided the development of departmental compliance plans and budgets. Established several test environments for Year 2000 certification and provided technical expertise to departments.
- ◆ Upgraded County's computer mainframe software to be Year 2000 compliant.
- ◆ Completed (ahead of schedule) Year 2000 compliance for the County's financial management application--STARS.
- ◆ A new payroll and human resource management software (HaRP) was successfully customized and installed in 1998. This system impacts all County departments and all employees.
- ◆ Successfully implemented phase one of the Countywide Automated Fingerprint Information System (AFIS).
- ◆ Upgraded the County's Web site called CLARAnet. Several new sites were added to the network and capacity, security, redundancy and fault tolerance were improved. The Department developed a Year



2000 Web Page to assist other departments and the general public with County services which are impacted by the event.

- ◆ Designed and installed Local Area Networks (LANs) in six County departments and re-engineered the LANs in three other departments. LANs save many hours of staff time by allowing the employees to communicate essential information throughout their departments in an efficient and timely way.
- ◆ Designed and set up multimedia training rooms to improve computer based training for County employees.

Fiscal Year 2000 Planned Accomplishments

The biggest challenge in Fiscal Year 2000 will be preparation for the year 2000. It is the Department's goal to assure that all mission critical functions of the County are in readiness.

- ◆ At the same time, the Department is undergoing an organizational redesign, which will position it to be responsive to the needs of its customers. The department will be reviewing and revising processes for improvement of the productivity and quality of products and services. One product of the redesign will be development of a Countywide strategic plan for Information Technology.
- ◆ Another goal is to improve the County's information technology infrastructure thus creating better public access to data and providing improved services to all the County's customers.



Information Services Department

County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for the GSA Information Services Department are focused on the Board of Supervisors' priorities in the areas of improving the accountability of County services, investing in technology, and improving support-service infrastructure needed for efficient and effective business operations. In order for ISD to achieve its goal to be the provider of choice for its customers, the department must have the flexibility to respond to customer service demands in a timely and effective manner. A primary focus for ISD in the upcoming year will be the effective management of the Year 2000 transition, including information technology, embedded systems, and Business Continuity and Contingency Plans.

Year 2000 (Y2K) Compliance and Business Continuity and Contingency Planning

Background

The Office of the Chief Information Officer has continued to manage the County's Y2K compliance efforts throughout Fiscal Year 1999. The Board of Supervisors took action to declare Y2K a top priority for County departments and has funded current year efforts at \$20,350,000 in one-time dollars, including \$2.5M for an embedded systems inventory and compliance assessment. The Information Services Department (ISD) and GSA Facilities are working in tandem to address the broad spectrum of embedded systems, from equipment to major building systems. In March 1999, the County Executive established a task force to examine business continuity planning issues. This task force is charged with ensuring that all mission critical departments have completed and tested their plans in preparation for the transition to the year 2000.

Recommendation

The recommended budget includes a one-time allocation of \$10,000,000 to fund Phase III Y2K compliance efforts. These funds will address outstanding Information Technology and embedded systems issues identified by departments, including GSA Facilities and

Valley Medical Center (\$5M); provide resources to mission critical departments to facilitate development of their business continuity plans; and set aside a \$2,000,000 reserve to address potential interruption of basic services such as fuel, water and power to mission critical departments.

The Chief Information Officer will continue to provide monthly status reports to the Board of Supervisors to measure progress in these areas. These reports will assess departmental readiness in major service delivery categories.

Anticipated Outcomes

The Y2K Program Office will continue to work diligently with departments to ensure that all County departments understand the steps needed to be Y2K compliant, and to address resource issues identified by departments. It is expected that all identified information technology compliance issues will be completed by September 1999. The goal in the area of embedded systems is to remedy or determine strategies to "work around" the date transition problem for all mission critical departments.

The development and testing of Business Continuity and Contingency Plans will be critical to the ability of the County to fulfill its service delivery promises in mission critical departments. Considerable effort will be expended in this area during the last half of 1999, including the use of industry experts to assist in the identification of business partners and potential supply chain problems.

Overall, it is expected that the County's significant investment in Y2K Compliance will result in the successful delivery of mission critical services on January 1, 2000. If the County's business partners are also able to meet their Y2K compliance goals, then the residents of Santa Clara County can expect most County departments to be open for business on January 3, 2000.

Total Cost: \$10,000,000
(one-time Technology Funds)



ISD Service Delivery Reorganization - Phase I

Background

The Information Services Department has been involved in an intensive examination of the services it provides and an analysis of how the department can best meet customer demands in an ever-changing information technology environment. Besides reviewing internal services, ISD looked at industry models for addressing client needs. They identified Key Result Areas and critical success factors affecting service delivery goals; next, they defined the structural building blocks needed to revamp their organizational structure to become more responsive to an environment largely shifting to client-server applications.

Recommendations

To realign the department to reflect changes in customer service demands and address long-range strategic planning, the recommended budget includes the creation of three new positions to manage these restructured business service areas, as well as the one-time use of retained earnings to fund a Process Re-engineering Study. These positions are recommended for half-year funding in Fiscal Year 2000 and are part of the Internal Service Fund rate structure. It is further recommended that two vacant Senior Programming Analysts in the Office of the Chief Information Officer be replaced with two new positions of IT Strategic Planner (recommended for 10-month funding in Fiscal Year 2000 as recruitment and hiring are expected to take 2 months).

- a) The proposed new executive management position is one Director of Business Development and Applications, which will oversee all direct customer business applications and related support services (four divisions; 100 staff). Annualized cost of this position is \$156,732.
- b) Two new managers are proposed for the current Systems and Programming division to enable this large single unit to be divided into three units with more specialized business focus areas: Application Services (existing), Business Consulting & Project Services (new manager), and Project Support Services (new manager). These managers will report to the new Executive Manager described above. Annualized cost of these positions is \$214,968.

- c) The Process Re-engineering Study will examine business practices and recommend methodologies to shift service delivery strategies to reflect today's client-server environment. One-time use of \$200,000 in retained earnings.
- d) The add/delete action in the Office of the Chief Information Officer will facilitate recruitment of candidates with the proper skill set to accomplish strategic planning. Annualized cost of this action is \$53,904.

Total Cost: \$405,588

(\$19,732 General Fund; the balance offset by retained earnings and ISF rate structure)

Transfer CLARAnet Operations to Information Services Department

Background

Conducting County business via the County's Intranet (CLARAnet) is now integral to countywide operations, and is no longer purely a "development project." During its period of development, the CLARAnet function was handled in the Center for Urban Analysis through specialized contractors. This function has been transferred to ISD, and the Board of Supervisors approved the creation of a County Networks Manager position in Fiscal Year 1999, to provide ongoing stability to this crucial business tool. The recommendations described below reflect changes required to ensure adequate in-house expertise and funding flexibility to address customer needs and avoid access interruptions.

Recommendations

- a) Convert five contract functions to coded positions: one Senior Network Engineer, three Network Engineers and one Web Master. The annualized cost of these positions is \$385,308; 10-month funding is recommended in Fiscal Year 2000 and the cost is fully offset by a corresponding reduction to contract services. The recommended action also includes \$25,000 in one-time costs for computer workstations.
- b) Allocate \$175,000 in one-time funds to cover the cost of minor staff relocations and the subsequent reconnection to CLARAnet. This maintenance function has previously been funded through a technology allocation; it is, however, an ongoing



maintenance function. Activity in this area will be evaluated during the upcoming year to refine an ongoing funding recommendation.

Total Cost: \$200,000
(one-time)

Add One Telephone Services Manager and One-time Training Funds

Background

Telephone Services became part of ISD last year during a reorganization of functions within GSA. The physical relocation of this division was completed in December 1998, and it was assumed that management of the telephone unit could be handled by the existing management structure in ISD. The lack of a dedicated management position in Telephone Services has negatively affected the ability of the division to recruit, conduct long-range planning, or to allocate resources effectively.

Recommendations

The recommended budget includes one new position of Telephone Services Manager to supervise the 14-person unit. This position will report to the County Networks Manager, and will be responsible for both the day-to-day management of the division and for establishing a plan for service delivery which will include more structured preventive maintenance work on the switches maintained by the County. The annualized cost of this position is \$98,256. It is recommended for 10-month funding in Fiscal Year 2000. Also recommended is a one-time allocation of \$56,000 for technical training for staff. The new manager position and the one-time training funds are offset by customer rates for Telephone Services.

Total Cost: \$137,882
(\$56,000 one-time; all costs offset by rates)

Additional Positions to Meet Ongoing Workload Demands in the ISF

Background

Customer support for applications and Local Area Networks is provided through an Internal Service Fund structure supported by rates. The staffing augmenta-

tions required to meet the workload increases described below are all fully offset by revenues to the ISF.

Recommendations

- Add two Programming Analyst (G08) positions to the Information Resource Center to support LAN expansions. The increased workload reflects the annualized support requirements of networks completed during Fiscal Year 1999. Revenues to cover these positions are included in the base budget, thus resulting in a net zero cost increase for this recommended action.
- Increase Professional Services in the Information Resource Center by \$215,000 to cover the workload to increase the Social Services Agency (SSA) LAN from 34 devices to 208. SSA will be charged for these services.
- Add one Data Base Administrator (B2U) position in Systems and Programming to provide support to departments migrating to the Oracle data base environment. In Fiscal Year 2000, this position will be dedicated to the Sheriff's Department to support their new system and to train department staff in Oracle data management. The Sheriff's Department will be charged for these services in Fiscal Year 2000. The cost of this position will be factored into the ISF rates in future years.

Total Cost: \$345,000
(fully revenue offset through ISF rates)

Additional Human Resources/Payroll (HaRP) System Support

Background

This new system came online in February 1998, after customization to meet the County's unique personnel and payroll needs, particularly with regard to employee benefits and payroll processes that must align with negotiated labor agreements. ISD is a partner with the Controller-Treasurer Department and the Employee Services Agency in this project. ISD's role is to maintain the technical infrastructure supporting the system for the many users throughout the County. The degree of customization, the dependency on multiple data bases for source data, and the frequency of time-sensitive releases has resulted in an ongoing workload which



exceed the original staffing allocation to HaRP. All three HaRP partners find their staff involved in crisis management of the system, barely able to implement mandated changes. New product development and increased functionality are not occurring as resources are strictly devoted to maintaining the limited functionality already in place.

Recommendations

- a) To move from a crisis management mode to one where the County can realize the flexibility that HaRP can offer, it is recommended that the ISD HaRP support be augmented by two Programming Analyst (G08) positions and one Data Base Administrator (B2U) position in Systems and Programming. The annualized cost of these positions is \$213,912.
- b) The recommended action also includes \$100,000 in one-time consulting funds to implement release 7.01 of PeopleSoft, and \$30,000 in one-time funds for staff training.

Total Cost: \$343,912

(offset by revenues received from ESA and Controller-Treasurer)

Additional Disk Storage and Equipment Replacement Contingency (Fixed Assets)

Recommendations

The recommended budget includes \$35,500 to purchase an additional disk storage array to support the requirements of HaRP, and \$95,000 as a basic operating contingency to allow the expeditious replacement of network equipment that could fail and disrupt service.

Total Cost: \$130,500

(fixed assets are factored as depreciation in the ISF Operating Plan)

Information Technology (ITEC) Project Funding

Recommendations

The projects listed below have been recommended for one-time technology funding by the ITEC Committee:

Business Architecture Development: this strategic management project will provide the Office of the Chief Information Officer with an analysis of the steps needed to move the County into an enterprise information systems model which defines and logically relates enterprise business entities, attributes and processes to build consolidated information repositories to foster coordinated, long-range decision-making. (\$750,000)

CLARAnet Development Funding: the County's Intranet is not a static business tool. In the constantly changing IT world, it is critical that this aspect of the County's information infrastructure continue to grow and evolve. As more departments discover better ways to deliver customer services electronically, CLARAnet must be able to respond effectively and efficiently to the increased demands. The funding request for expanded CLARAnet development includes hardware, software, consultant services for design work, and a number of pilot projects in the areas of palmtop computers, video communications, and electronic business. (\$1,691,491)

Cross Systems Data Warehouse: this funding request was presented by the Chief Information Officer in conjunction with Health and Hospitals, Social Services Agency and Probation. This project represents a major shift in the County's current method of tracking client services, which is generally department-bound. The goal of this data warehouse will be improved coordinated service delivery to clients through access to treatment records across department lines. As the particulars of this type of data sharing effort are worked out (such as the protection and integrity of confidential records), it is expected that other business uses will be identified for similar data warehousing. (\$1,049,689)

Total Cost: \$3,491,180

(one-time ITEC funding)



GSA Data Processing — Budget Unit 0145

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
2350	Data Processing Administration Division	3,104,838	4,368,070	7,234,474	4,453,223	85,153	2
2351	Data Processing Technical Planning And Control	2,675,439	3,264,699	2,583,839	2,658,975	(605,724)	-19
2352	Data Processing Operations	3,525,197	3,792,230	4,072,722	3,976,625	184,395	5
2353	Data Processing Systems And Programming	5,846,650	6,108,341	9,042,697	6,391,603	283,262	5
2354	Data Processing Information Service Center	3,313,884	2,335,511	4,731,212	3,118,022	782,511	34
	1 General Fund	1,635,978	-	-	-	-	-
	74 Data Processing ISF	1,677,906	2,335,511	4,731,212	3,118,022	782,511	34
2356	Telephone Services	-	3,513,777	3,900,777	3,535,840	22,063	1
2357	County Information Services	-	639,755	3,618,757	12,539,438	11,899,683	1,860
2358	CLARAnet	-	-	-	3,688,991	3,688,991	-
	Total Expenditures	\$ 18,466,008	\$ 24,022,383	\$ 35,184,478	\$ 40,362,717	\$ 16,340,334	68%

GSA Data Processing — Budget Unit 0145

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
2350	Data Processing Administration Division	18,492,602	19,910,991	22,432,030	20,413,520	502,529	3%
2356	Telephone Services		3,190,421	3,190,421	3,273,097	82,676	3%
2357	County Information Services			261,584	0	0	NA
2358	CLARAnet						
2357	Total Revenues	18,492,602	23,101,412	25,884,035	23,686,617	585,205	3%



Data Processing Administration Division — Cost Center 2350

Major Changes to the Budget

	Positions	Appropriations	Revenues
Data Processing ISF (Fund Number 0074)			
FY 1999 Approved Budget	10.0	4,368,070	19,910,991
Board Approved Adjustments During FY 1999	2.0	2,866,404	2,521,039
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	373,699	–
Internal Service Funds Adjustment	–	(709,321)	(49,914)
Other Required Adjustments	–	(2,821,355)	(2,543,953)
Subtotal	11.0	\$ 4,077,497	\$ 19,838,163
Recommended Changes for FY 2000			
Internal Service Fund Adjustments			
Administrative Support for Sheriff's Oracle system	–	–	119,990
Increase Support for SSA LAN Expansion	–	–	216,717
Reduce Support to Sheriff for Civil System	–	–	(74,663)
1. Business Process Re-engineering Study	–	200,000	–
An allocation of \$200,000 from retained earnings is recommended to hire a consultant to conduct a study with the expected outcome of re-engineering processes in the Information Services Department to reflect the industry shift from "single-use" application programming to "object-oriented" technology in today's client-server environment. The purpose of this study will be to develop a new methodology for creating customer applications using, for example, an "object library" from which programmers can re-use existing code. This methodology will result in more consistency between applications and will also reduce the need for redundant code development.			
2. Equipment Replacement Contingency	–	95,000	–
Provide a basic operating contingency to cover the purchase of replacement network terminals and related equipment as needed in FY 2000. This budgeted contingency will provide ISD Data Processing with the flexibility to address unforeseen equipment failures in a timely manner so as not to interrupt service delivery to customers.			
3. Add One Director of Business Development and Applications	1.0	78,366	–
This executive management position is recommended as part of the reorganization of the Information Services Department. One of the findings of the reorganization study was that ISD needed to realign certain functional areas to maximize the potential for efficiencies and service delivery enhancements. This position will be in charge of all business development and application support activities, and will report to the Chief Information Officer. Implementation of this recommended action will provide ISD with appropriate leadership in the two main service areas of the Internal Service Fund: IT Infrastructure (existing executive manager) and Business Development (new position). This position is recommended for 6-month funding in Fiscal Year 2000.			
4. Increase Revenues to Offset Staffing Augmentation for HaRP	–	–	343,912
This action increases revenue to the Internal Service Fund to offset the cost of the three positions added to provide expanded technical support to the HaRP system. The total revenue augmentation also includes \$130,000 in one-time funding for HaRP-related training and consultant services to implement release 7.01 of PeopleSoft.			
Subtotal	1.0	375,726	575,357
Total Recommendation	12.0	\$ 4,453,223	\$ 20,413,520



Data Processing Technical Planning And Control — Cost Center 2351

Major Changes to the Budget

	Positions	Appropriations	Revenues
Data Processing ISF (Fund Number 0074)			
FY 1999 Approved Budget	15.0	3,264,699	–
Board Approved Adjustments During FY 1999	–	(680,860)	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	46,244	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	19,292	–
Subtotal	16.0	\$ 2,649,375	\$ –
Recommended Changes for FY 2000			
1. Year 2000 (Y2K) Transition Overtime Costs	–	9,600	–
This one-time augmentation to overtime and call duty reflects the department-wide estimate of up to 642 hours of overtime and 174 units of on-call time beyond regular staff coverage to effectively monitor the transition in the year 2000. This increased staffing will cover the immediate transition period from 1999 to 2000 through the month of January.			
Subtotal	–	9,600	–
Total Recommendation	16.0	\$ 2,658,975	\$ –

Data Processing Operations — Cost Center 2352

Major Changes to the Budget

	Positions	Appropriations	Revenues
Data Processing ISF (Fund Number 0074)			
FY 1999 Approved Budget	46.0	\$ 3,792,230	\$ –
Board Approved Adjustments During FY 1999	–	280,492	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(138,850)	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	38,793	–
Subtotal	46.0	\$ 3,976,625	\$ –
Recommended Changes for FY 2000			
1. Year 2000 (Y2K) Transition Overtime Costs	–	3,960	–
This one-time augmentation to overtime and call duty reflects the department-wide estimate of up to 642 hours of overtime and 174 units of on-call time beyond regular staff coverage to effectively monitor the transition in the year 2000. This increased staffing will cover the immediate transition period from 1999 to 2000 through the month of January.			
Subtotal	–	3,960	–
Fund Subtotal	46.0	3,976,625	–
Total Recommendation	46.0	\$ 3,976,625	\$ –



Data Processing Systems And Programming — Cost Center 2353

Major Changes to the Budget

	Positions	Appropriations	Revenues
Data Processing ISF (Fund Number 0074)			
FY 1999 Approved Budget	72.0	6,108,341	–
Board Approved Adjustments During FY 1999	3.0	2,934,356	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	(871,306)	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	(2,327,351)	–
Subtotal	73.0	\$ 5,844,040	\$ –
Recommended Changes for FY 2000			
1. Year 2000 (Y2K) Transition Overtime Costs	–	17,760	–
This one-time augmentation to overtime and call duty reflects the department-wide estimate of up to 642 hours of overtime and 174 units of on-call time beyond regular staff coverage to effectively monitor the transition in the year 2000. This increased staffing will cover the immediate transition period from 1999 to 2000 through the month of January.			
2. Add Data Base Administrator to Support Oracle Platforms	1.0	78,407	–
ISD has identified a need for more in-house expertise in Oracle data bases due to the number of County departments moving to this environment. Initially, this position will be dedicated to the Sheriff's Department to provide technical expertise and training to staff on their new Oracle system. Other County departments which will require support of Oracle systems include the Office of Budget and Analysis, Purchasing, Fleet, Tax Collector and the Clerk of the Board's KEYBOARD project.			
3. Add Two Managers: Business Consulting and Project Support	2.0	107,484	–
These two manager positions are recommended to implement the reorganization of the Information Services Department into more discrete functional areas which mirror the service delivery models common to the industry. Creation of these two positions will allow the reformulation of Systems and Programming (73 positions under one manager) into three distinct service areas to address specific customer requirements: Business Consulting & Project Services, Application Services, and Project Support Services. Reorganizing into these three areas recognizes the importance of both providing support to existing systems and working with customers to identify upcoming requirement or innovations which will be needed to keep systems functional and productive. These two positions are recommended for six-month funding in Fiscal Year 2000.			
4. Additional Support for HaRP	3.0	343,912	–
This staffing augmentation adds two Programming Analysts (G08) and one Data Base Administrator (B2U) to ISD to provide additional ongoing technical support to the HaRP system to maximize the functionality of the system. This increased staffing level will reduce reliance on outside vendor support and increase the in-house resources available to handle upgrades and testing in a timeframe which will ensure that HaRP is operating in an environment of fully-supported releases. This recommended action includes \$100,000 in one-time funds for consulting fees to implement release 7.01 of PeopleSoft, and \$30,000 in one-time funds for staff training. The cost of this action in ISD will be offset by revenues received from ESA and Finance.			
Subtotal	6.0	547,563	–
Total Recommendation	79.0	\$ 6,391,603	\$ –



Data Processing Information Service Center — Cost Center 2354

Major Changes to the Budget

	Positions	Appropriations	Revenues
Data Processing ISF (Fund Number 0074)			
FY 1999 Approved Budget	17.0	2,335,511	–
Board Approved Adjustments During FY 1999	3.0	2,395,701	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	(121,943)	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	(1,750,627)	–
Subtotal	21.0	\$ 2,858,642	\$ –
Recommended Changes for FY 2000			
1. Additional LAN Support to Meet Ongoing Workload Demands	2.0	–	–
New Local Area Networks (LANs) have been installed, upgraded or expanded in a number of departments this year, and as these become fully operational the ongoing support commitment exceeds available staff hours. The recommended addition of two Programming Analyst (G08) positions will enable the department to meet their program goal to provide timely and efficient customer support in the areas of upgrades, maintenance, trouble-shooting and system training. This augmentation is fully revenue offset.			
2. Additional Disk Storage	–	35,500	–
The County Human Resources/Payroll system is supported utilizing SUN equipment. Implementation of the timekeeping system (KRONOS) is expected to continue through FY 2000. Additional software products to support the development, maintenance and monitoring of these systems is being added to this environment. An additional disk array is needed to provide adequate storage space to support both the development and production environments.			
3. Year 2000 (Y2K) Transition Overtime Costs	–	8,880	–
This one-time augmentation to overtime and call duty reflects the department-wide estimate of up to 642 hours of overtime and 174 units of on-call time beyond regular staff coverage to effectively monitor the transition in the year 2000. This increased staffing will cover the immediate transition period from 1999 to 2000 through the month of January.			
4. Requested Support for SSA LAN Expansion	–	215,000	–
The County Executive's Recommended Budget includes increased LAN support for SSA as their LAN expands from 34 to 208 devices. This increase to Professional and Specialized Services will allow ISD to provide the necessary support to SSA. This augmentation is fully revenue offset.			
Subtotal	2.0	259,380	–
Total Recommendation	23.0	\$ 3,118,022	\$ –

Telephone Services — Cost Center 2356

Major Changes to the Budget

	Positions	Appropriations	Revenues
Data Processing ISF (Fund Number 0074)			
FY 1999 Approved Budget	15.0	3,513,777	3,190,421
Board Approved Adjustments During FY 1999	–	387,000	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(84,320)	–
Internal Service Funds Adjustment	–	(35,106)	385,687
Other Required Adjustments	–	(387,000)	(440,895)
Subtotal	14.0	\$ 3,394,351	\$ 3,135,213
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	129	137,884



Telephone Services — Cost Center 2356

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
1. Year 2000 (Y2K) Transition Overtime Costs	–	3,480	–
This one-time augmentation to overtime and call duty reflects the department-wide estimate of up to 642 hours of overtime and 174 units of on-call time beyond regular staff coverage to effectively monitor the transition in the year 2000. This increased staffing will cover the immediate transition period from 1999 to 2000 through the month of January.			
2. Targeted One-Time Training Funds	–	56,000	–
This one-time allocation of funds will be used to provide technical training to staff to ensure that they have the up-to-date skills needed to maintain the telephone systems supported by the County.			
3. Add One Telephone Services Manager	1.0	81,880	–
The Telephone Services division was transferred to ISD from County Communications as part of a reorganization of functions within the General Services Agency last year. At the time of the transfer it was thought that ISD could absorb the ongoing supervision of the unit; however, it has become clear that the unit requires a dedicated manager to provide direction, manage resources and establish a plan for service delivery in the future. This recommended action will add one Telephone Services Manager to the unit, which will report to the County Network Manager. The cost of this position will be recovered in telephone services customer rates. This position is recommended for 10-month funding in Fiscal Year 2000.			
Subtotal	1.0	141,489	137,884
Total Recommendation	15.0	\$ 3,535,840	\$ 3,273,097

County Information Services — Cost Center 2357

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	4.0	639,755	–
Board Approved Adjustments During FY 1999	3.0	2,979,002	261,584
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(174,251)	–
Internal Service Funds Adjustment	–	9,152	–
Other Required Adjustments	–	(2,735,418)	(261,584)
Subtotal	7.0	\$ 718,240	\$ –
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	1,777	–
1. Development of Information Technology Business Architecture and Standards	–	750,000	–
Through the use of a one-time management consulting contract, define an enterprise Information Technology (IT) plan architecture and standards utilizing a process of identifying the County's strategic services and analyzing current information technology and business practices. This will provide the framework within which IT solutions can be built to meet the public service needs of the County. The deliverables will be:			
<ul style="list-style-type: none"> ◆ Identification of Business Process Re-engineering Opportunities ◆ Development of a Countywide Applications Portfolio ◆ Implementation projects and plans to conform to this new business architecture. This strategic management project has been recommended for funding through the Information Technology (ITEC) Committee. 			
2. Add Two IT Strategic Planners	–	19,732	–



County Information Services — Cost Center 2357

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
This recommended action deletes two vacant Senior Programming Analyst codes in the office of the Chief Information Officer and adds two new positions of Information Technology Strategic Planners. A review of the position requirements in the area of IT strategic planning indicated that the skill set needed to accomplish the mission of the office was outside the scope and definition of the class of Sr Programming Analyst and that a new classification is needed. These positions are recommended for 10-month funding in Fiscal Year 2000.			
3. Cross Systems Evaluation-Data Warehouse (ITEC)	–	1,049,689	–
This information technology proposal will fund one-time development costs for the creation of an open architecture information data base warehouse to support an outcome-based evaluation system which will integrate a variety of service providers (Health and Hospital Departments, Social Services Agency, and Probation). Establishment of a data warehouse will provide a sophisticated analytical capability to support strategic and tactical decision-making at the County level, including the Cross Systems Evaluation initiative. The warehouse will be built in stages and will be partitioned into logically consistent subsets of Countywide data from disparate information systems. It will commence with the Cross System Evaluation project as the nucleus.			
4. FY 2000 Funding Allocation for Y2K Remediation	–	10,000,000	–
This recommended action will use one-time dollars to fund Phase III of Y2K remediation in the County of Santa Clara. The largest component of this request will address outstanding Y2K issues at Valley Medical Center; it also includes funding for embedded systems in County-owned buildings and service delivery issues such as Business Continuity and Contingency Planning (BCCP) and supply chain integrity. The FY 2000 recommended allocation is comprised of the following:			
<ul style="list-style-type: none"> ◆ \$950,000 for department-identified needs beyond current Y2K allocation levels ◆ \$2,050,000 for IT remediation at VMC ◆ \$2,950,000 for capital equipment and embedded systems at VMC ◆ \$1,050,000 for BCCP efforts in the Tier One critical departments ◆ \$1,000,000 to be held as a Contingency for unidentified needs ◆ \$2,000,000 Reserve to address potential interruption of supply chain (fuel and water tanks, emergency generators, etc.) 			
Subtotal	–	11,821,198	–
Total Recommendation	7.0	\$ 12,539,438	\$ –

CLARAnet — Cost Center 2358

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	–	–	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	145,484	–
Internal Service Funds Adjustment	–	49,658	–
Other Required Adjustments	–	1,652,016	–
Subtotal	1.0	\$ 1,847,158	\$ –
Recommended Changes for FY 2000			
1. Funding for Departmental Reconfigurations	–	175,000	–



CLARANet — Cost Center 2358

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
<p>This recommended action reflects the estimated maintenance and operational expenses related to movement of County staff between facilities and attachment of minor new sites to CLARANet. This cost has previously been requested under the Technology Development umbrella, but the fact that access to CLARANet is part of ongoing County business operations means that these activities must occur regardless of further development of CLARANet. The department will monitor the activity in this area during the upcoming fiscal year to determine the appropriate future funding level.</p>			
2. Convert Contract Services to Coded Positions for Ongoing CLARANet Support	5.0	(24,658)	–
<p>In recognition that the County's intranet system, CLARANet, is now an integral part of the way the County does business, this recommended action will code five positions to provide ongoing support to this valuable tool: 3 Network Engineers, 1 Senior Network Engineer and 1 Web Master. Coding these functions will ensure the development of in-house expertise to support CLARANet to provide customers with timely, appropriate service regarding use of the intranet. The cost of these new positions is offset by a corresponding reduction to the contracting budget for CLARANet. This action does include a one-time allocation of \$25,000 for computer workstations for these new positions. Four of the new positions are recommended for 10-month funding in Fiscal Year 2000, and one is recommended for six-month funding.</p>			
3. CLARANet Development Funding (ITEC)	–	1,691,491	–
<p>This one-time allocation of ITEC funds continues the annual funding of CLARANet development activities. The FY 2000 workplan includes capacity upgrades at major hub sites; improved connections between the hub sites; increased network monitoring; and various projects affecting SSA, Board Chambers, KEYBOARD and security assessment. The funding proposal includes contract funds for a network designer and also pilot projects for palmtop computers, voice and video communications, and electronic business.</p>			
Subtotal	5.0	1,841,833	–
Total Recommendation	6.0	\$ 3,688,991	\$ –



County Communications Mission

The mission of County Communications is to provide high quality, cost-effective communications services to the public and the public safety community through both coordinated emergency 9-1-1 telephone answering and dispatching services, and the design, implementation and maintenance of modern communications systems. The Office of Emergency Services, in cooperation with all levels of government, provides assistance to residents and organizations to prepare for, respond to and recover from disasters.

Goals

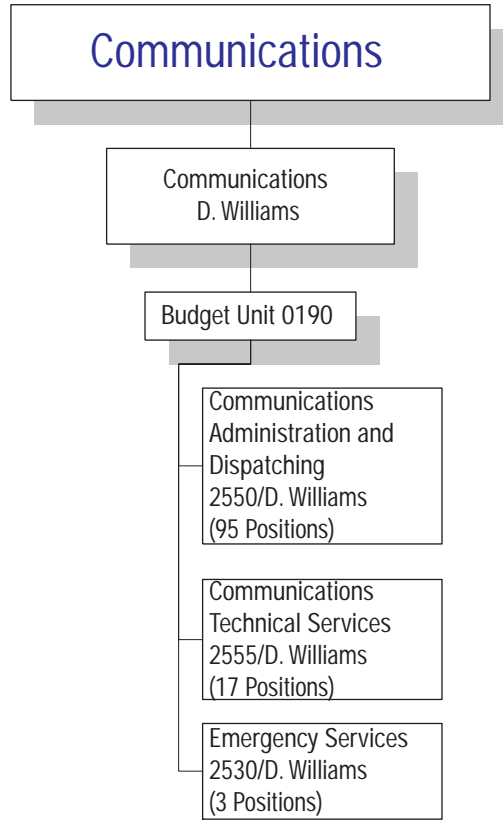
- ◆ To answer emergency telephone calls quickly, efficiently and courteously and to elicit information necessary to determine the appropriate response.
- ◆ To provide accurate data to public safety service providers so that they can deliver timely and appropriate services.
- ◆ To serve customers by maintaining the highest professional standards, by recruiting and retaining qualified dispatchers.
- ◆ To achieve timely and quality repairs of radio communication equipment.
- ◆ To improve teamwork, claim processing, worker preparedness and reduce complaints during disaster response and recovery.



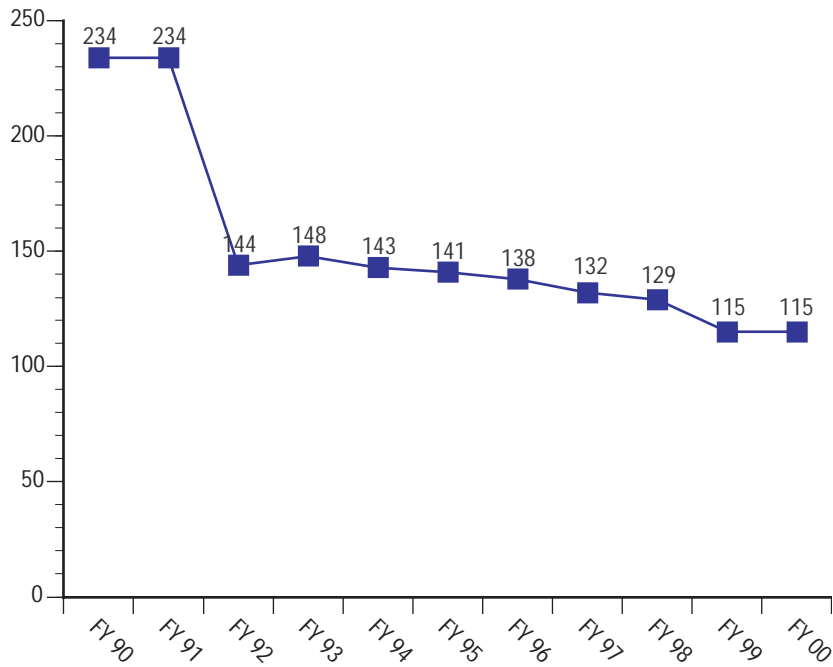
Cost: \$9,569,394



Staff: 115



10-Year Staffing Trend



County Communications Overview

Dispatch Operations/Administration is a General Fund function which provides enhanced emergency 9-1-1 telephone answering services to the public and law enforcement, fire, medical and local government dispatching services to approximately fifty service providers. Dispatch Operations is a 24-hour, seven day a week operation whose major customers include the Sheriff, Emergency Medical Services and the County Fire Department. The Dispatch Operations program receives reimbursement for services provided to the Sheriff, County Fire Department, American Medical Response (AMR) and other governmental agencies.

Another component of Communications is the Technical Services Division. Currently set up as an Internal Service Fund, this division provides engineering, installation and repair of radio and other electronic systems and equipment.

The Office of Emergency Services is actively involved in reviewing existing disaster response protocols and ensuring that designated County staff are trained to step in and provide additional functions in the Emergency Operations Center in the event of a disaster.

During the upcoming fiscal year, Dispatch Operations will be involved in many projects which will improve service delivery to callers and to our customers receiving dispatching services. Collectively, many of these projects will increase the department's ability to compete successfully in the 1999 bid to provide dispatch services for medical transport.

- ◆ Using multi-year technology funding, the department will continue its efforts to replace an aging, outdated minicomputer system with a PC-based system (year 2 of 5).
- ◆ Emergency medical response will be enhanced through the implementation of Priority Dispatching, which follows a set of criteria for determining the proper level of medical transport needed (i.e., advanced life or basic life support or other) in order to maximize available resources.

- ◆ Completion of the Sheriff's new digital radio system and the County's digital county-wide microwave systems will also improve operational efficiencies and service delivery.
- ◆ Technical Services will improve service delivery and operational efficiencies through automation of customer work order processing, inventory, equipment tracking and billing process.
- ◆ The Office of Emergency Services will continue its efforts towards education and County preparedness, through its outreach program and by conducting and evaluating a county-wide disaster response functional exercise this Fall.

Fiscal Year 1999 Accomplishments

- ◆ Successfully implemented a simulcast radio communication system for the Sheriff's Department. This system will enhance officer safety through improved county-wide radio coverage
- ◆ Implemented a pro-active community outreach program for 9-1-1 and Office of Emergency Services that provides on-site informational tours and off-site presentations to schools; youth, adult and senior citizen groups.
- ◆ Began Phase II implementation of a new digital county-wide microwave system that improves the reliability and efficiency of radio communication throughout the County.
- ◆ Improved the County's emergency medical response system by implementing an enhanced emergency medical dispatch (EMD) service which provides 9-1-1 callers with medical instruction prior to the arrival of emergency responders and incorporates priority dispatching.
- ◆ Implemented and successfully tested the State's Response Information Management (RIMS) system which is used during county-wide disasters.
- ◆ Began automation of our Technical Services Division's service delivery, inventory and customer billings processes.



- ◆ Completed intra-agency reorganization by successfully transferring the Telephone Services Division from GSA-Communications to GSA-Information Services Department.

Fiscal Year 2000 Planned Accomplishments

- ◆ Enhance County's emergency medical system response through the implementation of priority dispatching services (target date 7/99). This system follows a set of criteria for determining the level of medical transport needed (i.e., advanced life, basic life or other) in order to maximize available resources.
- ◆ Complete replacement/upgrade of the county-wide analog microwave system to digital.
- ◆ Complete testing and remediation contingency planning related to the Year 2000 compliance on radio, microwave and computer systems used by County dispatchers answering 9-1-1 calls and dispatching of law enforcement, fire, medical and local government dispatching service prior to January 1, 2000.
- ◆ Complete the digital radio system upgrade for the Sheriff's Department (target date 1st quarter Fiscal Year 2000).
- ◆ Continue phased upgrade of Computer Aided Dispatch (CAD) system.
- ◆ Successful negotiation and renewal of medical transport contract.
- ◆ Monitoring an 18-month trial of a weekly four 10-hour work schedule for dispatch personnel.
- ◆ Implementation of a global positioning system (GPS) for all medical dispatching services.



County Communications

County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for GSA Communications are primarily focused in the areas of accountability and enhanced fiscal integrity. In the area of accountability, the recommendations support the goal of investing in technology. They also move toward the fiscal goal of improving systems and infrastructure needed for efficient and effective County operations.

Convert Automatic Vehicle Location System to Global Positioning System (GPS)

Background

The automatic vehicle location system currently used by Communications Dispatch Operations to maintain the location status of paramedic ambulances is based on a long-range navigation system maintained by the Coast Guard. The advent of satellite-driven location technology has resulted in an industry shift, which limits the support and functionality of the current system. Although the Coast Guard will gradually phase out their system over the next two years, Communications is already experiencing problems with lack of parts for the old radios. The ability to accurately identify resource location and status (in this case, paramedic ambulances) is critical to efficient and effective deployment when emergency calls come in.

Recommendation

The recommended budget includes a one-time allocation of \$500,000 from the Information Technology funds (ITEC) to support this request. In order for County Communications to remain competitive in the dispatch market, services must be delivered using recognized, accepted technology. GPS technology has become today's standard for location determination, whether deploying ambulances or creating a street map. Although the initial focus of the conversion to GPS is management of paramedic ambulance resources, it is expected that additional uses will be identified in conjunction with the Sheriff's Department and County Fire.

Anticipated Outcome

Converting to GPS will bring Communications Dispatch Operations in line with current industry standards, and will enable Communications to compete effectively as the provider of Emergency Medical Services dispatch operations. A more accurate method of tracking and deploying resources will benefit the recipients of 9-1-1 services by providing dispatchers with more timely information from which to base resource allocation decisions.

Total One-time Cost: \$500,000

Replace Dispatch Call Recording System

Background

The current analog call recorders were placed in service in 1990, and they operate 24 hours/day, 365 days/year. Each tape holds approximately 25 hours of recorded traffic and must be changed at least once daily. Four tapes are always recording: two primary and two backup. Data extraction from these tapes for trial evidence, training, quality assurance and complaint resolution is very time consuming because of the inexact method of locating a particular call. Although the existing recorders are operational, they are aging and are no longer the most efficient method of accomplishing this task. Continued use of the current system increases the likelihood of a system failure, resulting in lost call data, and inefficient use of staff time to search tapes.

Recommendation

The recommended budget includes a one-time allocation of \$75,000 to replace the existing analog equipment with a 60-channel digital communication logging recorder and reproduction system. In addition to improved functionality related to locating calls more efficiently through date/time, duration, and channel name, the proposed system will also provide productivity reports to aid in performance evaluation, traffic studies and resource scheduling. Call activity can be stored and delivered to customers when needed in a variety of formats.



Anticipated Outcomes

The new system will utilize newer technology which will result in reduced tape storage costs; less staff time to research and retrieve call data; and more concrete source data to analyze workload to determine potential efficiencies or more appropriate staff resource allocation.

Total One-time Cost: \$75,000

Continuation of Previously Approved Projects

The base budget includes a continuation of the following previously approved projects: completion of the final phase of the Microwave Replacement Project, which will provide a continuous countywide microwave network; completion of the implementation of Priority Dispatching for pre-arrival instructions; and year 2 of a five-year ITEC project to migrate computer-aided dispatching from an minicomputer system to a PC-based system.

GSA Services - Communications — Budget Unit 0190**Expenditures by Cost Center**

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
2525	Communication Telephone Services	2,095,198	3	3	-	(3)	-100
2530	Office of Emergency Services	-	349,572	512,031	523,489	173,917	50
2550	Communication Administration	6,192,882	7,602,023	8,527,607	7,423,957	(178,066)	-2
	1 General Fund	6,192,725	7,602,023	8,527,607	7,423,957	(178,066)	-2
	71 Communication and Phone Service	157	-	-	-	-	-
2555	Communication Technical Services	2,642,742	1,734,367	1,999,227	1,621,948	(112,419)	-6
Total Expenditures		\$ 10,930,822	\$ 9,685,965	\$ 11,038,868	\$ 9,569,394	\$ (116,571)	-1%

GSA Services - Communications — Budget Unit 0190**Revenues by Cost Center**

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
2525	Communication Telephone Services	\$ 2,430,758	\$ -	\$ -	\$ -	\$ -	-
2530	Office of Emergency Services	\$ -	\$ 37,118	\$ 189,751	\$ 193,000	\$ 155,882	420
2550	Communication Administration	\$ 1,213,654	\$ 1,229,102	\$ 1,229,102	\$ 1,229,102	\$ -	-
2555	Communication Technical Services	\$ 2,303,234	\$ 1,692,575	\$ 1,858,250	\$ 1,596,174	\$ (96,401)	-6
Total Revenues		\$ 5,947,646	\$ 2,958,795	\$ 3,277,103	\$ 3,018,276	\$ 59,481	2%



Office of Emergency Services — Cost Center 2530

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	3.0	349,572	37,118
Board Approved Adjustments During FY 1999	1.0	162,459	152,633
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(20,472)	—
Internal Service Funds Adjustment	—	30,395	—
Other Required Adjustments	—	(1,493)	3,249
Subtotal	3.0	\$ 520,461	\$ 193,000
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	—	3,028	—
Subtotal	—	3,028	—
Total Recommendation	3.0	\$ 523,489	\$ 193,000

Communication Administration — Cost Center 2550

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	95.0	7,602,023	1,229,102
Board Approved Adjustments During FY 1999	—	925,584	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(267,148)	—
Internal Service Funds Adjustment	—	(89,371)	—
Other Required Adjustments	—	(1,323,649)	—
Subtotal	95.0	\$ 6,847,439	\$ 1,229,102
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	—	1,518	—
1. Convert Automatic Vehicle Location System to GPS	—	500,000	—
<p>The existing automatic vehicle location (AVL) systems used by Communications Dispatchers to maintain location status of paramedic ambulances is based on a long-range navigation system maintained by the Coast Guard. The Coast Guard is shifting to the new standard of satellite-driven global positioning (GPS), and parts to maintain the existing AVL system are not available from the manufacturer. The proposed action will upgrade the existing system by replacing portions of it with GPS equipment while still utilizing the basic AVL infrastructure--resulting in a hybrid system. This project has been recommended for funding through the Information Technology (ITEC) Committee process.</p>			
2. Replace Dispatch Call Recording Equipment	—	75,000	—
<p>The recommended action provides one-time funding to replace the existing analog equipment with a digital communication logging recorder and reproduction system. The current analog system is outdated, expensive to maintain and unreliable. It has surpassed its useful life, and continued operation will require investment in new reel-to-reel tapes (outdated technology) and difficult searches for product parts. The 60-channel digital logging recorder system provides productivity reports to aid in performance evaluation, traffic studies and resource scheduling. Using a computer screen interface, this system locates calls more quickly and can provide multiple simultaneous users networked access to instant playback audio. There are no additional ongoing maintenance costs beyond the currently funded level for the existing system.</p>			
Subtotal	—	576,518	—
Total Recommendation	95.0	\$ 7,423,957	\$ 1,229,102



Communication Technical Services — Cost Center 2555
Major Changes to the Budget

	Positions	Appropriations	Revenues
Communication and Phone Service (Fund Number 0071)			
FY 1999 Approved Budget	17.0	1,734,367	1,692,575
Board Approved Adjustments During FY 1999	–	264,860	165,675
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(53,792)	–
Internal Service Funds Adjustment	–	(58,780)	(96,401)
Other Required Adjustments	–	(264,860)	(165,675)
Subtotal	17.0	\$ 1,621,795	\$ 1,596,174
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	153	–
Subtotal	–	153	–
Total Recommendation	17.0	\$ 1,621,948	\$ 1,596,174



Facilities Department Mission

The mission of the Facilities Department of the General Services Agency is to plan and provide for functional, safe and healthy facilities and work environments for employees and the public. In cooperation with our customers, we protect and preserve the County's real property assets and infrastructure investment.

Goals

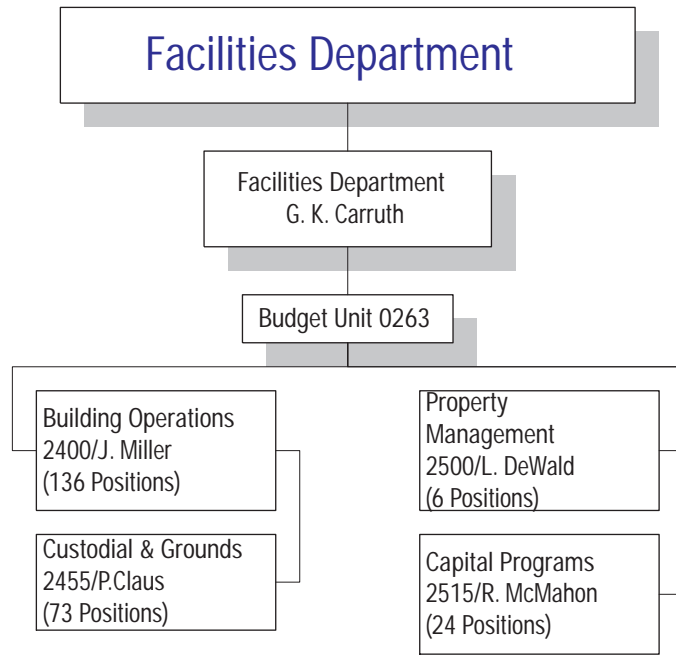
- ◆ Increase operating efficiencies, reduce costs, improve customer service and value for service provided.
- ◆ Expand contracting authority and capability for the Building Operations Division in order to provide more responsive support to customers and ensure the County receives fair value for services ordered.
- ◆ Increase the useful life of equipment, systems and infrastructure through effective Preventive Maintenance programs and astute management of County assets.
- ◆ Develop unit costing for services provided in order to speed Building Operations project estimating, procurement of contract services and to evaluate efficiency of County services.
- ◆ Enhance employee skills through specific job-related training and professional development.



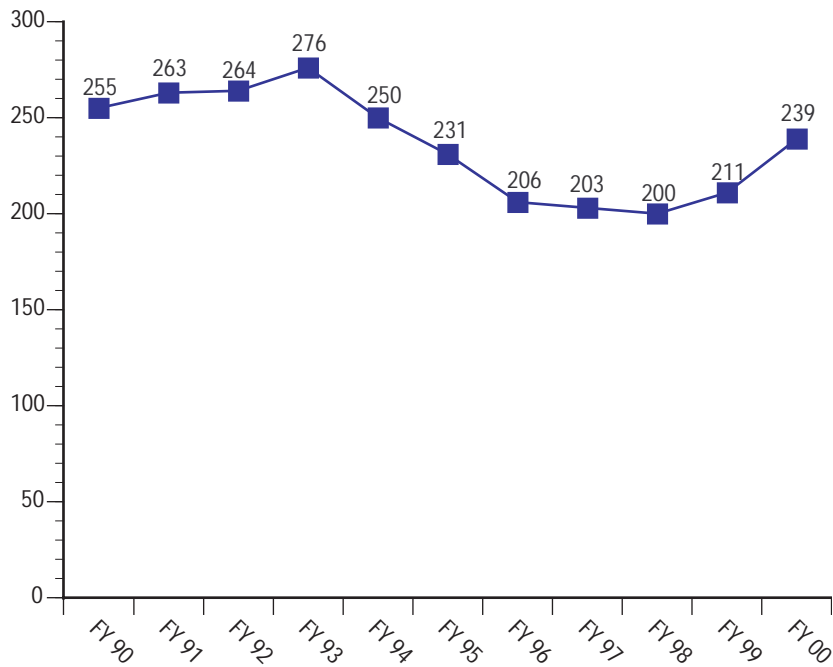
Cost: \$72,458,347



Staff: 239



10-Year Staffing Trend



Facilities Department Overview

Facilities Department

The Facilities Department is comprised of three major divisions:

- ◆ Building Division
- ◆ Property Management
- ◆ Capital Programs

Building Division

The Building Division incorporates both the Building Operations and Custodial and Grounds units. These units are responsible for maintenance and operation of more than four million square feet of County-owned buildings as well as the associated landscaped and paved areas.

This division is responsible for the maintenance of all County-owned facilities, including routine corrective maintenance of facilities and building systems; major repair projects to reduce the maintenance backlog; preventive maintenance to maximize the useful life of building systems; and minor repair and renovation work performed for County departments on a reimbursable basis. Other building-related functions in this division are the “emergency facility notification function” (MAC room), the parking patrol function and the utility payment function for the majority of County-owned and some leased buildings.

In 1997, the Board of Supervisors adopted a fiscal policy which established County support for the General Services Agency facility maintenance function at 1.4% of the replacement value of assets maintained by Building Operations. For the Fiscal Year 1999 budget, the Board increased the policy to 2%, but held funding at the 1.4% level, pending additional study. Also, in Fiscal Year 1999, this allocation was moved from the Capital Budget to the Building Operations division operating budget. It now supports the maintenance program through the newly-implemented reorganiza-

tion of the Building Operations division, which was approved by the Board of Supervisors during Fiscal Year 1999.

The Custodial and Grounds program provides custodial and groundskeeping services to County-owned facilities. In addition to scheduled custodial services, the program provides special crew services for activities such as carpet cleaning and floor stripping and waxing. Groundskeeping service includes maintenance of turf, landscaping and irrigation systems, pruning, and development of unimproved areas into landscaped areas for County-owned real property, excluding parks. This work is performed by County staff, who may also supervise Public Safety Program (PSP) workers from the Department of Correction.

Property Management

The Property Management division leases and manages space where the County is the tenant; this unit also acquires, leases out or sells property not administered by County Parks or Roads and Airports.

The Property Management division manages more than \$20 million in facility leases, and locates leased facilities for County departments and the Courts based on space requests that have been approved by the County’s Space Committee; negotiates leases on behalf of County departments; coordinates the maintenance of leased facilities; acts for the county in property acquisitions, including tenant relocation when required; and manages the disposal or the leasehold development for revenue generation of County-owned property which is declared by the Board to be surplus.

Capital Programs/Facilities Department Administration

The Capital Programs Division manages the planning, design and construction of major and minor capital projects and selected major maintenance projects.



The Capital Programs division is responsible for the planning, design, construction and execution of all General Fund supported County and Court capital projects. Staff work with architects, engineers and construction managers to assure adequate supervision and adherence to County policies and guidelines, as well as industry standards and practices in this field. The division is also responsible for coordinating the annual capital project submittal and review process, working in conjunction with County Executive's Office and the Administrative Capital Committee. Staff serve as resources to the County Space Committee and also coordinate discussions relating to Americans with Disabilities Act (ADA) conformance. Positions comprising the Facilities Department Administration unit are also budgeted in this division.

The General Fund budget for this division is the operating budget for Capital Programs. Expenditure appropriations for the capital fund portion of this division are not included here; all capital appropriations are budgeted in the Capital Fund 50 as one-time appropriations related to specific projects. The budget for Capital Programs is predicated on the full recovery of operating costs, either through projects funded in the Capital Budget or by customers willing to pay for capital project management services.

Emerging Issues

Issues facing the Facilities Department in Fiscal Year 2000 include the development of a Five-Year Capital Plan, a review of the internal organizational structure to determine the most effective framework for service provision to clients in County-owned and leased facilities, and the most appropriate allocation of administrative costs which should be reimbursed from the Capital Budget. The department will also be examining methods to enhance groundskeeping service to County facilities.

During late Fiscal Year 1999, the County will be presented with the results of two strategic planning efforts, one concerning office and support space and the other related to Court and Court-related County activities. Originally scheduled for release in the summer of 1998, these two studies were held pending clarification of the impacts of Court consolidation and unification, which is likely to impact the conclusions of both studies. Their findings, and those contained in two

additional planned strategic reviews initiated in Fiscal Year 1999 (for 24-hour facilities and for health and hospital facilities) will be used to develop a long-term strategy to address space needs and facility resource allocation decisions facing the County over the next twenty years.

Fiscal Year 1999 Accomplishments

With the goal of becoming a more customer-focused agency, mechanisms for coordinating with key customers have been established.

- ◆ Building Operations conducts a monthly scheduling meeting with primary customers to identify operational issues, departmental priorities and service improvement requests and to schedule large-scale projects to meet deadlines and minimize disruption of client operations.
- ◆ Capital Programs holds monthly construction progress meetings to discuss priority-setting, scheduling issues, ideas for project improvement and availability of project management resources.
- ◆ Custodial and Grounds has revised their procedures so that employees are now empowered to initiate action for needed facility repairs identified in the course of their duties, eliminating customer-generated work requests in many situations.
- ◆ Established desk guides for Building Operations and Custodial and Grounds which compile policies, procedures and instructions to ensure efficient action through standardized business practices.
- ◆ Continued implementation of programs to utilize Public Service Program (PSP) workers from the Department of Correction to provide enhanced landscaping maintenance services. Continued to expand use and hiring of CalWORKS program (welfare-to-work) participants from the Social Services Agency into custodial vacancies.

Fiscal Year 2000 Planned Accomplishments

- ◆ Begin to develop a Strategic Asset Management Plan, which will generate the information needed to make the most beneficial "sell-buy-lease-build" decisions.

- ◆ Develop a systematic approach to energy conservation decisions affecting new construction, remodels and retrofits, leased buildings, and the purchase of utility services in order to minimize utility costs.
- ◆ Develop an integrated approach to space planning, lease needs and opportunity evaluations and capital outlay decision-making which minimizes ongoing costs and supports the County's long-range facility investment strategy.
- ◆ Implement an inspection program for County buildings to identify corrective maintenance and building system replacement needs before breakdowns.
- ◆ Complete the implementation of the Building Operations Division's reorganization.
- ◆ Initiate and complete the reorganization of the Capital Programs Division.



Facilities Department

County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for the GSA Facilities Department are focused on meeting the Board of Supervisors' priorities in the area of enhanced fiscal integrity through appropriate management of one-time resources available for capital improvements. Additionally, GSA Facilities is an active partner with the Information Services Department to address the Board's priority of ensuring Year 2000 compliance in County facilities, with a concentrated focus on embedded systems identification, testing and remediation as necessary.

Fiscal Year 2000 Capital Budget

Process

Capital Programs initiated the Fiscal Year 2000 Capital Budget process in late July 1998 with a request for departments to submit concept papers for proposed projects to be considered for funding in Fiscal Year 2000. Of the 73 concept papers received, a total of 26 projects were recommended to be developed into Capital Budget Papers by the Administrative Capital Committee. Project requests are evaluated and prioritized by the Committee based on health and safety issues, service delivery improvements and available funding resources. Capital Programs staff work with departments to more fully define the scope of work related to a project and also to examine the ongoing fiscal implications if a project is recommended for funding. Refined project information is presented to the Administrative Capital Committee and the County Executive.

Recommendation

The County Executive's Capital Project recommendations for Fiscal Year 2000 reflect high priority capital needs, including completion of projects previously approved, balanced against resources available to fund these projects. One-time appropriations in the Capital Fund (Fund 50) total \$23,170,530 and support the projects discussed below. Fiscal Year 2000 capital

project funding is comprised of \$2,000,000 from the Justice Facilities Construction Fund and a one-time transfer of \$21,170,530 from the Fiscal Year 1999 General Fund Balance.

Fiscal Year 2000 Recommended Capital Projects - Continuation or Completion of Existing Projects:

- a) Preventive Maintenance Backlog Reduction Project - this is the 4th year of a five-year project approved by the Board to address deferred maintenance in County-owned buildings. (\$5,500,000)
- b) Tenant Improvements to Berger Drive, Building I - completion of this project will result in full occupancy of the Berger Drive site. (\$2,407,000)
- c) Remodel Controller's Office, East Wing 2nd Floor - this project will complete the renovation of the Civic Center East Wing. (\$1,073,000)
- d) Phase II Carpet Replacement at Communications - this project completes the carpet replacement work begun in Fiscal Year 1999. (\$74,530)
- e) Construction and Lease costs for South County Court Modulares - Board action at mid-year allocated \$800,000 for analysis of damage to the South County Courthouse and relocation of staff. This project will complete the relocation of staff and services. (\$1,800,000)

Total Cost of Existing Projects: \$10,854,530

Fiscal Year 2000 Recommended Capital Projects - New Projects:

- a) Construct Program Buildings for Probation Ranch Facilities - this project will provide needed counseling and medical space at James and Holden Ranches, as well as dining expansion at James Ranch. (\$2,000,000)



- b) Programming and Design for New Chaboya Clinic - this project will provide the information necessary to formulate funding strategy and construction timeline for this new Valley Health Plan location. (\$1,500,000)
- c) Seismic Retrofit for Valley Medical Center Ancillary Building - this project will allow VMC to continue to use the Ancillary Building for the provision of patient services. (\$2,500,000)
- d) Relocation of Emergency Psychiatric Services (EPS)- this project will move EPS to Don Lowe Pavilion, thereby increasing program space to bring this function into compliance with State Department of Health Services regulations. (\$380,000)
- e) Conduct Needs Assessment for proposed VMC Medical Office Building - findings from this project will be factored into decisions relating to space needs on the VMC campus. (\$250,000)
- f) Additional Space for the District Attorney Crime Lab - this project will address the lack of sufficient laboratory space through reconfiguring the basement at Berger II and remodeling a portion of the Coroner's Office. (\$500,000)
- g) Upgrade the Patio Area outside the Senter Auditorium - this project will address landscaping, public access and noise issues related to the patio area. (\$286,000)
- h) Replace the lighting in the Senter Auditorium - the auditorium lighting was not part of the remodeling project recently completed, and this project will replace existing fixtures with energy efficient lighting. (\$100,000)
- i) Court Facility remodeling and upgrades - this allocation of \$2,000,000 from the Justice Facilities Construction Fund will augment a similar allocation to court-related projects at mid-year; these funds will be prioritized by the Consolidated Courts to address various facilities issues. (\$2,000,000)

Total One-time Cost of New Projects: \$9,516,000

Fiscal Year 2000 Recommended Capital Projects - Project Planning and Unanticipated Needs

- a) Planning Studies for Capital Projects - this allocation represents funding to conduct initial work required to validate the need for a project, to clarify project scope, and to generate funding estimates. (\$800,000)
- b) Reserve for Unanticipated Capital Needs - the allocation for this reserve is recommended to be increased to \$2,000,000 to address unforeseen capital needs, and also to retain the flexibility to move forward as issues are resolved on two Board-approved projects from Fiscal Year 1999 budget hearings related to Correctional Treatment Centers and Adolescent Residential Treatment at East Valley Pavilion. (\$2,000,000).

Total Cost of Planning and Unanticipated Needs: \$2,800,000

Total Fiscal Year 2000 Recommended Capital Budget: \$23,170,530

Facilities Department — Budget Unit 0263

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
2400	GSA Building Operations	17,317,826	22,925,255	24,069,659	22,865,205	(60,050)	-
2455	GSA Custodial Services	3,442,253	3,743,802	3,790,852	3,678,770	(65,032)	-2
2500	GSA Property Management	850,949	837,399	1,411,439	1,632,485	795,086	95
2515	Capital Programs Division	58,432,470	44,484,940	71,926,903	44,281,887	(203,053)	-
Total Expenditures		\$ 80,043,498	\$ 71,991,396	\$ 101,198,853	\$ 72,458,347	\$ 466,951	1%



Facilities Department — Budget Unit 0263

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
2400	GSA Building Operations	\$ 177,632	\$ 15,620	\$ 23,714	\$ 15,620	\$ -	-
2455	GSA Custodial Services	\$ 1,204	\$ -	\$ -	\$ -	\$ -	-
2500	GSA Property Management	\$ 3,480,712	\$ 1,896,949	\$ 1,896,949	\$ 910,420	\$ (986,529)	-52
2515	Capital Programs Division	\$ 37,737,568	\$ 25,438,417	\$ 30,754,236	\$ 24,022,166	\$ (1,416,251)	-6
Total Revenues		\$ 41,397,116	\$ 27,350,986	\$ 32,674,899	\$ 24,948,206	\$ (2,402,780)	-9%

GSA Building Operations — Cost Center 2400

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	108.0	22,925,255	15,620
Board Approved Adjustments During FY 1999	52.0	1,144,404	8,094
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-24.0	293,792	-
Internal Service Funds Adjustment	-	504,521	(8,094)
Other Required Adjustments	-	(2,046,679)	-
Subtotal	136.0	\$ 22,821,293	\$ 15,620
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	-	1,612	-
1. Y2K Transition Staff Funding	-	42,300	-
This one-time augmentation of overtime, call duty and overtime meals reflects the department's estimate of additional staff time required to ensure adequate coverage for facility-related issues that may arise during the transition into the year 2000.			
Subtotal	-	43,912	-
Total Recommendation	136.0	\$ 22,865,205	\$ 15,620

GSA Custodial Services — Cost Center 2455

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	73.0	3,743,802	-
Board Approved Adjustments During FY 1999	-	47,050	-
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-	(66,011)	-
Internal Service Funds Adjustment	-	809	-
Other Required Adjustments	-	(47,050)	-



GSA Custodial Services — Cost Center 2455

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Subtotal	73.0	\$ 3,678,600	\$ -
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	-	170	-
Subtotal	-	170	-
Total Recommendation	73.0	\$ 3,678,770	\$ -

GSA Property Management — Cost Center 2500

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	6.0	837,399	1,896,949
Board Approved Adjustments During FY 1999	-	574,040	-
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-	(26,569)	-
Internal Service Funds Adjustment	-	(491,801)	-
Other Required Adjustments	-	739,274	(986,529)
Subtotal	6.0	\$ 1,632,343	\$ 910,420
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	-	142	-
Subtotal	-	142	-
Total Recommendation	6.0	\$ 1,632,485	\$ 910,420

Capital Programs Division — Cost Center 2515

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	24.0	20,094,970	-
Board Approved Adjustments During FY 1999	-	1,148,170	-
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-	(43,529)	-
Internal Service Funds Adjustment	-	(20,117,230)	-
Other Required Adjustments	-	(1,142,000)	-
Subtotal	24.0	\$ (59,619)	\$ -
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	-	446	-
Operating Transfer from the General Fund to Support FY 2000 Recommended Capital Projects	-	21,170,530	-
Subtotal	-	21,170,976	-
Fund Subtotal	24.0	21,111,357	-
General Capital Improvements (Fund Number 0050)			



Capital Programs Division — Cost Center 2515

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
FY 1999 Approved Budget	–	\$ 24,389,970	\$ 25,085,990
Board Approved Adjustments During FY 1999	–	25,146,925	5,315,819
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	–	–
Internal Service Funds Adjustment	–	–	18,057,970
Other Required Adjustments	–	(49,536,895)	(47,868,143)
Subtotal	–	\$ –	\$ 591,636
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	–	–
Operating Transfer from the General Fund to Support FY 2000 Recommended Capital Projects	–	–	21,170,530
1. Fiscal Year 2000 Recommended Capital Projects - New Projects	–	9,516,000	–
<p>The following capital projects are recommended for funding in FY 2000. Each project has been evaluated by the Administrative Capital Committee to determine immediacy of need, effect on health and safety of employees or public, and program service delivery requirements.</p> <ul style="list-style-type: none"> ◆ \$2,000,000-Program Buildings for Probation Ranch Facilities ◆ \$1,500,000-Design New Chaboya Clinic Facility ◆ \$2,500,000-Seismic Retrofit to VMC Ancillary Building ◆ \$380,000-Relocation of Emergency Psychiatric Services ◆ \$250,000-Needs Assessment for VMC Medical Office Building ◆ \$286,000-Upgrade Patio Area outside Senter Auditorium ◆ \$500,000-Additional Space for DA Crime Lab ◆ \$100,000-Replace Lighting in Senter Auditorium ◆ \$2,000,000-Court Facility Remodel and Upgrade Projects 			
2. To Correct Intracounty Posting Error	–	–	42,341,060
<p>This unlinked action corrects a problem with reverse sign posting for seller transactions related to intracounties. The correct amount of revenue recognized as an operating transfer from the General Fund for FY 2000 capital projects.</p>			
3. Fiscal Year 2000 Capital Projects - Continuation of Existing Projects	–	13,654,530	–
<p>The following capital projects are recommended for continued funding in FY 2000:</p> <ul style="list-style-type: none"> ◆ \$5,500,000-Maintenance Repair Backlog Projects (4th year of 5-year program) ◆ \$2,407,000-Tenant Improvements to Berger I ◆ \$1,073,000-Remodel Controller's Office (final East Wing upgrade) ◆ \$74,530-Phase II Carpet Replacement at Communications ◆ \$1,800,000-South County Court Modularity (placement and leases) <p>Additionally, the following allocations are recommended for planning and unanticipated capital needs to address issues which may arise during the year:</p> <ul style="list-style-type: none"> ◆ \$800,000-Planning Studies for Capital Projects ◆ \$2,000,000-Reserve for Unanticipated Capital Needs 			
4. Offsetting Revenue for Court Facility Projects	–	–	2,000,000



Capital Programs Division — Cost Center 2515

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
This action recognizes \$2,000,000 from the Justice Facilities Construction Fund to fund Court-related facility remodel and upgrade projects.			
Subtotal	–	23,170,530	65,511,590
Fund Subtotal	–	23,170,530	23,762,166
Criminal Justice Facility (Fund Number 0051)			
FY 1999 Approved Budget	–	–	10,000
Board Approved Adjustments During FY 1999	–	974,124	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	–	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	(974,124)	–
Subtotal	–	\$ –	\$ 10,000
Recommended Changes for FY 2000			
Fund Subtotal	–	–	10,000
Jail Facilities Construction (Fund Number 0057)			
FY 1999 Approved Budget	–	\$ –	\$ 342,427
Board Approved Adjustments During FY 1999	–	172,744	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	–	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	(172,744)	(92,427)
Subtotal	–	\$ –	\$ 250,000
Recommended Changes for FY 2000			
Fund Subtotal	–	–	250,000
Total Recommendation	24.0	\$ 44,281,887	\$ 24,022,166



Human Resources, Labor Relations, and Equal Opportunity & Employee Development Mission

The mission of the Employee Services Agency is to support County departments by recruiting, training, and retaining a productive, skilled and dedicated workforce, and by building relationships with departments and employee organizations based on mutual respect and trust. The Agency acts to meet the changing needs of County employees and their dependents, and to protect County employees, County assets, and to maintain a safe work environment. The Agency assists the County organization in maintaining a discrimination and harassment-free work environment and providing equal opportunity in employment and contracting principles.



Cost: \$9,656,257

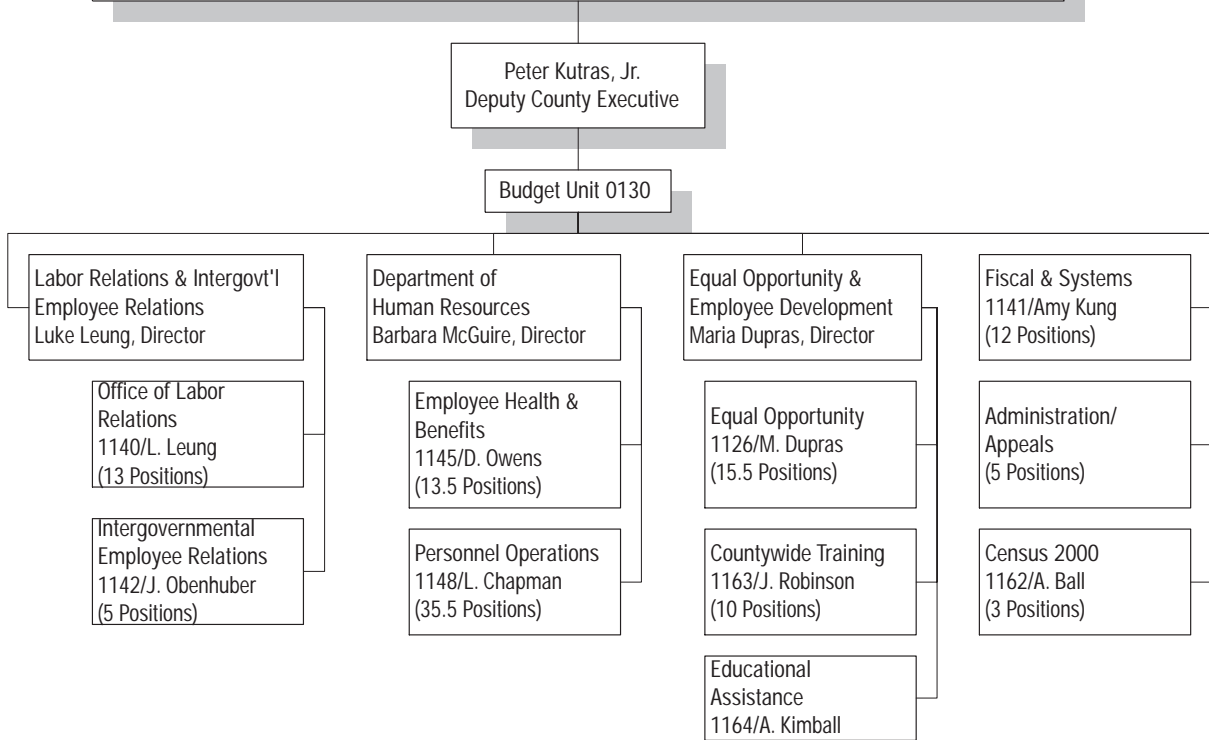
Goals

- ◆ Recruit and maintain a productive, skilled, knowledgeable, and healthy work force responsible for provision of quality services.
- ◆ Provide and administer a full range of benefits to employees, retirees, and their dependents, and provide related services to other organizations.
- ◆ Provide outstanding support and assistance on labor relations matters, and promote positive, professional and productive employer-employee relationships.
- ◆ Facilitate an environment in which diversity is valued, both within the County organization and in the community.



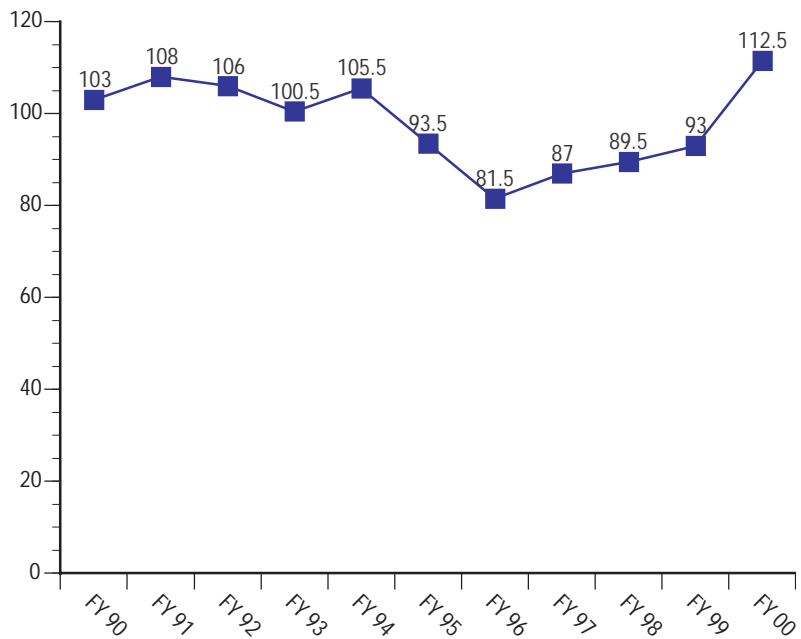
Staff: 112.5

Human Resources, Labor Relations, and Equal Opportunity & Employee Development



Section 1: Finance & Government Operations

10-Year Staffing Trend



Human Resources, Labor Relations, and Equal Opportunity & Employee Development Overview

The Human Resources Department, Labor Relations, and the Department of Equal Opportunity & Employee Development in the Employee Services Agency provide a variety of services relating to the needs of the County workforce. The programs discussed here are all General Fund supported, though some receive reimbursements or revenues from non-General Fund sources to offset the cost of operations.

Office of Labor Relations

The Office of Labor Relations is responsible for the collective bargaining process between the County and 25 bargaining units represented by 17 labor organizations. These organizations represent approximately 13,500 County employees, 250 Santa Clara County Fire District employees, and 2,500 In-Home Support Services (IHSS) Public Authority employees.

Major functions of this office include:

- ◆ negotiation, administration and interpretation of labor contracts
- ◆ processing grievances, procedural guidance and advice regarding disciplinary matters and dispute resolution
- ◆ preparation and presentation of matters in hearings or binding arbitration proceedings
- ◆ coordination of employee alcohol and drug testing.

Intergovernmental Employee Relations

Intergovernmental Employee Relations provides services to 36 member public agencies under a joint powers agreement. Services include compensation information, bargaining settlements and trends, contract research and analysis, and research on arbitrators, labor legislation, and litigation. Advisory services include research and consultation on contract negotiations and administration, personnel rules, employee relations regulations, and classification issues.

The cost of this program is reimbursed through membership and service fees. The level of service is determined by the Joint Powers Agreement.

Department of Human Resources

The primary functions of the Department of Human Resources include recruitment, classification and benefits administration.

Employee Health and Benefit Services

Employee Health and Benefit Services administers the full range of benefit programs, from initial hire through retirement, for employees and their families. In addition to health, dental, life, vision, and optional insurance programs, this program also provides administration and coordination services for such programs as Deferred Compensation, the Labor/management Health Care Cost Containment Committee, and Disability Retirement.

Revenues for the Employee Health and Benefit Service are derived from charging self-insured benefit trust funds and County departments for costs incurred in the administration of County employee benefit and insurance plans.

Personnel Operations

Personnel Operations provides the services associated with recruitment and hiring of employees, including:

- ◆ Classification - maintenance of a Countywide position classification plan with clear definitions and consistent use of class levels, class series and titles, and levels of supervision.
- ◆ Recruiting and Examining - determination of the most appropriate examination process based on department input and established job specification, preparation of examination materials, facilitation of the examination process and establishment of eligible list from which qualified candidates can be hired.



- ◆ Certification - maintenance and certification of eligible lists as requested by department hiring authorities for the purpose of filling vacancies.
- ◆ Central Human Resources Operations - maintenance of all active employee history files and records (approximately 13,500), as well as separation and retiree historical data; processing and review of all transactions within departmental assignment to ensure accuracy and to avoid delays and/or overpayments/underpayments. Maintains countywide position control.
- ◆ Employee Service Center - process new hires, promotions, and transfers for all employees located in the East Wing of the County Government Center at 70 West Hedding Street.
- ◆ New Legislation - conduct analysis of new legislation to determine impact on current practices and procedures, and implement necessary actions within the Personnel system to attain compliance.

Department of Equal Opportunity & Employee Development

The Department of Equal Opportunity and Employee Development strives to provide educational experiences, programs, and interventions that promote a work environment where every employee can function effectively and grow professionally.

Equal Opportunity Division

The Equal Opportunity (EO) Division is responsible for Countywide leadership in advancing the goals of equal opportunity, affirmative action, and diversity. EO administers and implements federal and state laws and regulations and the Board of Supervisors' policies in these areas. EO works to prevent discrimination and sexual harassment in the workplace through employee training and skills development. When problems arise around discrimination, harassment, or cultural conflict issues, EO conducts investigations and uses interventions to resolve issues and conflicts. EO administers a discrimination complaint process for employees and applicants for employment, and conducts outreach to disadvantaged businesses to enhance participation in county contracting opportunities.

Employee Development Division

The Employee Development (ED) Division provides programs designed to enhance technical and interpersonal skills for employees at all levels of the organization in order for them to more effectively serve internal and external customers. Many of the programs the unit provides are based upon the expressed needs of county employees, requests by the Board of Supervisors, and labor/management agreements. Examples of current programs include: Tuition Reimbursement, retirement and financial seminars, management and supervisory skills enhancement, and work process improvement.

Census 2000 Project

The Census 2000 Project is an outreach, education, and promotion effort, developed by a Board-appointed committee and coordinated with the U.S. Bureau of the Census. The project targets those persons historically undercounted in the national decennial census. The promotion effort strives to effect as accurate a count as possible of residents of Santa Clara County. A complete count of all county residents directly affects funding available to the County to administer federal, state, and local programs, both mandatory and discretionary. The Census 2000 Project has a sunset date of June 30, 2000.

Employee Services Agency Administration, Fiscal, & Systems

The Agency Administration unit provides policy direction and administrative support to all programs under the Agency umbrella. Typical services include, but are not limited to:

- ◆ coordination for budget development and monitoring
- ◆ fiscal review and support of budgetary programs and trust funds
- ◆ information systems analysis and design
- ◆ recruitment for executive level management positions
- ◆ examination appeal, investigation, and recommendations
- ◆ legislative analysis and implementation guidance



To the extent allowable under generally accepted accounting principles, the cost of administrative services are charged to non-General Fund programs, and other programs in the Agency that have means to recover costs from non-General Fund sources.

Fiscal Year 1999 Accomplishments

- ◆ Completed the Year 2000 Compliance Project for Employee Services Agency systems.
- ◆ Negotiated contracts for 6 County bargaining units and completed the Court unification bargaining unit election process.
- ◆ Instituted reformed or new performance evaluation systems in 3 bargaining units.
- ◆ Replaced the Preferred 100 and PacificCare health plans with a more cost effective HealthNet Plan.
- ◆ Transitioned the Deferred Compensation Plan to a new vendor and implemented the Health Waiver Bonus Program, Flexible spending Accounts, and the ECO Pass Program.
- ◆ Implemented the SIGMA Applicant Tracking System and established a web page for job announcements and other HR information supporting and enhancing the recruitment process.
- ◆ Implemented the consolidation of Equal Opportunity and Countywide Training; a new organizational structure that enhances the Board of Supervisors' commitment to training goals and the effective use of training resources.
- ◆ Commenced the implementation of Board-approved recommendations of the Countywide Training Assessment Task force.
- ◆ Increased the number of employees trained in "Sexual Harassment Prevention" from 600 to 920.

Fiscal Year 2000 Planned Accomplishments

- ◆ Complete negotiations for 11 County bargaining units.
- ◆ Develop and train County management and employees on Interest Based Bargaining (IBB).
- ◆ Implement negotiated changes in labor contract provisions throughout the year.
- ◆ Continue efforts in the reduction of disciplinary appeals and grievances.
- ◆ Establish, in partnership with departments, recruitment goals and strategies to maintain optimal staffing levels.
- ◆ Establish management reports, enhance the use of technology and employ other avenues that will support the effective use of HR resources, expedite the hiring process, and improve service delivery.
- ◆ Improve benefit communication and outreach to maximize employee participation.
- ◆ Continue the implementation of the Human Resources Payroll system (HaRP) to maximize the County's technological investments.
- ◆ Build a training infrastructure for data collection, communication, resource information, and evaluation.
- ◆ Continue the support of the Complete Count Committee, efforts in community outreach, promotion, and coordination, to complete the Census 2000 Project.
- ◆ Commence comprehensive review of the agency's current systems architecture and environment for possible restructuring, re-engineering, and/or other improvements.



Human Resources, Labor Relations, and Equal Opportunity & Employee Development

County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for Human Resources, Labor Relations, and the Department of Equal Opportunity & Employee Development are intended to support the Board's priorities in the areas of fiscal integrity, accountability, and continuous quality improvement. This support is reflected in recommendations that focus on the organizational infrastructure: investment in technology, increased training and development resources, and a commitment to protect State and Federal revenue streams through a complete and accurate Census 2000 count.

Augment Countywide Training Resources

In April 1998, the Board of Supervisors directed the County Executive to prepare a Strategic Training Plan to identify an administrative support structure for Countywide training efforts, specific training programs, an implementation timeline, and a funding proposal for long-term training improvements.

The Strategic Training Plan, developed with the guidance of a Steering Committee that included representation from all major County departments, was presented to the Board's Finance & Government Operations Committee on April 16, 1999.

Recommendations here are in line with the Fiscal Year 2000 funding proposal in the Strategic Plan, and include the following:

- ◆ \$50,860 - Add 1.0 FTE Management Analyst to conduct research, analysis, and reporting of evaluation and tracking data
- ◆ \$50,140 - Add 1.0 FTE Training Specialist to support expanded course offerings
- ◆ \$9,000 - Provide one-time funds to purchase computer equipment and supplies for the new positions

- ◆ \$69,800 - Provide one-time funds to support development of a computer lab to conduct individualized computer-based training and career development.

Only 10 months of funding for the new positions is recommended, as recruitment and hiring efforts are expected to take 2 months. On an annualized basis, the positions require a total appropriation of \$121,200.

In addition to the efforts outlined above, the department has identified \$100,000, from within its base budget, to be used to cover one-time costs related to a leadership competency instrument and an individual development program, as described in the Strategic Plan.

Total Cost: \$179,800

Includes \$78,800 in one-time costs

Census 2000 Project

The following one-time resources are recommended to support the Census 2000 Project (C2K):

- ◆ \$61,034 - Add 1.0 FTE Management Analyst (unclassified)
- ◆ \$100,000 - Advertising expenses
- ◆ \$22,500 - (CBO) Community-based organization grants
- ◆ \$30,000 - Human Relations outreach efforts

Background

The Board of Supervisors established the Census 2000 Project and the Complete Count Committee in December 1998. The goal of the Census 2000 Project is to promote Census 2000 locally, and optimize the return rate of census forms, thus maximizing the direct count of county residents.



The population count for the County, derived from Census 2000, directly impacts the amount and type of funding available to the county from both the State and Federal governments.

Project Resources

Previously approved resources for the Census 2000 project include one Management Analyst and one Advanced Clerk Typist (both unclassified), as well as a small (\$30,400) appropriation for office supplies and equipment.

While these resources have been sufficient to begin the organization of local efforts, additional resources will be required in Fiscal Year 2000, to assure a successful census.

Funding for advertising and community outreach (through CBOs and Human Relations) is critical to the development and dissemination of materials that will best communicate the importance of Census 2000 to County residents. The additional staff resource is required to assist with promotional and outreach efforts.

Census Day is April 1, 2000. Some follow-up work will be necessary, but project resources should not be required after the end of the fiscal year.

Total Cost (one-time): \$213,534

Augment Human Resources/Payroll (HaRP) System Support

Additional resources are required to optimize the ongoing functionality of the Human Resources/Payroll (HaRP) System.

A total of six (6) new positions, in three departments, are recommended:

- ◆ Department of Human Resources (HR): 1.0 FTE Management Analyst
- ◆ Controller-Treasurer: 1.0 FTE Departmental Information Systems Specialist II/I and 1.0 FTE Accountant III/II/I
- ◆ Information Systems Department: 2.0 FTE Programming Analysts and 1.0 FTE Database Administrator

The cost of the new ISD positions (\$107,000), as well as one-time consulting (\$100,000) and training (\$30,000) funds, will be charged (by the Data Processing Internal Services Fund) to both Human Resources and the Controller-Treasurer Department, requiring an increased General Fund appropriation to support these charges.

Applicant Test Management System

A related recommendation proposes \$20,000 in one-time funding to implement the SIGMA Applicant Tracking Test Management System. Though not integrated with the PeopleSoft product, an applicant tracking system was part of the original scope of the HaRP project. The Test Management System (TMS) module, in conjunction with the existing Applicant Management System (AMS) module, will allow HR staff to track and manage applicant data, as well as enable on-line examination construction, and the banking of examinations and statistical data. The ability to store and retrieve this data will support HR efforts to perform analyses and to improve the quality of examination materials.

The total recommendation for the Department of Human Resources includes the following ongoing resources:

- ◆ \$50,862 - 1.0 FTE Management Analyst
- ◆ \$106,956 - Increased DP charges for ISD positions

And the following one-time resources:

- ◆ \$65,000 - Increased DP charges for consulting and training
- ◆ \$4,500 - Computer hardware/software for the new position
- ◆ \$20,000 - Implement SIGMA Applicant Tracking test management component

Fiscal Year 2000 funding for the new Management Analyst position is for 10 months only, as recruitment and hiring efforts are expected to take 2 months.

Background

HaRP is a PeopleSoft product that required significant customization to meet the County's unique personnel and payroll needs, particularly with regard to employee benefits and payroll processes that must align with



various negotiated labor agreements. Each new software release, from PeopleSoft, must be customized in order to maintain the functionality of the system.

Since HaRP came on-line in February 1998, staff in the Controller-Treasurer Department, the Employee Services Agency and the Information Systems Department have experienced an implementation and maintenance learning curve, through pay cycles, raises, year-end processes, and benefit changes. In addition to the routine correction of data errors, staff is required to implement mandated payroll changes, such as tax table updates, and respond to new initiatives such as the Health Benefit Waiver Program.

The consultant hired to assist in the development of HaRP recommended thirteen (13) ongoing staff resources. Pending some experience, which was to assist management in more carefully determining the need for new staff resources, the County devoted seven (7) existing positions to HaRP support.

It has become clear that this staffing level is not sufficient to effectively maintain the HaRP system.

Employee Services, Controller, and ISD staff are involved in last minute, crisis management of the system, literally scrambling to implement mandated changes. New product development and roll-out of functionality are not occurring.

Without the additional resources recommended here, as well as those recommended for the Controller-Treasurer and ISD, HaRP will continue to function in a crisis management mode, new product development will not be possible, and full functionality will not occur.

Total Cost: \$247,318

Includes \$89,500 in one-time expenses

Add .25 FTE Labor Relations Representative

One of the department's existing Labor Relations Representative (LRR) positions is a 3/4 position. A full-time position more accurately reflects the workload requirement. Additionally, while the less than full-time nature of the position worked well for the previous incumbent, the position is now vacant, and making the position full-time will facilitate recruitment efforts.

Total Cost: \$18,765

One-time Funds for ADA Program Compliance Study

One-time funds are recommended to fund consultant costs for an American with Disabilities Act (ADA) program compliance study.

The focus will be on programmatic concerns, as opposed to facility issues. The study will assess various programmatic issues, and provide recommendations for changes in policies or procedures to assure that there are no programmatic barriers to service.

Total One-time Cost: \$50,000

Human Resources, Labor Relations, and Equal Opportunity and Employee Development — Budget Unit 0130

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
1126	Equal Opportunity Division	\$ 730,002	\$ 802,630	\$ 812,340	\$ 790,095	\$ (12,535)	-2
1140	Labor Relations Administration	\$ 756,767	\$ 1,077,372	\$ 1,082,102	\$ 968,172	\$ (109,200)	-10
1141	Agency Administration	\$ 418,789	\$ 613,032	\$ 706,135	\$ 562,611	\$ (50,421)	-8
1142	Intergovernmental Employee Relations	\$ 338,061	\$ 348,513	\$ 348,513	\$ 345,690	\$ (2,823)	-1
1145	County Employee Benefits	\$ 1,202,671	\$ 1,072,533	\$ 1,127,258	\$ 1,400,762	\$ 328,229	31
1148	Personnel Operations	\$ 3,158,108	\$ 3,008,493	\$ 3,100,029	\$ 3,218,778	\$ 210,285	7
1162	Census 2000	\$ -	\$ -	\$ 86,229	\$ 349,676	\$ 349,676	-
1163	Countywide Training Programs	\$ -	\$ 1,096,191	\$ 1,096,191	\$ 1,180,713	\$ 84,522	8
1164	Training Administrative Support	\$ 709,497	\$ 805,803	\$ 805,803	\$ 839,760	\$ 33,957	4
Total Expenditures		\$ 7,313,895	\$ 8,824,567	\$ 9,164,600	\$ 9,656,257	\$ 831,690	9%

Human Resources, Labor Relations, and Equal Opportunity and Employee Development — Budget Unit 0130

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
1140	Labor Relations Administration	\$ 2	\$ 76,186	\$ 76,186	\$ 123,069	\$ 46,883	62
1141	Agency Administration	\$ 90	\$ -	\$ -	\$ -	\$ -	-
1142	Intergovernmental Employee Relations	\$ 257,202	\$ 258,695	\$ 258,695	\$ 250,000	\$ (8,695)	-3
1145	County Employee Benefits	\$ 972,560	\$ 813,408	\$ 813,408	\$ 959,462	\$ 146,054	18
1148	Personnel Operations	\$ 490	\$ -	\$ 78,650	\$ (440)	\$ (440)	-
1164	Training Administrative Support	\$ 4,765	\$ -	\$ -	\$ -	\$ -	-
Total Revenues		\$ 1,235,109	\$ 1,148,289	\$ 1,226,939	\$ 1,332,091	\$ 183,802	16%



Equal Opportunity Division — Cost Center 1126

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	15.5	802,630	–
Board Approved Adjustments During FY 1999	1.0	9,710	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(1,851)	–
Internal Service Funds Adjustment	–	(20,645)	–
Other Required Adjustments	–	–	–
Subtotal	15.5	\$ 789,844	\$ –
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	251	–
Subtotal	–	251	–
Total Recommendation	15.5	\$ 790,095	\$ –

Labor Relations Administration — Cost Center 1140

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	13.0	1,077,372	76,186
Board Approved Adjustments During FY 1999	–	4,730	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(36,572)	–
Internal Service Funds Adjustment	–	(22,389)	–
Other Required Adjustments	–	(74,000)	46,883
Subtotal	12.8	\$ 949,141	\$ 123,069
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	266	–
1. Add .25 FTE Labor Relations Representative	–	18,765	–
Increase on-going appropriations to fund .25 FTE Labor Relations Representative (LRR). One of the department's existing LRR positions is a 3/4 position. A full-time position more accurately reflects the workload requirement. Additionally, while the less than fulltime nature of this position worked well for the previous incumbent, the position is now vacant, and making the position fulltime will facilitate recruitment efforts.			
Subtotal	0.3	19,031	–
Total Recommendation	13.0	\$ 968,172	\$ 123,069



Agency Administration — Cost Center 1141

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	17.0	613,032	—
Board Approved Adjustments During FY 1999	—	93,103	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	46,230	—
Internal Service Funds Adjustment	—	(111,072)	—
Other Required Adjustments	—	(79,025)	—
Subtotal	17.0	\$ 562,268	\$ —
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	—	343	—
Subtotal	—	343	—
Total Recommendation	17.0	\$ 562,611	\$ —

Intergovernmental Employee Relations — Cost Center 1142

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	5.0	348,513	258,695
Board Approved Adjustments During FY 1999	3.0	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-3.0	(5,642)	—
Internal Service Funds Adjustment	—	2,598	—
Other Required Adjustments	—	—	(8,695)
Subtotal	5.0	\$ 345,469	\$ 250,000
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	—	221	—
Subtotal	—	221	—
Total Recommendation	5.0	\$ 345,690	\$ 250,000

County Employee Benefits — Cost Center 1145

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	11.5	1,072,533	813,408
Board Approved Adjustments During FY 1999	3.0	54,725	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	34,630	—
Internal Service Funds Adjustment	—	286,922	—
Other Required Adjustments	—	(48,249)	146,054



County Employee Benefits — Cost Center 1145

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Subtotal	13.5	\$ 1,400,561	\$ 959,462
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	201	–
Subtotal	–	201	–
Total Recommendation	13.5	\$ 1,400,762	\$ 959,462

Personnel Operations — Cost Center 1148

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	33.5	3,008,493	–
Board Approved Adjustments During FY 1999	2.0	91,536	78,650
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	47,365	–
Internal Service Funds Adjustment	–	(233,252)	(440)
Other Required Adjustments	–	55,350	(78,650)
Subtotal	34.5	\$ 2,969,492	\$ (440)
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	1,970	–
1. Applicant Tracking Test Management Component	–	20,000	–
Provide a one-time appropriation to implement the SIGMA Applicant Tracking Test Management System.			
2. Augment HaRP Support Resources	1.0	227,316	–
Add one Management Analyst to provide support to the Human Resources/Payroll system (HaRP). The increased funding for this position (\$50,860) represents 10 months of funding, as recruitment and hiring efforts are expected to take 2 months. A one-time appropriation of \$4,500 is also recommended to support the purchase of computer hardware and software for the new position. Additionally, increase appropriations to fund increased data processing charges from GSA/Information Systems Department. The increased DP charges (\$172,000) offset the cost of three new positions recommended for ISD, as well as consulting and training costs.			
Subtotal	1.0	249,286	–
Total Recommendation	35.5	\$ 3,218,778	\$ (440)

Census 2000 — Cost Center 1162

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	–	–	–
Board Approved Adjustments During FY 1999	2.0	86,229	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	47,419	–
Internal Service Funds Adjustment	–	14,000	–
Other Required Adjustments	–	(11,700)	–



Census 2000 — Cost Center 1162

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Subtotal	2.0	\$ 135,948	\$ -
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	-	196	-
Census 2000	-	30,000	-
1. Census 2000 Project	1.0	183,532	-
Add 1.0 FTE Management Analyst (unclassified), and funding for advertising and Community Based Organization outreach grants. \$30,000 of the Internal Service Fund Adjustments are to provide funding to the Human Relations department for community outreach efforts.			
Subtotal	1.0	213,728	-
Total Recommendation	3.0	\$ 349,676	\$ -

Countywide Training Programs — Cost Center 1163

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	8.0	1,096,191	-
Board Approved Adjustments During FY 1999	-	-	-
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-	(10,517)	-
Internal Service Funds Adjustment	-	(45,565)	-
Other Required Adjustments	-	(89,290)	-
Subtotal	8.0	\$ 950,819	\$ -
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	-	98	-
1. ADA Program Compliance Study	-	50,000	-
Provide a one-time appropriation to fund consultant costs for an American's with Disabilities Act (ADA) program compliance study. The study would focus on programmatic concerns, rather than facility issues.			
2. Augment County-wide Training Resources	2.0	179,796	-
Augment funding for County-wide Training programs in line with recommendations provided in the Training Strategic Plan:			
◆ \$50,860 - Add 1.0 FTE Management Analyst to conduct research, analysis, and reporting of evaluation and tracking data.			
◆ \$50,140 - Add 1.0 FTE Training Specialist to support expanded course offerings.			
◆ \$9,000 - Provide one-time funds to purchase computer hardware and software for the new positions.			
◆ \$69,800 - Provide one-time funds to support development of a computer lab to conduct individualized computer-based training and career development.			
Only ten months of funding for the two new positions is recommended for FY 2000 as recruitment and hiring efforts are expected to take 2 months. On an annualized basis, the positions require a total of \$121,200.			
Subtotal	2.0	229,894	-
Total Recommendation	10.0	\$ 1,180,713	\$ -



Training Administrative Support — Cost Center 1164

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	–	805,803	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	–	–
Internal Service Funds Adjustment	–	111,057	–
Other Required Adjustments	–	(77,100)	–
Subtotal	–	\$ 839,760	\$ –
Recommended Changes for FY 2000			
Total Recommendation	–	\$ 839,760	\$ –



Department of Risk Management Mission

The mission of the Employee Services Agency is to support County departments by recruiting, training, and retaining a productive, skilled and dedicated workforce, and by building relationships with departments and employee organizations based on mutual respect and trust. The Agency acts to meet the changing needs of County employees and their dependents, and to protect County employees, County assets, and to maintain a safe work environment. The Agency assists the County organization in maintaining a discrimination and harassment free work environment and providing equal opportunity in employment and contracting principles.



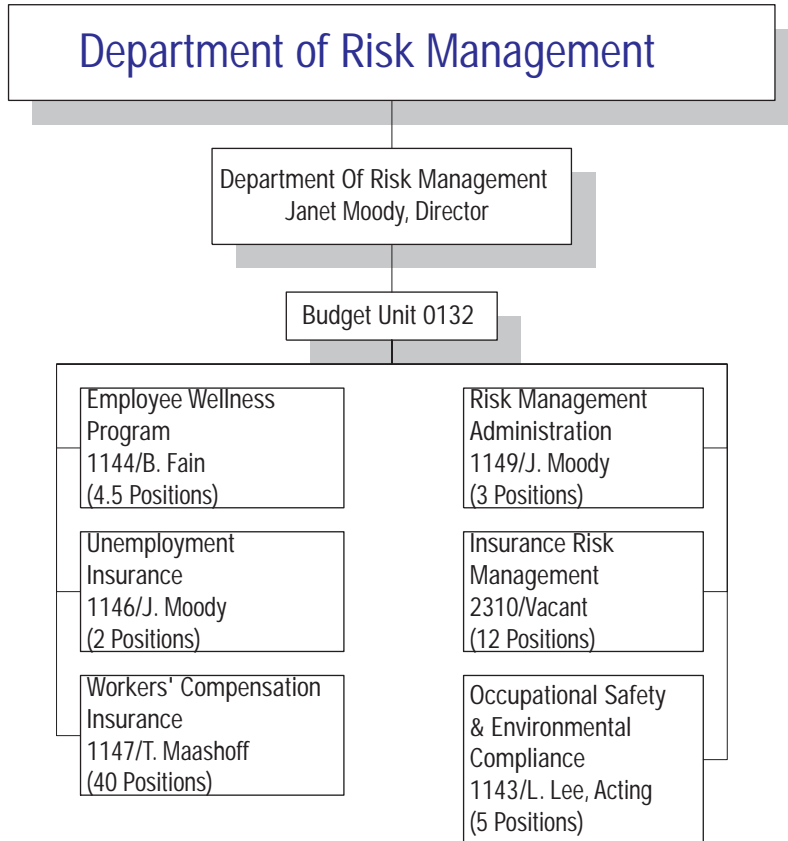
Cost: \$38,655,780

Goals

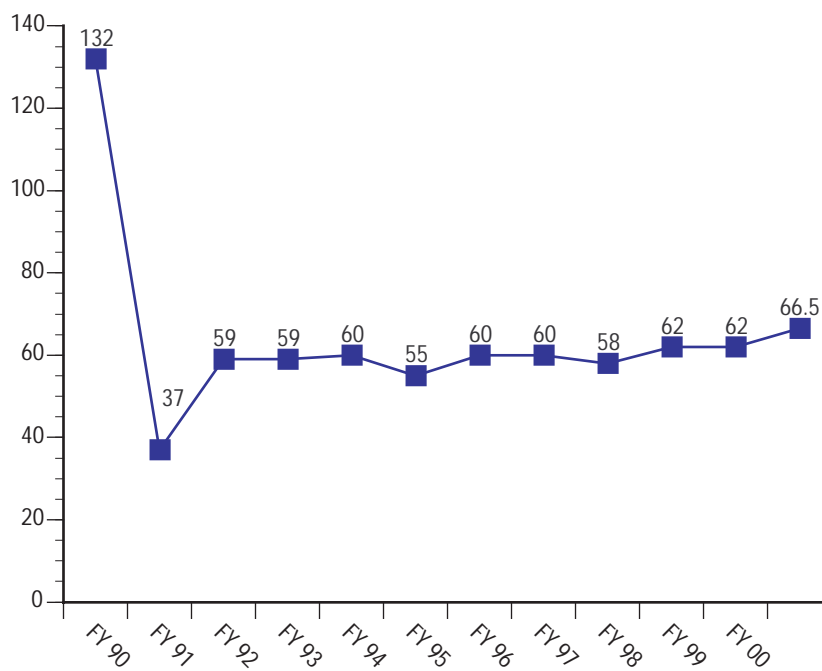
- ◆ Administer internal environmental compliance programs.
- ◆ Reduce workplace and environmental hazards.
- ◆ Protect the County's employees and assets through safety, wellness, and insurance-related activities.
- ◆ Provide benefits to injured county employees and safely return them to work.
- ◆ Control workers' compensation, insurance risk and unemployment insurance costs through preventive action, training, efficient claim management and prudent self insurance practice.



Staff: 66.5



10-Year Staffing Trend



Department of Risk Management Overview

The Risk Management Department in the Employee Services Agency provides a variety of services relating to the promotion of employee health and minimization of losses and claims on the County. The programs discussed here are primarily supported by internal services funds. However, the General Fund is impacted by these programs, because they charge departments countywide.

Employee Wellness Program

The Employee Wellness Program provides services and activities that promote the health and well-being of County employees. Wellness programs can contribute to improved health, improved morale, reduced absenteeism, reduced health insurance costs, reduced on-the-job injuries, and increased productivity.

This program is supported by the General Fund, but recoups the cost of providing services and activities by charging participating departments. The program also receives reimbursements from the Educational Assistance Program.

Office of Occupational Safety and Environmental Compliance

The Office of Occupational Safety and Environmental Compliance (OSEC), assures that all County operations are in compliance with applicable environmental health and safety laws. Program responsibilities include:

- ◆ facilitate the establishment of countywide environmental compliance and safety work practices
- ◆ assist departments in identifying cost-effective methods to achieve compliance with environmental and safety regulations
- ◆ coordinate the resolution of employee health and safety complaints, hazardous material incidents, and other environmental and safety emergencies
- ◆ provide safety and environmental compliance training

Workers' Compensation

The County meets its State mandate for workers' compensation insurance by maintaining a self-administered, self-insured workers' compensation program. The program administers claims for County and SCC Fire Department employees injured in the course of their employment. This unit oversees work related medical treatment, disability benefits, and administers the Temporary Modified Return to Work Program.

The Workers' Compensation Program relies on an annual actuarial valuation to determine the appropriate funding requirement for the program each fiscal year. The funding level must include the cost of anticipated claims, administrative expenses, and the increase/decrease in unpaid claims costs from prior years. Additionally, the funding level must be adequate to maintain a program reserve consistent with adopted funding policy.

The program allocates costs and charges departmental budgets according to the actuarial determined funding requirement. Revenue from these charges is retained in the reserve to pay for claim settlements and administrative expenses when they become due and payable.

Insurance/Claims Division

The Insurance/Claims Division is responsible for:

- ◆ preventing, eliminating, reducing, or transferring the County's risks whenever possible
- ◆ properly funding remaining risks through insurance or self-funding, except for employee benefits, unemployment insurance, and workers' compensation
- ◆ management of insurance claims against the County

Like the Workers' Compensation Program, this division relies on an annual actuarial report to determine appropriate funding levels. A separate charge is developed for each department based mainly on loss history exposure.



Unemployment Insurance Division

The Unemployment Insurance Division administers the mandated unemployment insurance program which:

- ◆ provides weekly unemployment insurance payments to qualified workers no longer employed by the County
- ◆ provides documentation and testimony for all claims against the County
- ◆ manages the Recall Program for the re-employment of current unemployment insurance recipients

The funding level for the Unemployment Insurance program is based on recent claim history, estimated program administration costs, and the requirement to maintain a reserve consistent with adopted funding policy. Actual claim amounts for the most recent four quarters were used in determining the Fiscal Year 2000 funding level.

Unemployment Insurance operates under an internal services fund that collects revenue from user departments to fund the cost of program operation. The program charges departments by applying an unemployment rate per dollar of salary paid by the department.

Risk Management Administration

The Administrative unit of the Risk Management Department provides management, fiscal review, administrative support, and policy direction to the programs described above. The unit's costs are reimbursed by its customer divisions to the extent possible.

Fiscal Year 1999 Accomplishments

- ◆ Provided crisis response, in conjunction with GSA and other County departments, to structural failures and water-related problems at County facilities and hazardous materials releases.
- ◆ Began comprehensive review of the Occupational Safety and Environmental Compliance Program.

- ◆ Attained a workers' compensation claim cost avoidance of approximately \$5.6 million through effective administration of the third party medical management administrator and the Temporary Modified Return to Work Program.
- ◆ Attained a favorable independent claims audit report giving high marks to the Workers' Compensation Claims Unit for proactive claims management, appropriate reserving practice, good communication with injured workers and proper handling of closing claims.
- ◆ Met and collaborated with department personnel in regard to improving the effectiveness of the loss prevention program.
- ◆ Established procedures covering Insurance/Claims program activities, including a Claims Procedure Manual and Risk Alert Reporting to improve program effectiveness.
- ◆ Increased the number of employees participating in Wellness Program activities by 15% and increased the number of groups served by 10%.
- ◆ Implemented the "March into May" fitness program and the Advice Nurse Project in the Social Services Agency, and provided training to the District Attorney Family Support Division on Ergonomic Safety and Cumulative Trauma Disorder Injury Prevention.
- ◆ Achieved a more effective and efficient use of resources in the administration of the Unemployment Insurance Program by streamlining reporting procedures, simplifying processes, and utilizing available technology.

Fiscal Year 2000 Planned Accomplishments

- ◆ Resume the implementation of the Workers' Compensation claims system Re-engineering Project and complete the development of web sites for OSEC and Insurance. These efforts were delayed by Year 2000 compliance activities in Fiscal Year 1999.
- ◆ Complete the comprehensive review of OSEC and implement Board-approved recommendations for program improvements.
- ◆ Develop and implement a Countywide ergonomic training program.

- ◆ Continue to explore refinements and further efficiencies to improve the administration of the County's workers' compensation claims.
- ◆ Establish a training/tracking system for Emergency Response Teams (ERT) and Defensive Driver Training programs.
- ◆ Implement the fire safety and earthquake ERT bi-annual training program.
- ◆ Complete Safety and Loss Prevention Guidelines for construction projects.
- ◆ Create an advisory committee for input and suggestions to promote Wellness Program activity participation.
- ◆ Increase the number of employees participating in Employee Wellness Program activities by 15% over the Fiscal Year 1999 level.
- ◆ Implement specific Employee Wellness Program services for three additional departments.



Department of Risk Management

County Executive's Recommendation

Advancement of Board Priorities

Fiscal Year 2000 recommendations for the Risk Management Department support the Board's priorities in the areas of fiscal integrity, accountability, and continuous quality improvement.

These priorities are most clearly reflected in proposals to support increased capacity in the Employee Wellness Program, which promotes the development of a healthy workforce, and to reduce Unemployment Insurance costs through the deletion of a vacant management position.

General Fund Recommendations

One half-time Health Education Specialist/Associate position is recommended to support increased demand for services from the Employee Wellness Program. The cost of the new position is fully offset by a reduction in funding for contract services.

The Employee Wellness Program expects to implement services for three additional departments, and achieve a 15% increase in the number of participating employees in Fiscal Year 2000. The additional staff resource recommended here is critical to the achievement of these goals.

Total Cost \$30,272

Fully offset by reduction in contract funds

Unemployment Insurance Fund Recommendations

The Unemployment Insurance (UI) Program Manager position is deleted. The position is vacant, and due to a medical leave situation, has not played a significant role in the Unemployment Insurance program over the past year.

Much of the work previously assigned to this position is now done under the scope of a contract, which was developed to assist with the management of Unemployment Insurance claims. Technological improvements, primarily achieved through the Human Resources/Payroll System have resulted in greater efficiencies in the claims management process, and less dependence on a Program Manager position.

Additionally, the Intermittent Clerical Worker Program and an improved economy have greatly reduced the workload requirements of the Recall Program, which is handled by the UI program staff. Recall placements have dropped 80% over the last year.

The deletion of this position reduces Unemployment Insurance program costs, which allows for a corresponding reduction in charges to operating departments. The reduction in charges is assumed in the calculation of each department's Fiscal Year 2000 base budget.

Total Cost: (\$79,538)

Fully offset by reduction in program revenues

Insurance Fund Recommendations

The Insurance program currently shares space with County Counsel on the 9th floor of the County Government Center. County Counsel requires additional space, and the County Executive proposes relocating the Insurance program to leased space at 1735 N. First Street in order to allow County Counsel room for expansion.

The Fiscal Year 2000 base budget includes insurance charges to operating departments that have already been adjusted to reflect the increased expenses recommended here.

Total Cost: \$154,250

Includes \$96,500 one-time expense.



Workers' Compensation Fund Recommendations

Fiscal Year 2000 recommendations for the Workers' Compensation Fund are limited to an increased intracounty expense for County Counsel services.

Total Cost: \$45,052

Department of Risk Management — Budget Unit 0132

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
1143	OSEC-Occupational Safety & Envrmtl Compliance	298,697	342,848	183,134	7,261	(335,587)	-98
1144	Employee Wellness Program	404,154	446,927	446,927	483,355	36,428	8
1146	Unemployment Insurance	856,546	1,126,293	1,126,293	990,202	(136,091)	-12
1147	Worker's Compensation Insurance	19,470,300	24,430,134	24,720,766	23,205,913	(1,224,221)	-5
1149	Risk Management Administration	43,893	53,248	57,008	3,194	(50,054)	-94
2310	Insurance Risk Management	13,132,964	14,186,471	14,365,313	13,965,855	(220,616)	-2
Total Expenditures		\$ 34,206,554	\$ 40,585,921	\$ 40,899,441	\$ 38,655,780	\$ (1,930,141)	-5%

Department of Risk Management — Budget Unit 0132

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
1143	OSEC-Occupational Safety & Envrmtl Compliance	\$ -	\$ -	\$ 200,000	\$ -	\$ -	-
1144	Employee Wellness Program	\$ 464,787	\$ 509,461	\$ 509,461	\$ 436,324	\$ (73,137)	-14
1146	Unemployment Insurance	\$ 731,586	\$ 956,093	\$ 956,093	\$ 557,669	\$ (398,424)	-42
1147	Worker's Compensation Insurance	\$ 18,345,795	\$ 21,890,260	\$ 21,890,260	\$ 22,111,500	\$ 221,240	1
2310	Insurance Risk Management	\$ 11,615,392	\$ 11,960,165	\$ 11,960,165	\$ 12,580,897	\$ 620,732	5
Total Revenues		\$ 31,157,560	\$ 35,315,979	\$ 35,515,979	\$ 35,686,390	\$ 370,411	1%



OSEC-Occupational Safety & Envrmtl Compliance — Cost Center 1143

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	5.0	342,848	–
Board Approved Adjustments During FY 1999	1.0	(159,714)	200,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(21,718)	–
Internal Service Funds Adjustment	–	97,073	–
Other Required Adjustments	–	(251,350)	(200,000)
Subtotal	5.0	\$ 7,139	\$ –
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	122	–
Subtotal	–	122	–
Total Recommendation	5.0	\$ 7,261	\$ –

Employee Wellness Program — Cost Center 1144

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	4.0	446,927	509,461
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(12,388)	–
Internal Service Funds Adjustment	–	155	–
Other Required Adjustments	–	48,565	(73,137)
Subtotal	4.0	\$ 483,259	\$ 436,324
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	98	–
1. Add Half-time Health Education Specialist	0.5	(2)	–
Add one half-time Health Education Specialist/Associate position to support increased program demand. The cost of the new position is fully offset by a reduction in funding for services and supplies. The department expects to implement specific Employee Wellness program services for three additional departments, and achieve a 15% increase in the number of participating employees in FY 2000.			
Subtotal	0.5	96	–
Total Recommendation	4.5	\$ 483,355	\$ 436,324



Unemployment Insurance — Cost Center 1146

Major Changes to the Budget

	Positions	Appropriations	Revenues
Unemployment Insurance ISF (Fund Number 0076)			
FY 1999 Approved Budget	3.0	1,126,293	956,093
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(7,747)	–
Internal Service Funds Adjustment	–	57,642	–
Other Required Adjustments	–	(106,450)	(398,424)
Subtotal	3.0	\$ 1,069,738	\$ 557,669
Recommended Changes for FY 2000			
1. Delete Program Manager Position (Vacant)	-1.0	(79,536)	–
Delete the Unemployment Insurance Program Manager position. Much of the work formerly done by the position is now accomplished through contract management of Unemployment Insurance claims. The previous incumbent retired in December 1998 after having been on medical leave for over a year.			
Subtotal	-1.0	(79,536)	–
Total Recommendation	2.0	\$ 990,202	\$ 557,669

Worker's Compensation Insurance — Cost Center 1147

Major Changes to the Budget

	Positions	Appropriations	Revenues
Worker's Compensation (Fund Number 0078)			
FY 1999 Approved Budget	40.0	24,430,134	21,890,260
Board Approved Adjustments During FY 1999	–	290,632	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(16,000)	–
Internal Service Funds Adjustment	–	61,263	–
Other Required Adjustments	–	(1,605,296)	221,240
Subtotal	40.0	\$ 23,160,733	\$ 22,111,500
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	128	–
Increased County Counsel Service to Workers Compensation Program	–	45,052	–
Subtotal	–	45,180	–
Total Recommendation	40.0	\$ 23,205,913	\$ 22,111,500



Risk Management Administration — Cost Center 1149

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	3.0	53,248	–
Board Approved Adjustments During FY 1999	–	3,760	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	2,785	–
Internal Service Funds Adjustment	–	(56,599)	–
Other Required Adjustments	–	–	–
Subtotal	3.0	\$ 3,194	\$ –
Recommended Changes for FY 2000			
Total Recommendation	3.0	\$ 3,194	\$ –

Insurance Risk Management — Cost Center 2310

Major Changes to the Budget

	Positions	Appropriations	Revenues
Insurance ISF (Fund Number 0075)			
FY 1999 Approved Budget	12.0	14,186,471	11,960,165
Board Approved Adjustments During FY 1999	–	178,842	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(30,720)	–
Internal Service Funds Adjustment	–	159,390	920,732
Other Required Adjustments	–	(676,896)	(300,000)
Subtotal	12.0	\$ 13,817,087	\$ 12,580,897
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	(5,482)	–
1. Program Relocation Expense	–	154,250	–
<p>Authorize the relocation of the Insurance Program from the 9th floor of the County Government Center to leased space at 1735 N. First Street. This move will allow County Counsel to utilize additional space on the 9th floor. Total relocation costs include a one-time appropriation of \$96,500 for moving, office configuration, and telephone costs, as well as an ongoing appropriation for rent. Total funding reflected here assumes a 7-month lease at \$57,750 for FY 2000. FY 2001 lease costs are estimated at \$99,000 for the full year.</p> <p>All expenses related to this program are charged back to County operating departments. The increased expense recommended here has already been assumed in the calculation of insurance charges for the FY 2000 base budget.</p>			
Subtotal	–	148,768	–
Total Recommendation	12.0	\$ 13,965,855	\$ 12,580,897



Controller-Treasurer Department Mission

The mission of the Controller-Treasurer Department, as steward of the public's resources, is to promote the County's financial viability by managing its accounting systems and assets with integrity.

Goals

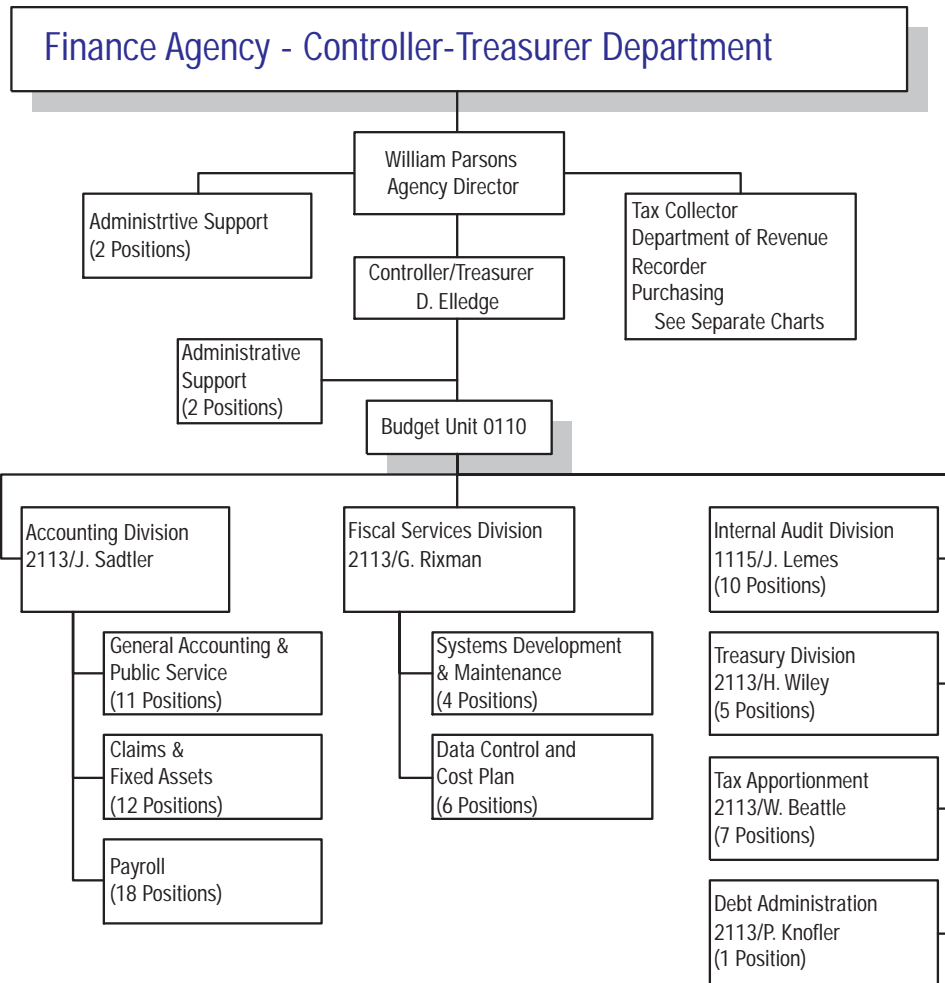
- ◆ Disburse funds in accordance with applicable laws, contracts, and County policies.
- ◆ Invest County assets in accordance with law and approved investment policies.
- ◆ Safeguard assets by developing and implementing appropriate accounting practices and ensuring compliance with those practices.
- ◆ Maintain accounts, in accordance with generally accepted accounting principles, showing financial transactions of all County departments and districts whose funds are kept in the County Treasury.
- ◆ Perform services for clients in a timely manner.



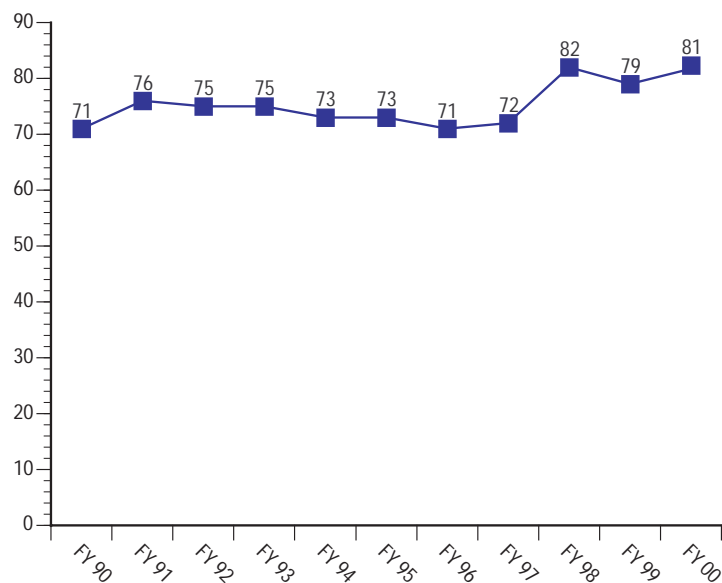
Cost: (\$14,780,996)



Staff: 81



10-Year Staffing Trend



Controller-Treasurer Department Overview

The Controller-Treasurer Department, one of five departments in the Finance Agency, fulfills the functions of Chief Accounting Officer, Internal Auditor, and Treasurer.

The department is organized into five operating divisions:

- a) **The Accounting Division** is responsible for payroll, accounts payable, and general accounting activities.
- b) **The Fiscal Services Division** is responsible for the Countywide Cost Allocation Plan, systems support for the accounting and payroll systems, and ensuring the integrity of data in the accounting system.
- c) **The Treasury Division** is responsible for the investment of idle funds and the processing of all deposits made by the County, school districts, and special purpose districts.
- d) **The Tax Apportionment Division** is responsible for the apportionment of property taxes to the County, cities, school districts, and special purpose districts.
- e) **The Internal Audit Division** is responsible for conducting audits and special investigations of County departments. A significant portion of the work performed by this division is required by the County Charter.

Administrative staff for the Finance Agency (2 positions) is also budgeted here.

Current County Debt Situation

As of July 1, 1999, the County had approximately \$538 million in outstanding principle on a combination of Certificates of Participation (COPS) and Lease Revenue bonds. The County has no outstanding general obligation bonds. The debt primarily reflects General Fund and hospital obligations.

In Fiscal Year 2000, the County will make approximately \$44 million in debt payments. The \$44 million represents 3.2% of General Fund revenues.

Fiscal Year 1999 Accomplishments

- ◆ Achieved rating upgrade from Standard & Poor's rating agency from A to A+.
- ◆ Successfully negotiated with the Public Employees' Retirement System (PERS) to allow for prepayment of annual retirement contributions at a discount, for a net benefit of \$1.3 million.
- ◆ Successfully negotiated with PERS to reduce the County's funding horizon from 13 years to 5 years, reducing annual payments to PERS by \$10 million over the next 5 years.
- ◆ Refinanced 1991 and 1992 bond issues, realizing a \$4.8 million savings (net present value).
- ◆ Reengineered procedures in the Property Tax Apportionment Division, resulting in completion of Fiscal Year 1999 "AB 8" factors four (4) months earlier than the prior fiscal year.
- ◆ Developed a risk-based Information Technology Audit Plan.
- ◆ Implemented new accounting standards for financial statement presentation of investments and investment income.
- ◆ Revised County travel policies and procedures.

Fiscal Year 2000 Planned Accomplishments

- ◆ Implement time and attendance package (KRONOS) of the Human Resources Payroll System (HaRP).
- ◆ Complete project to recompute prior years' "AB 8" factors used for property tax apportionment.
- ◆ Review allocation methodologies and revise service department reporting format for the Countywide Cost Allocation Plan.
- ◆ Complete Charter required custody audits of Probation Department, Department of Correction, County Executive, and Social Services Agency.



- ◆ Reconfigure and remodel office space on the 2nd floor of the County Government Center at 70 West Hedding Street, utilizing modular furniture for more efficient design.



Controller-Treasurer Department County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for the Controller-Treasurer Department address the Board of Supervisors priority of enhancing the County's fiscal integrity. These recommendations focus on the organizational and systems infrastructure that allow the County to function efficiently and effectively.

Internal Audit Division Staffing

It is recommended that the Internal Audit Division be authorized to fill the existing Senior Management Information Systems (MIS) Auditor position at one of the lower, related job classifications of MIS Auditor, Sr. Internal Auditor, Internal Auditor III, Internal Auditor II, or Internal Auditor I.

Internal Audit has had difficulty recruiting qualified candidates for the Sr. MIS Auditor position. Alternate staffing capability will allow the department to fill the position at a lower level, and promote to the higher, more specialized level(s) as the employee gains experience and develops expertise.

Information Technology Audit Plan

The Internal Audit Division, with the assistance of KPMG Peat Marwick, had developed a Risk Based Information Technology (IT) Audit Plan. The IT Audit Plan was developed to concentrate on those systems that have been identified as mission critical and/or data sensitive. Thirty-five (35) of the County's 250+ information systems have been identified as having a risk level sufficient to warrant a focused audit effort.

Implementation of the IT Audit Plan will require both additional staff and outside consultant help. The County Executive is supportive of the IT Audit Plan and recognizes the need for additional resources (both internal and external) to accomplish this effort. However, funding for new resources in this area is *not* recommended for Fiscal Year 2000.

At present, the clear priority for County information systems staff is the successful mitigation of Year 2000 compliance issues. Immediate implementation of the IT Audit Plan would present the risk of diverting crucial resources from Year 2000 issues.

It is recommended that implementation of the IT Audit Plan, and funding for the required internal and external resources, be delayed until Fiscal Year 2001.

Total Cost: \$0

Augment Human Resources/Payroll (HaRP) System Support

Additional resources are required to optimize the ongoing functionality of the Human Resources/Payroll (HaRP) System.

A total of six (6) new positions are recommended:

- ◆ Controller-Treasurer: 1.0 FTE Departmental Information Systems Specialist II/I and 1.0 FTE Accountant III/II/I
- ◆ Human Resources Department: 1.0 FTE Management Analyst
- ◆ Information Systems Department: 2.0 FTE Programming Analysts and 1.0 FTE Data Base Administrator

The cost of the new ISD positions (\$107,000), as well as increased consulting (\$100,000) and training (\$30,000) funds, will be charged (by the Data Processing Internal Services Fund) to both the Controller-Treasurer and the Human Resources Department, requiring an increased General Fund appropriation to support these charges.

The total recommendation for the Controller-Treasurer includes:

- ◆ \$63,250 - 1.0 FTE DISS II/I
- ◆ \$49,240 - 1.0 FTE Accountant III/II/I



- ◆ \$106,956 - Increased DP charges to fund ISD positions
- ◆ \$65,000 - Increased DP charges to fund consultant and training costs (one-time)

Fiscal Year 2000 funding for both positions is for 10 months only, as recruitment and hiring efforts are expected to take 2 months.

Background

HaRP is a PeopleSoft product that required significant customization to meet the County's unique personnel and payroll needs, particularly with regard to employee benefits and payroll processes that must align with various negotiated labor agreements. Each new software release, from PeopleSoft, must be customized in order to maintain the functionality of the system.

Since HaRP came on-line in February 1998, staff in the Controller-Treasurer Department, the Employee Services Agency and the Information Systems Department have experienced an implementation and maintenance learning curve, through pay cycles, raises, year-end processes, and benefit changes. In addition to the routine correction of data errors, staff is required to implement mandated payroll changes, such as tax table updates, and respond to new initiatives such as the Health Benefit Waiver Program.

The consultant hired to assist in the development of HaRP recommended thirteen (13) ongoing staff resources. Pending some experience, which was to assist management in more carefully determining the need for new staff resources, the County devoted seven (7) existing positions to HaRP support.

It has become clear that this staffing level is not sufficient to effectively maintain the HaRP system.

Controller, Employee Services, and ISD staff are involved in last minute, crisis management of the system, literally scrambling to implement mandated changes. New product development and roll-out of functionality are not occurring.

Without the additional resources recommended here, as well as those recommended for Employee Services and ISD, HaRP will continue to function in a crisis management mode, new product development will not be possible, and full functionality will not occur.

Total Cost: \$284,450

Includes \$65,000 in one-time expense.

Controller Treasurer — Budget Unit 0110

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
1115	County Internal Auditor	\$ 676,820	\$ 811,099	\$ 819,695	\$ 775,806	\$ (35,293)	-4
2113	Controller Treasurer	\$ (9,356,918)	\$ (14,917,156)	\$ (14,658,628)	\$ (15,556,802)	\$ (639,646)	4
2116	Human Resources/Payroll System	\$ 4,792,208	\$ (1)	\$ (1)	\$ -	\$ 1	-100
Total Expenditures		\$ (3,887,890)	\$ (14,106,058)	\$ (13,838,934)	\$ (14,780,996)	\$ (674,938)	5%



Controller Treasurer — Budget Unit 0110

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
1115	County Internal Auditor	\$ 31,315	\$ 10,000	\$ 10,000	\$ 20,000	\$ 10,000	100
2113	Controller Treasurer	\$ 163,234,854	\$ 154,537,167	\$ 163,917,167	\$ 166,771,725	\$ 12,234,558	8
2116	Human Resources/Payroll System	\$ 5,369	\$ -	\$ -	\$ -	\$ -	-
Total Revenues		\$ 163,271,538	\$ 154,547,167	\$ 163,927,167	\$ 166,791,725	\$ 12,244,558	8%

County Internal Auditor — Cost Center 1115

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	10.0	811,099	10,000
Board Approved Adjustments During FY 1999	-	8,596	-
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-	(37,794)	-
Internal Service Funds Adjustment	-	(73)	-
Other Required Adjustments	-	(6,210)	10,000
Subtotal	10.0	\$ 775,618	\$ 20,000
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	-	188	-
1. Provide Alternate Staffing Capability	-	-	-
Amend the Salary Ordinance to provide alternate staffing capability for the position of Senior Management Information Systems (MIS) Auditor. The department has had difficulty recruiting candidates for the position of Senior MIS Auditor. This action would amend the Salary Ordinance to provide that the position of Sr. MIS Auditor (B22) could be alternatively staffed at any one of the following lower levels:			
◆ Management Information Systems Auditor (B29)			
◆ Senior Internal Auditor (B31)			
◆ Internal Auditor III (B28)			
◆ Internal Auditor II (B30)			
◆ Internal Auditor I (B45)			
Alternate staffing capability will allow the department to hire at a lower level and promote to the higher, more specialized level as the employee gains experience and develops expertise.			
Subtotal	-	188	-
Total Recommendation	10.0	\$ 775,806	\$ 20,000



Controller Treasurer — Cost Center 2113

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	69.0	(14,917,156)	154,537,167
Board Approved Adjustments During FY 1999	3.0	258,528	9,380,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-3.0	(155,704)	–
Internal Service Funds Adjustment	–	(797,579)	–
Other Required Adjustments	–	(229,547)	2,854,558
Subtotal	69.0	\$ (15,841,458)	\$ 166,771,725
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	210	–
1. Augment HaRP Support Resources	2.0	284,446	–
◆ Add one Departmental Information Systems Specialist II/I			
◆ Add One Accountant III			
These positions will provide additional support to the Human Resources/Payroll system (HaRP). The increased appropriation for these positions (\$112,490) represents only ten months of funding, as recruitment and hiring efforts are anticipated to take two months.			
◆ Additionally, increase appropriations to fund increased data processing (DP) charges from GSA/Information Systems Department.			
The increased DP charges (\$172,000), offset the cost of three new positions recommended for ISD, as well as consulting and training funds.			
Subtotal	2.0	284,656	–
Total Recommendation	71.0	\$ (15,556,802)	\$ 166,771,725

Controller-County Debt Service — Budget Unit 0810

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
2111	County Debt-Tax & Rev Anticipation Notes	44,609,346	29,214,256	32,287,442	28,427,951	(786,305)	-3
	1 General Fund	23,460,893	21,186,643	21,186,643	20,372,026	(814,617)	-4
	43 Health Facilities Debt Service	1,161,733	1,223,000	1,223,000	1,245,000	22,000	2
	45 Public Facilities Corp Debt Service	6,799,912	6,804,613	6,804,613	6,810,925	6,312	–
	154 1992 Multiple Facilities COPS	12,487,282	–	2,949,055	–	–	–
	193 Technology Project Fund - COPS	699,526	–	124,131	–	–	–
2112	Lease Purchase-Lease Payment Fund	4,646,070	–	–	–	–	–
	44 Elvis Debt Service Program	954,171	–	–	–	–	–
	92 Lease Payment Fund	1,509,640	–	–	–	–	–



Controller-County Debt Service — Budget Unit 0810

Expenditures by Cost Center (Continued)

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
	93 Lease Purchase Debt Service Fund	1,510,720	-	-	-	-	-
	191 Lease Purchase Acquisition	73,061	-	-	-	-	-
	192 Elvis Program Reserve	598,478	-	-	-	-	-
2115	VMC Hospital Bonds	56,864,363	-	52,477,625	-	-	-
	480 Hospital Bond Lease Payment	6,804,125	-	-	-	-	-
	482 Hospital Bond Project Fund	50,060,238	-	52,477,625	-	-	-
	Total Expenditures	\$ 106,119,779	\$ 29,214,256	\$ 84,765,067	\$ 28,427,951	\$ (786,305)	-3%

Controller-County Debt Service — Budget Unit 0810

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
2111	County Debt-Tax & Rev Anticipation Notes	\$ 25,770,917	\$ 23,412,883	\$ 23,412,883	\$ 19,469,118	\$ (3,943,765)	-17
	1 General Fund	17,967,214	15,387,883	15,387,883	11,413,118	(3,974,765)	-26
	43 Health Facilities Debt Service	1,009,108	1,223,000	1,223,000	1,245,000	22,000	2
	45 Public Facilities Corp Debt Service	6,794,595	6,802,000	6,802,000	6,811,000	9,000	-
2112	Lease Purchase-Lease Payment Fund	\$ 4,436,834	\$ 375,482	\$ 375,482	\$ -	\$ (375,482)	-100
	44 Elvis Debt Service Program	607,985	-	-	-	-	-
	92 Lease Payment Fund	1,509,640	-	-	-	-	-
	93 Lease Purchase Debt Service Fund	1,639,461	-	-	-	-	-
	191 Lease Purchase Acquisition	73,061	-	-	-	-	-
	192 Elvis Program Reserve	606,687	375,482	375,482	-	(375,482)	-100
2115	VMC Hospital Bonds	\$ 532,532	\$ -	\$ -	\$ -	\$ -	-
	Total Revenues	\$ 30,740,283	\$ 23,788,365	\$ 23,788,365	\$ 19,469,118	\$ (4,319,247)	-18%



County Debt-Tax & Rev Anticipation Notes — Cost Center 2111

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	–	21,186,643	15,387,883
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	–	–
Internal Service Funds Adjustment	–	20,000	–
Other Required Adjustments	–	(834,617)	(3,974,765)
Subtotal	–	\$ 20,372,026	\$ 11,413,118
Recommended Changes for FY 2000			
Fund Subtotal	–	20,372,026	11,413,118
Health Facilities Debt Service (Fund Number 0043)			
FY 1999 Approved Budget	–	\$ 1,223,000	\$ 1,223,000
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	–	–
Internal Service Funds Adjustment	–	–	20,000
Other Required Adjustments	–	22,000	2,000
Subtotal	–	\$ 1,245,000	\$ 1,245,000
Recommended Changes for FY 2000			
Fund Subtotal	–	1,245,000	1,245,000
Public Facilities Corp Debt Service (Fund Number 0045)			
FY 1999 Approved Budget	–	\$ 6,804,613	\$ 6,802,000
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	–	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	6,312	9,000
Subtotal	–	\$ 6,810,925	\$ 6,811,000
Recommended Changes for FY 2000			
Fund Subtotal	–	6,810,925	6,811,000
1992 Multiple Facilities COPS (Fund Number 0154)			
FY 1999 Approved Budget	–	\$ –	\$ –
Board Approved Adjustments During FY 1999	–	2,949,055	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	–	–
Internal Service Funds Adjustment	–	(2,949,055)	–
Other Required Adjustments	–	–	–
Subtotal	–	\$ –	\$ –
Recommended Changes for FY 2000			
Fund Subtotal	–	–	–
Technology Project Fund - COPS (Fund Number 0193)			
FY 1999 Approved Budget	–	\$ –	\$ –
Board Approved Adjustments During FY 1999	–	124,131	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	–	–
Internal Service Funds Adjustment	–	(124,131)	–



County Debt-Tax & Rev Anticipation Notes — Cost Center 2111

Major Changes to the Budget (Continued)

	Positions	Appropriations		Revenues
Other Required Adjustments	–	–	–	–
Subtotal	–	\$ –	\$ –	–
Recommended Changes for FY 2000				
Fund Subtotal	–	–	–	–
Total Recommendation	–	\$ 28,427,951	\$ –	19,469,118

Lease Purchase-Lease Payment Fund — Cost Center 2112

Major Changes to the Budget

	Positions	Appropriations		Revenues
Elvis Program Reserve (Fund Number 0192)				
FY 1999 Approved Budget	–	–	–	375,482
Board Approved Adjustments During FY 1999	–	–	–	–
Cost to Maintain Current Program Services				
Salary and Benefit Adjustments	–	–	–	–
Internal Service Funds Adjustment	–	–	–	(375,482)
Other Required Adjustments	–	–	–	–
Subtotal	–	\$ –	\$ –	–
Recommended Changes for FY 2000				
Total Recommendation	–	\$ –	\$ –	–

VMC Hospital Bonds — Cost Center 2115

Major Changes to the Budget

	Positions	Appropriations		Revenues
Hospital Bond Project Fund (Fund Number 0482)				
FY 1999 Approved Budget	–	–	–	–
Board Approved Adjustments During FY 1999	–	52,477,625	–	–
Cost to Maintain Current Program Services				
Salary and Benefit Adjustments	–	–	–	–
Internal Service Funds Adjustment	–	(52,477,625)	–	–
Other Required Adjustments	–	–	–	–
Subtotal	–	\$ –	\$ –	–
Recommended Changes for FY 2000				
Total Recommendation	–	\$ –	\$ –	–



Tax Collector Mission

As mandated by law, the Tax Collector shall bill and collect all property taxes from liable parties to fund public agencies which provide services and benefits to the residents of the County of Santa Clara.

Goals

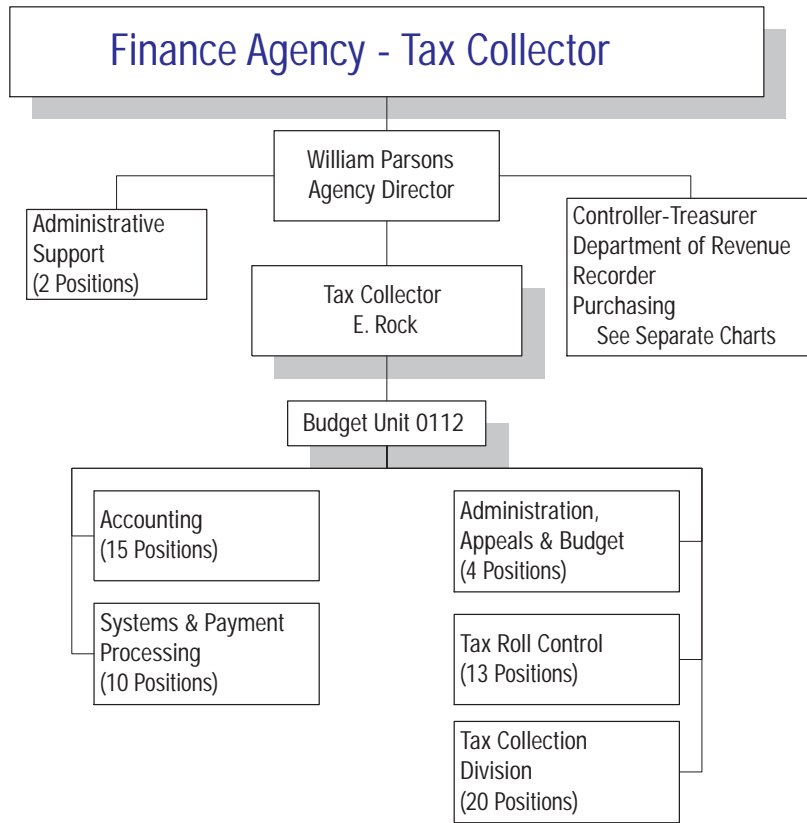
- ◆ Generate tax bills as specified in the Revenue and Taxation Code.
- ◆ Optimize collections of taxes at the least possible cost.
- ◆ Maximize interest earnings by the timely processing of collections.
- ◆ Promote understanding and mutual respect by providing prompt, accurate and courteous service.



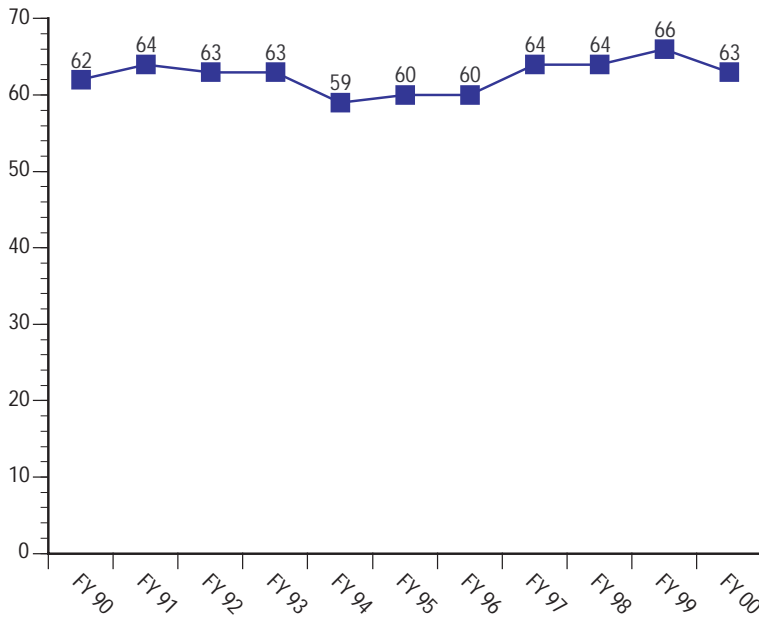
Cost: \$4,945,550



Staff: 63



10-Year Staffing Trend



Tax Collector Overview

The Tax Collector, under the authority of the State Revenue and Taxation Code, bills and collects current and delinquent taxes, administers tax-defaulted property until disposition, and processes all tax roll changes.

There are five divisions in the Tax Collector's Office:

- a) **Administration** is responsible for personnel, payroll, budget, accounts payable, penalty appeals, legislative analysis and Comprehensive Performance Management (CPM);
- b) **The Accounting Division** reconciles all monies collected; processes invalid, problem, and special payments; and prepares all refunds;
- c) **The Secured Tax Collection Division** provides tax information for secured and supplemental taxes and administers all facets of tax-defaulted properties;
- d) **The Unsecured Tax Collection Division** is responsible for the collection of current and delinquent unsecured taxes. Collectors set up payment plans, seize property and bank accounts, file liens, and initiate court action to enforce collection.
- e) **The Systems Division** maintains the department's data processing systems and processes tax payments for all property taxes via automated processing equipment.

Property Tax Process

The Tax Collector shares responsibility for the accurate and timely administration of the property tax process with both the Assessor and the Controller-Treasurer.

- ◆ The Assessor inventories and places a value on all taxable real and personal property in the County, creating the assessment rolls.
- ◆ The Controller-Treasurer Department determines the annual tax rates and applies the rates to the assessment rolls that have been prepared by the Assessor.

- ◆ The Tax Collector receives the extended roll from the Controller-Treasurer Department, prints the property tax bills, and mails them to the names and addresses on the roll. All remittances are received by the Tax Collector and payments are posted to the individual tax bills.
- ◆ The Controller-Treasurer then apportions property tax collections to all taxing entities, i.e. cities, schools, and special districts.

Technology Enhancements

A Local Area Network (LAN) was installed in the Tax Collector's Office in Fiscal Year 1998. The network permits employees to access tax information directly, allowing the office to respond to public inquiries more quickly than the prior process of retrieving data stored on microfiche. The network also provides employees with access to CLARAnet, which has improved inter-office communication through the use of e-mail.

The LAN was a first step in building the appropriate technological base for a new property tax system to replace the current 30 year-old legacy system. The department issued a Request for Proposals (RFP) for a new tax system in February, 1998. Three bidders submitted proposals, but none had a client server-based system that was Year 2000 compliant and complied with the California Revenue and Taxation Code. Since submitting their proposals, two bidders now claim to be Year 2000 compliant, and have systems operating in other California counties. The department is planning on-site visits to observe these systems, and projects completing of the vendor selection process in Fiscal Year 2000.

In prior fiscal years, the Board of Supervisors has allocated a total of \$1.5 million for the new property tax system (\$1 million in Fiscal Year 1998 and \$500,000 in Fiscal Year 1999). Additionally, in Fiscal Year 1998, the Assessor identified AB 818 funds of \$400,000 to be used for the new system and \$550,000 to be used for system interfaces. In Fiscal Year 1999 the Assessor identified an additional \$100,000 of AB 818 monies for system interfaces. In Fiscal Year 2000, an additional \$600,000 of AB



719 funds are expected to be available for system implementation costs, bringing total funding for the new system to \$3,150,000.

The County Executive's Recommendation is to maintain the current level budget for Fiscal Year 2000.

- ◆ Issued a Request for Proposals (RFP) to replace remittance processing equipment that is not Year 2000 compliant
- ◆ Installed a new security system, including video monitors and distress alarms

Fiscal Year 1999 Accomplishments

- ◆ Maintained the lowest secured delinquency rate (1.1%) in the State, an important factor in maximizing property tax revenues
- ◆ Consolidated Tax Collector personnel on the 6th floor of the County Government Center at 70 West Hedding Street, installed modular furniture and supplied 20 staff with new computers
- ◆ Installed an Interactive Voice Response system

Fiscal Year 2000 Planned Accomplishments

- ◆ Complete selection of a vendor to install a new property tax system
- ◆ Install a new telephone system
- ◆ Replace remittance processing equipment to insure Year 2000 compliance
- ◆ Complete system testing of the Tax Collection system for Year 2000 compliance
- ◆ Select a consultant and complete Year 2000 programming of 4th Period Adjustment system

Tax Collector — Budget Unit 0112

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
2212	Tax Collector	4,587,605	5,489,578	7,019,371	4,945,550	(544,028)	-10
2213	Tax Collector-AB 818	570,907	229,348	692,739	—	(229,348)	-100
Total Expenditures		\$ 5,158,512	\$ 5,718,926	\$ 7,712,110	\$ 4,945,550	\$ (773,376)	-14%

Tax Collector — Budget Unit 0112

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
2212	Tax Collector	\$ 212,734,119	\$ 221,065,675	\$ 221,065,675	\$ 226,823,896	\$ 5,758,221	3
2213	Tax Collector-AB 818	\$ 132	\$ —	\$ —	\$ —	\$ —	—
Total Revenues		\$ 212,734,251	\$ 221,065,675	\$ 221,065,675	\$ 226,823,896	\$ 5,758,221	3%



Tax Collector — Cost Center 2212

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	62.0	5,489,578	221,065,675
Board Approved Adjustments During FY 1999	–	1,529,793	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	(29,099)	–
Internal Service Funds Adjustment	–	(19,975)	–
Other Required Adjustments	–	(2,025,000)	5,758,221
Subtotal	63.0	\$ 4,945,297	\$ 226,823,896
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	253	–
Subtotal	–	253	–
Total Recommendation	63.0	\$ 4,945,550	\$ 226,823,896

Tax Collector-AB 818 — Cost Center 2213

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	4.0	229,348	–
Board Approved Adjustments During FY 1999	–	463,391	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-4.0	(207,650)	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	(485,089)	–
Subtotal	–	\$ –	\$ –
Recommended Changes for FY 2000			
Total Recommendation	–	\$ –	\$ –



County Recorder Mission

To preserve and provide for the public a true and reliable, readily accessible, permanent account of real property and other official records and vital human events, both historic and current, and to do so with commitment, courtesy and excellence.

Goals

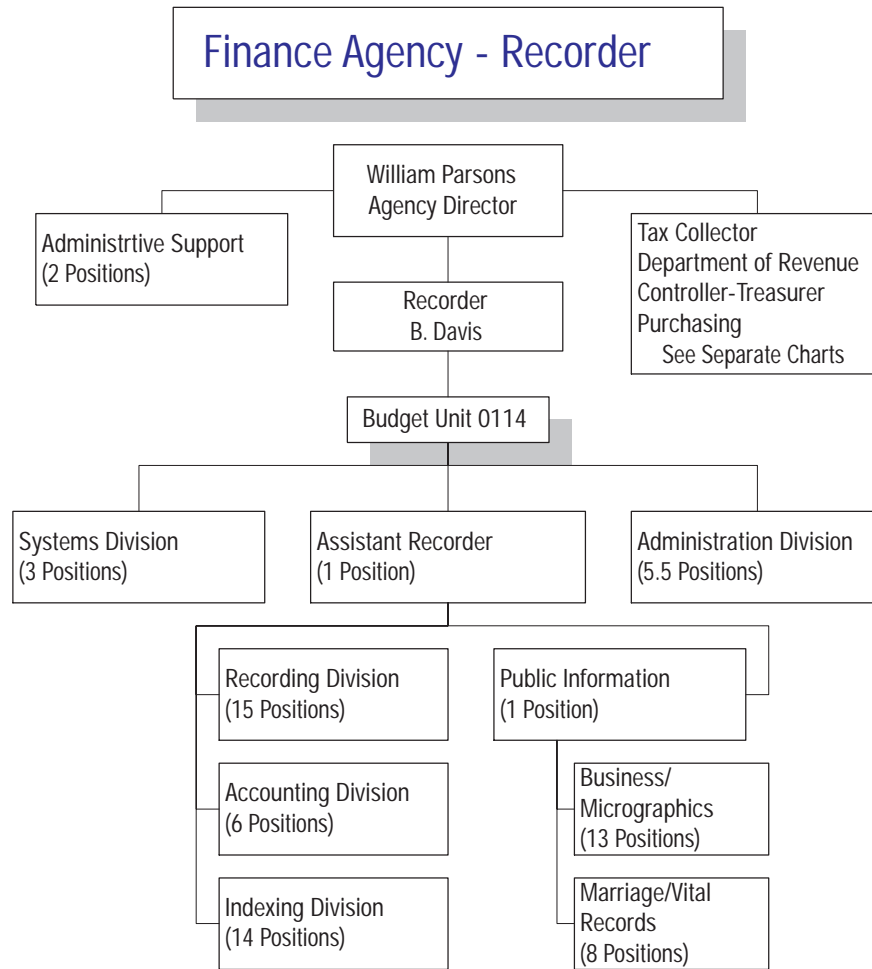
- ◆ Maximize accessibility and speed through the integration of imaging technology into the Recorder's Office services.
- ◆ Maximize timeliness and responsiveness in providing customer services relating to recording documents, providing copies of certificates and documents, and making recorded data and documents available for viewing.



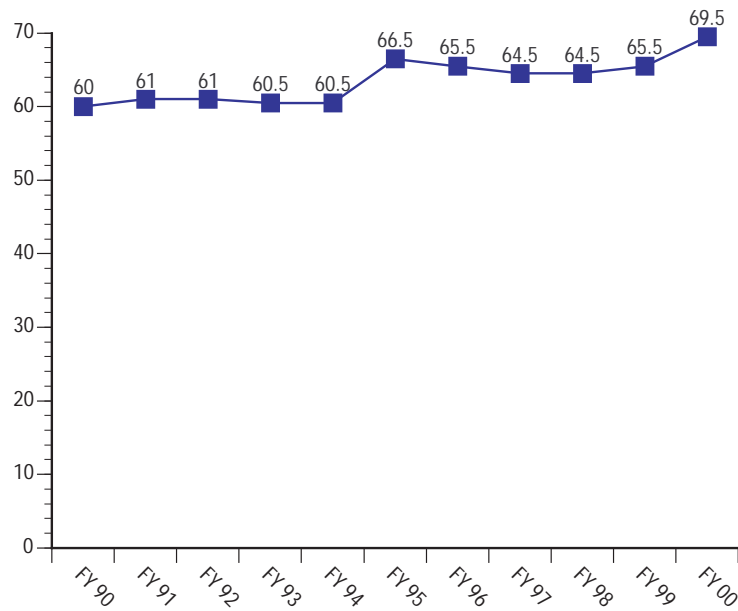
Cost: \$6,845,460



Staff: 69.5



10-Year Staffing Trend



County Recorder Overview

The Recorder's Office records or files authorized documents and maps, registers all births, deaths, and marriages occurring within Santa Clara County, and collects transfer taxes and other fees. Once recorded or filed, documents are made available for examination by the public and copies or abstracts are issued upon request. The Recorder's Office also processes passport applications.

The Recorder's Office keeps on record over 15 million documents. More than 2,000 documents are added to this collection every day.

The Recorder's Office is organized into seven divisions:

- a) **Administration** provides policy development and direction, participation in statewide Recorder efforts, budget and financial management, and management, support, and coordination of all other administrative tasks.
- b) **The Systems Division** operates and maintain all computer systems for the Recorder's Office. The main system is an AS/400 minicomputer.
- c) **The Accounting Division** is responsible for cashing, statements and delinquent notices, distribution of revenues, revenue estimates, and cost projections.
- d) **The Recording Division** examines maps and documents for legal requirements, determines recording fees, and inputs recorded document information.
- e) **The Indexing Division** creates a daily index of recorded documents by extracting data from scanned documents and completing data entry to the computer system. Data input must be verified and cross-checked, and the original document returned to the customer.
- f) **The Micrographics Division** commits document images to a permanent medium. This division also maintains a microfiche and film library.
- g) **The Public Information Division** receives birth and death certificates from the Health and Hospital System and assures that each is scanned and

indexed into the computer system. This division also records marriages. Staff in the Public Information Division assist customers in research, issue plain and certified copies of records, processes passport applications, and processes all mail, telephone, and fax requests for record copies.

Recorder's Special Funds

In the 1980's, recognizing that Recorder's Offices statewide were in danger of failing to meet their legal mandates due to increasing demands for information, inferior technology, and aging equipment, the State Legislature increased recording fees to provide a dedicated funding source for the modernization and enhancement of recording systems.

Three separate funds were established:

- ◆ The Recorder's Document Storage Fund was established in 1980 to defray the cost of converting the County Recorder's document storage system to micrographics.
- ◆ The Recorder's Modernization Fund was established in 1985 to support maintain, improve, and provide for modernized creation, retention, and retrieval of information in each county's system of recorded documents.
- ◆ The Vital Records Improvement Fund was established in 1989 to defray the administrative cost of collecting vital record fees, as well as modernization of vital records operations.

In Santa Clara County, these special funds have been used for numerous modernization efforts, including a computerized document retrieval system, office equipment, and a state-of-the-art optical disk Imaging System.

Additionally, these special funds have been used to support all staffing and operation increases above the base level of Recorder's Office expenditures in 1985 (adjusted for inflation).



Consolidation of County Recorder and County Clerk

The County Clerk accepts and verifies documents for registration and filing and maintains the documents as public record. The Clerk's Office is responsible for the issuance of all marriage licenses in Santa Clara County. The Clerk is designated as the Commissioner of Civil Marriages.

In May 1998, the Board of Supervisors adopted a resolution stating its intention to consolidate the offices of County Clerk and County Recorder. The actual consolidation is anticipated subsequent to the publishing of this document, but prior to the beginning of Fiscal Year 2000. No net fiscal impact is anticipated with regard to the planned consolidation. At present, the County Clerk function is performed by the Superior Court Executive Officer. The County General fund reimburses the Superior Court for the cost of this function, since it does not meet the definition of court operations. Total annual costs for the Clerk function are approximately \$426,000 (\$335,000 for salaries and benefits, and \$91,000 for services and supplies). The appropriation for this expense is currently part of the base budget for Criminal Justice System-wide Costs (BU 217). Upon Board of Supervisor approval of the consolidation, the appropriation in Budget Unit 217 will be eliminated and a concomitant amount appropriated in the newly formed Office of the County Clerk/Recorder.

The County Clerk function is organized into two primary functions:

- a) The Marriage License Bureau issues marriage licenses, maintains all records of confidential marriages, approves Notary Publics to issue confidential licenses, and conducts civil marriages.
- b) The Business Division performs all other non-court related services delegated by law to the County clerk. This division registers Fictitious Business Names, as well as Notary Publics. Other responsibilities include filing and maintenance of public records, such as Public Official Bonds, rosters of public agencies, Environmental Impact Reports, and the registration of professional agents, including process servers, professional photocopiers, and surety insurers.

The integration of the County Clerk function into the present Recorder's Office will primarily affect the Micrographics and Public Information divisions. The current Micrographics Division will be redefined as the Business Division, adding the County Clerk Business Division function to the micrographics function. The Public Information Division will integrate the County Clerk Marriage License Bureau functions with the existing Recorder vital records duties.

Fiscal Year 1999 Accomplishments

- ◆ Met or exceeded most performance measures despite an increased workload due to high recording volume precipitated by an improved economy.
- ◆ Upgraded the Recorder's Imaging System capacity to expedite response time for search and retrieval of information. A monthly map statistical report was added to the system, and the office now provides title companies with electronic images of daily recordings.
- ◆ The Recorder helped draft State Bill 1759 and State Bill 2154 which provide protection for public officials against the filing of harassment liens by militia groups.
- ◆ Participated in two statewide task forces regarding Vital Record Fraud and Electronic Recording.
- ◆ Worked cooperatively with the Superior Court Executive Officer to plan the consolidation of the offices of the County Clerk and County Recorder.

Fiscal Year 2000 Planned Accomplishments

- ◆ Assume the responsibilities of the County Clerk.
- ◆ Expand the Department's current web site to include a grantor/grantee index.
- ◆ Work with the Recorders' Related Industries Task Force to complete a feasibility study and enact enabling legislation to implement electronic recording.
- ◆ Automate the County Clerk functions.
- ◆ Continue work on the County Archive Committee for a permanent archival facility at the County Fairgrounds.



County Recorder

County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for the Recorder's Office are focused on the Board of Supervisors priority of improving the quality of County services by investing in technology.

Staff is presently conducting an analysis of the resources in the Micrographics Fund to determine which monies are attributable to the County Clerk and which are due to the Court. An alternative funding proposal for this item may be presented at Budget Hearings.

Total (one-time) Cost: \$168,200

General Fund Recommendations

Increase Staff to Meet Customer Demand

Two unclassified positions, one Micrographics Technician and one Advanced Clerk Typist, are recommended to accommodate an increased workload in official document recording, certified copies, and passport applications. If these new positions are not authorized, the department will continue to utilize a high level of overtime and temporary help to meet customer demand. The cost of both positions is fully offset by an operating transfer from the Recorder's Modernization Fund.

Additionally, a one-time appropriation for 520 hours of temporary help is recommended to support the process of restoring historical vital and official record books. This appropriation is also fully offset by an operating transfer from the Recorder's Modernization Fund.

Total Cost: \$73,320

Fully offset by transfer from Fund 0026

Automate County Clerk Functions

The consolidation of the offices of County Clerk and County Recorder is anticipated in the last quarter of the current fiscal year (Fiscal Year 1999). Effective integration of the County Clerk functions into the existing Recorder's Office will require some technology enhancements.

The Recorder's special funds cannot be used to support the County Clerk function. However, current legislation provides that a portion of the fees collected by the County Clerk be set aside in a Micrographics Fund for the purpose of supporting automation activity. The Micrographics Fund also receives monies from certain Court-related fees.

Vital Records Improvement Fund

Increased appropriations are recommended to provide data lines for the Recorder's satellite offices, and to replace scanning equipment.

VRI Fund Impact: \$42,400

Recorder's Modernization Fund

Increased ongoing appropriations are recommended primarily to offset the cost of positions recommended in the General Fund (above). Recommendations for one-time appropriations cover a variety of systems and equipment related needs.

Ongoing Expenses

- ◆ \$31,754 - Increase operating transfer to the General Fund for Micrographics Technician
- ◆ \$35,666 - Increase operating transfer to the General Fund for Advanced Clerk Typist
- ◆ \$18,000 - Software Subscription
- ◆ \$1,800 - New leased copier

One-Time Expenses

- ◆ \$5,900 - Increase operating transfer to the General Fund for temporary help
- ◆ \$40,000 - Replacement of Telecommunications System
- ◆ \$80,000 - Expand Security Camera System
- ◆ \$88,000 - New Computers and Workstations



- ◆ \$94,000 - Office Internet Integration Project
- ◆ \$10,000 - Forms Conversion
- ◆ \$55,000 - Increased Data Storage Capacity
- ◆ \$47,900 - Various Equipment and Supplies
- ◆ \$40,000 - Additional Moving Expenses

Recorders Document Storage Fund

One-time appropriations are recommended to purchase a new workstation and microfilm viewers for the Micrographics unit, and to support a contract with an outside vendor to scan and film bound map books.

RDS Fund Impact: \$45,000

RM Fund Impact: \$548,020

County Recorder — Budget Unit 0114

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
5655	County Recorder	5,346,016	6,431,885	6,681,517	6,845,460	413,575	6
	1 General Fund	3,423,523	3,701,947	3,852,882	3,950,311	248,364	7
	24 Vital Records Improvement Fund	67,827	40,172	40,172	82,572	42,400	106
	26 Recorders Modernization Fund	1,502,724	2,103,766	2,202,463	2,185,691	81,925	4
	27 Recorders Document Storage Fund	351,942	586,000	586,000	626,886	40,886	7
	Total Expenditures	\$ 5,346,016	\$ 6,431,885	\$ 6,681,517	\$ 6,845,460	\$ 413,575	6%

County Recorder — Budget Unit 0114

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
5655	County Recorder	\$ 23,174,296	\$ 20,787,318	\$ 20,984,712	\$ 24,111,077	\$ 3,323,759	16
	1 General Fund	20,564,883	18,709,718	18,808,415	21,842,671	3,132,953	17
	24 Vital Records Improvement Fund	69,296	59,000	59,000	60,000	1,000	2
	26 Recorders Modernization Fund	2,036,290	1,598,600	1,697,297	1,758,406	159,806	10
	27 Recorders Document Storage Fund	503,827	420,000	420,000	450,000	30,000	7
	Total Revenues	\$ 23,174,296	\$ 20,787,318	\$ 20,984,712	\$ 24,111,077	\$ 3,323,759	16%



County Recorder — Cost Center 5655

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	65.5	3,701,947	18,709,718
Board Approved Adjustments During FY 1999	2.0	150,935	98,697
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(103,736)	–
Internal Service Funds Adjustment	–	7,867	(107,562)
Other Required Adjustments	–	(50,000)	3,068,500
Subtotal	67.5	\$ 3,707,013	\$ 21,769,353
Recommended Changes for FY 2000			
Internal Service Fund Adjustments			
Operating Transfer for Temporary Help	–	1,782	–
Operating Transfer for Micrographics Technician (U)	–	–	5,900
Operating Transfer for Advanced Clerk Typist (U)	–	–	31,752
Operating Transfer for Advanced Clerk Typist (U)	–	–	35,666
1. Add 1.0 FTE Advanced Clerk Typist (U)	1.0	35,664	–
<p>Add one Advanced Clerk Typist position (unclassified) to accommodate an increased demand for certified copies and passport applications. In order to assure that customer requests are fulfilled in a timely manner, the department is currently utilizing a high level of overtime. The position would be authorized for 18 months, allowing the department to evaluate ongoing workload demands. If activity remains at the current high level, the department would request Board approval of a permanent classified position prior to the termination date (12/31/2000). The cost of the position is fully offset by an operating transfer from the Recorder's Modernization Fund (0026) shown on the Intra-county line above.</p>			
2. Add 1.0 FTE Micrographics Technician (U)	1.0	31,752	–
<p>Add one Micrographics Technician position (unclassified) to accommodate an increase in official document recordings. In order to assure that all documents are scanned into the optical disk computer system by the end of each workday, the department is currently utilizing a high level of overtime. The position would be authorized for 18 months, allowing the department to evaluate ongoing workload demands. If activity remains at the current high level, the department would request Board approval of a permanent classified position prior to the termination date (12/31/2000). The cost of the position is fully offset by an operating transfer from the Recorder's Modernization Fund (0026) shown on the Intra-county line above.</p>			
3. One-time Augmentation for Temporary Help	–	5,900	–
<p>Provide a one-time appropriation to fund temporary help (Micrographics Technician/520 hours). The department is in the process of restoring historical vital and official record books. Part of this restoration process involves microfilming these books for archival purposes and for use by staff and public. By making the information available on film, the restored books are saved from wear and tear. The filming is done by an outside vendor on contract, and then edited by Recorder's Office staff. After edit and re-filming, an additional edit process may be necessary. Because of the increase in daily recordings, the current Micrographics staff has been unable to accomplish this film editing for the latest two groups of book restorations. The temporary help resource recommended here would be used solely for the purpose of editing the restored book film. The cost is fully offset by an operating transfer from the Recorder's Modernization Fund (0026) shown on the Intra-county line above.</p>			
4. Automate County Clerk Functions	–	168,200	–
<p>The consolidation of the offices of County Clerk and County Recorder is anticipated in the last quarter of Fiscal Year 1999. Use of current, state-of-the-art hardware and software will facilitate the integration of these new functions into the existing system. Anticipated expenses include \$48,200 for hardware, including image stations, cash terminals, laser printers and 3 public terminals, and \$120,000 for software, primarily related to Fictitious Business Names (FBN) services and marriage licensing services.</p> <p>The Recorder's special funds cannot be used to support the County Clerk function. However, current legislation provides that a portion of the fees collected by the County Clerk be set aside in a Micrographics Fund for the purpose of supporting automation activity. Staff is presently analyzing the availability of resources from the Micrographics Fund and may present an alternative funding proposal, for all or part of this expense, at Budget Hearings.</p>			
Subtotal	2.0	243,298	73,318
Fund Subtotal	69.5	3,950,311	21,842,671
Vital Records Improvement Fund (Fund Number 0024)			



County Recorder — Cost Center 5655

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
FY 1999 Approved Budget	—	40,172	59,000
Board Approved Adjustments During FY 1999	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Funds Adjustment	—	—	—
Other Required Adjustments	—	—	1,000
Subtotal	—	\$ 40,172	\$ 60,000
Recommended Changes for FY 2000			
1. Replacement of Scanner	—	6,000	—
Provide a one-time appropriation to fund the replacement of a flatbed scanner with a desktop scanner with sheet feed capability. The replacement is needed to expedite current scanning activity, and to support additional scanning needs anticipated with the consolidation of the County Clerk and Recorder functions.			
2. Install Data Lines for Satellite Offices	—	36,400	—
Increase appropriations to support the installation of three high capacity (T1) lines from 70 West Hedding to each of three satellite offices in Campbell, Los Altos, and Morgan Hill. These telephone lines, used in conjunction with communication equipment and the department's mini-computer, will bring online image capability to the satellite offices. Installation charges and communications equipment will require a one-time appropriation of \$23,800. Leasing the lines will be an on-going cost of \$12,600.			
Subtotal	—	42,400	—
Fund Subtotal	—	82,572	60,000
Recorders Modernization Fund (Fund Number 0026)			
FY 1999 Approved Budget	—	2,103,766	1,598,600
Board Approved Adjustments During FY 1999	—	98,697	98,697
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Funds Adjustment	—	(357,607)	—
Other Required Adjustments	—	(207,200)	61,109
Subtotal	—	\$ 1,637,656	\$ 1,758,406
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	—	17	—
Operating Transfer for Temporary Help	—	5,900	—
Operating Transfer for Micrographics Technician (U)	—	31,752	—
Operating Transfer for Advanced Clerk Typist (U)	—	35,666	—
1. Software Subscription	—	18,000	—
Increase ongoing appropriations to purchase an IBM Software Subscription. This program changes the way customers pay for new versions and releases of the AS/400 system software. Instead of paying for new versions and releases when they are ordered, customers pay a periodic fee and receive all new versions and releases at no additional charge. Beginning with Version 4, this subscription process is the only means of obtaining future versions and release updates without purchasing new licenses. The products covered under this subscription do not have date dependencies and are therefore Year 2000 compliant.			
2. Office Internet Integration Project	—	94,000	—



County Recorder — Cost Center 5655

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
<p>Provide a one-time appropriation to support the Office Internet Integration Project. The department is currently running a fully integrated Recording/Cashiering/Indexing and Imaging application, which includes the Public Access Retrieval Information System (PARIS). The Office Internet Integration Project will provide the public with Internet access to the document database and, in later phases, to the document images and order requests.</p> <ul style="list-style-type: none"> ◆ Phase 1: Allows review of official, death, and marriage document information. ◆ Phase 1A: Adds birth certificate information to the application. ◆ Phase 2: Provides the ability to view the document images. ◆ Phase 3: Provides the ability to order and pay for copies from the Internet. <p>Phase 1 is currently underway. The appropriation recommended here will support Phases 1A and 2. The integration project includes the development of a variety of security measures to assure that the records being viewed cannot be altered.</p>			
3. Augmentation for Increased Storage Capacity	-	55,000	-
<p>Provide a one-time appropriation to purchase an IBM 3995 "Jukebox" to accommodate the current and projected volume of storage activity. In fiscal year 1998, an optical jukebox was replaced with a newer model that uses five-inch platters, the industry standard. Due to increased recording volume and usage (the current rate is 50,000 documents a month), the projected date for filling the current jukebox is June 2000. The purchase of the new model recommended here is anticipated to enable storage capacity for four to five more years.</p>			
4. Purchase Microfilm Viewers	-	25,500	-
<p>Provide a one-time appropriation for three (3) Microfilm viewers. All three viewers would be placed in the public search area; two as replacements for antiquated equipment, and one to increase the availability of viewers for the public.</p>			
5. New Computers and Workstations	-	88,000	-
<p>Provide a one-time appropriation to replace twelve (12) personal computers and purchase eight (8) new workstations. The computers will replace the oldest of the department's existing PCs, which do not have operating systems capable of supporting the software upgrades necessary to provide effective services. The new workstations are required to complete the recent reconfiguration of workspace on the first floor of the County Government Center at 70 West Hedding Street.</p>			
6. Copier for Recording and Marriage Licenses	-	1,800	-
<p>Provide an on-going appropriation for a new leased copier, including maintenance service. The present copier in the Marriage License unit is a very old, tabletop model. The replacement copier will be used to support both existing Recorder activity and new functions related to the County Clerk. (Consolidation of the two offices is anticipated in the final quarter of FY 1999). Therefore, the cost of the new copier will be funded from both the Recorder's Modernization Fund, for the Recorder portion, and the General Fund, for the County Clerk portion. No new General Fund appropriation is recommended; the department will absorb the increased cost from within existing appropriations. However, increased spending authority is required in the Recorder's Modernization Fund.</p>			
7. Replacement of Telecommunications System	-	40,000	-
<p>Provide a one-time appropriation to fund the replacement of the current phone/voice mail system. The current system is not Year 2000 compliant. The compliance issue is particularly critical for the department's 24-hour Vital Check lines, from which copies of vital documents (birth, death, and marriage certificates) can be ordered. This voice mail system, which allows the use of credit cards for purchase of document copies, generated approximately \$70,000 in revenue in fiscal year 1998 and is projected to generate a slightly higher amount for fiscal year 1999.</p>			
8. Expand Security Camera System	-	80,000	-
<p>Provide a one-time appropriation to expand and upgrade the camera surveillance system. Since funding was initially approved for expansion of the security system in fiscal year 1999, it has been determined that a more enhanced digital system is the most effective option for security coverage. Additionally, funds are required to assure adequate cooling facilities for the equipment and coverage needs have expanded with the reconfiguration of the Recorder's 1st floor space at the County Government Center. In recent years, the County has placed greater emphasis on security measures as a precaution against theft, vandalism and disruptive behavior. A surveillance system provides an effective means to monitor activities and investigate incidents. Additionally, employees would be reassured by serious attention to workplace safety issues, increasing their sense of security.</p>			
9. Additional Moving Expenses	-	40,000	-



County Recorder — Cost Center 5655

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Provide a one-time appropriation to support additional expenses related to the remodel of the first floor and a portion of the second floor at 70 West Hedding Street. Although the majority of the planned remodeling and relocation items are completed, additional key elements are necessary for a successful transition into the new office space. The recommended appropriation will support a master control for terminal shut-off in the public area at closing time, signage, office supplies for new workstations, and equipment for cashier stations.			
10. Expense for Forms Conversion	–	10,000	–
Provide a one-time appropriation to convert all forms, letterheads, stamps, reports, signs, supplies, and all other items with the name "County Recorder" to "County Clerk/Recorder", as these items are depleted or in need of replacement. Consolidation of the offices of the County Clerk and County Recorder is anticipated in the last quarter of the current fiscal year (Fiscal Year 1999).			
11. Equipment Replacement Augmentation	–	22,400	–
One-time funds are recommended for the following pieces of new equipment:			
a. \$3,500 - Automatic embosser - Essential to stay current and assist in fraud prevention			
b. \$1,800 - Microfiche viewers - Two viewers replace worn equipment; the third is new for Vital Records			
c. \$2,500 - New replacement fax machine for Public Information			
d. \$1,400 - Two typewriters for a variety of traditional transactions, including form letters, marriage recordations, envelopes, and passport transmittals			
e. \$13,200 - Purchase 102,000 sheets of both long and short banknote paper for the Vital Records Division.			
	Subtotal	–	548,035
	Fund Subtotal	–	2,185,691
			1,758,406
Recorders Document Storage Fund (Fund Number 0027)			
FY 1999 Approved Budget	–	586,000	420,000
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	–	–
Internal Service Funds Adjustment	–	(4,114)	–
Other Required Adjustments	–	–	30,000
	Subtotal	–	\$ 581,886
			\$ 450,000
Recommended Changes for FY 2000			
1. Purchase Workstation and Microfilm Viewers	–	9,000	–
Provide a one-time appropriation to purchase a new workstation and two microfilm viewers for the Micrographics unit. Although the Micrographics unit has four validation stations, one is not usable because it does not have a computer workstation. Due to the high volume of recordings, it is often desirable to assign four employees to validate simultaneously. After documents are filmed, it is necessary to edit the film, image by image, to assure completeness and legibility. The microfilm viewers that are currently used are not designed for the slow advance necessary to edit the film. The new viewers will allow editing of the film using the proper equipment.			
2. Scan and Film Bound Map Books	–	36,000	–
Provide a one-time appropriation for a contract with an outside vendor to scan and film old bound books of maps. Since the Surveyor's Office discontinued providing map copies to the general public, the Recorder's Office has become the main supplier of these documents. Because these maps are bound, and individual maps cannot be removed, they are very large and unwieldy to hold and use at a copier. Additionally, the department's map scanner equipment can only accommodate individual maps. The appropriation recommended here would support a contract with an outside vendor to scan and film the bound map books. Customers would be provided with copies of the scanned images.			
	Subtotal	–	45,000
	Fund Subtotal	–	626,886
			450,000
Total Recommendation	69.5	\$	6,845,460
			\$ 24,111,077



Purchasing Department Mission

The mission of the Purchasing Department is to provide professional value-added procurement and materials management services, using effective, innovative processes that result in continuous customer satisfaction, while maintaining public trust with the assurance that each tax dollar will be used in the most efficient manner

Goals

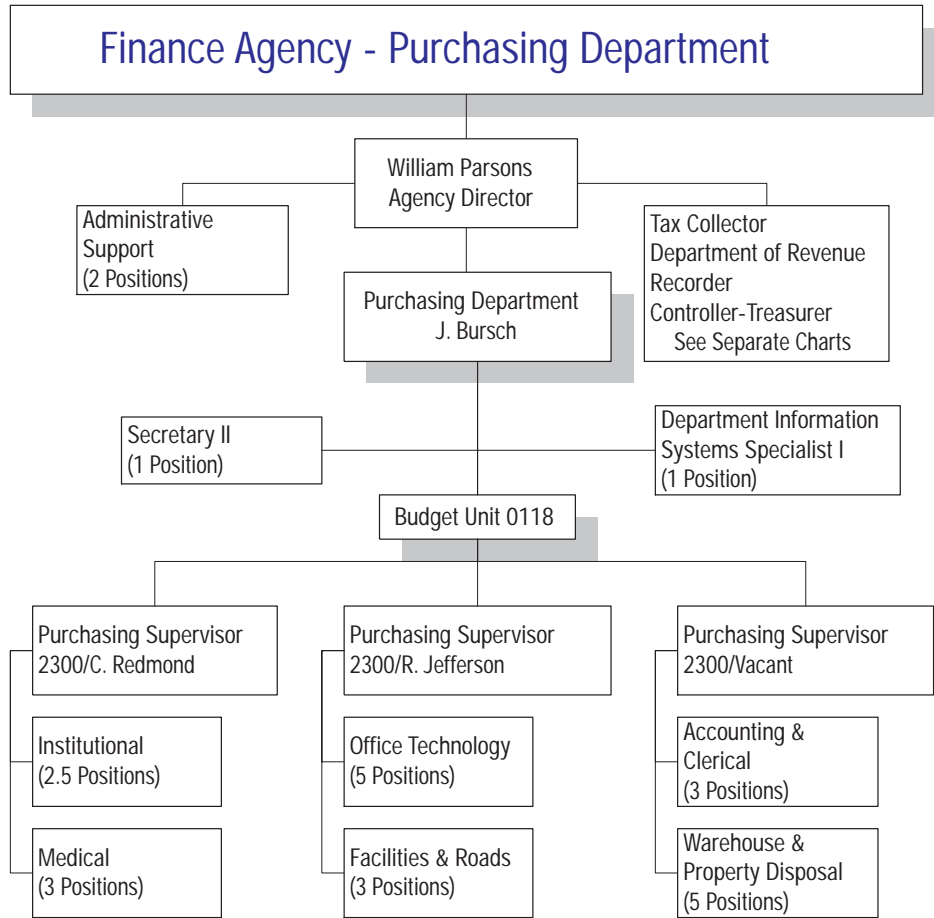
- ◆ Develop cost-effective procurement strategies.
- ◆ Focus procurement expertise on activities offering the greatest potential for savings.
- ◆ Promote fair and open competition.
- ◆ Provide efficient disposal of surplus equipment and supplies.
- ◆ Provide training, direction and oversight so that all purchasing transactions comply with County policies and procedures.



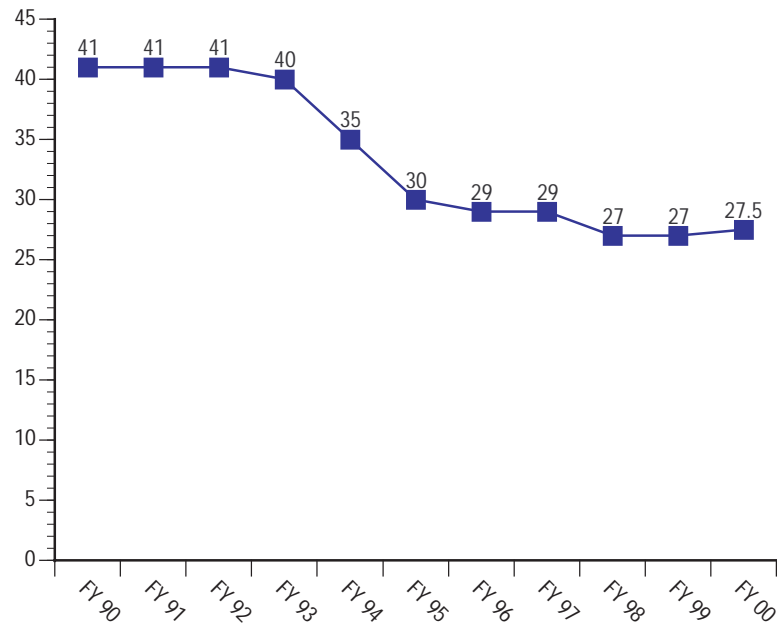
Cost: \$1,437,947



Staff: 27.5



10-Year Staffing Trend



Purchasing Department Overview

The Purchasing Department provides needed goods and services to County agencies and departments, cities, schools, and special districts. Additionally, the department manages a warehouse and property disposal services.

The department complies with all applicable federal, state, and local procurement regulations, as well as the ethical and professional standards of public purchasing, to ensure that the County obtains the best value for each tax dollar expended.

Free and open competition, and equal opportunity for all qualified vendors, is promoted.

The County Executive's recommendation is to maintain the current level budget for Fiscal Year 2000.

Fiscal Year 1999 Accomplishments

- ◆ Purchased all equipment, supplies and services for the North Tower addition to the Santa Clara Valley Medical Center. As a result of cooperative purchasing and negotiations, the Purchasing Department accomplished a savings of more than \$2 million.

- ◆ Completed installation of a local area network (LAN) which has enhanced office efficiency through improved intra-office communication, and windows-based word processing, spreadsheet, and database management software.
- ◆ Developed a Purchasing web site, providing information regarding buying assignment, contract listings, available surplus property, the County "stores" catalog and the Purchasing Procedures Manual.
- ◆ Revised procedures relative to contract negotiations and product/service reviews to assure that the purchase of goods and services in the Year 2000 will occur without problems.

Fiscal Year 2000 Planned Accomplishments

- ◆ Continue cooperative efforts with County Counsel and the Information Systems Department to assure that the purchase of goods and services in the Year 2000 will occur without problems.
- ◆ Continue to participate with SCVMC staff in evaluating contracts available from a group purchasing organization
- ◆ Purchase equipment and supplies needed for the successful opening of the Administrative Office building at SCVMC.

Purchasing — Budget Unit 0118

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
2300	Purchasing Department	1,404,975	1,651,623	1,688,172	1,437,947	(213,676)	-13
Total Expenditures		\$ 1,404,975	\$ 1,651,623	\$ 1,688,172	\$ 1,437,947	\$ (213,676)	-13%



Purchasing — Budget Unit 0118

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
2300	Purchasing Department	\$ 201,696	\$ 150,000	\$ 150,000	\$ 145,000	\$ (5,000)	-3
	1 General Fund	201,020	150,000	150,000	145,000	(5,000)	-3
	72 Purchasing	676	—	—	—	—	—
	Total Revenues	\$ 201,696	\$ 150,000	\$ 150,000	\$ 145,000	\$ (5,000)	-3%

Purchasing Department — Cost Center 2300

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	27.0	1,651,623	150,000
Board Approved Adjustments During FY 1999	1.5	36,549	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(4,685)	—
Internal Service Funds Adjustment	—	32,749	—
Other Required Adjustments	—	(279,916)	(5,000)
Subtotal	27.5	\$ 1,436,320	\$ 145,000
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	—	1,627	—
Subtotal	—	1,627	—
Total Recommendation	27.5	\$ 1,437,947	\$ 145,000



Department of Revenue Mission

Maximize collection of accounts receivable at the least possible cost while providing the highest quality of service.

Goals

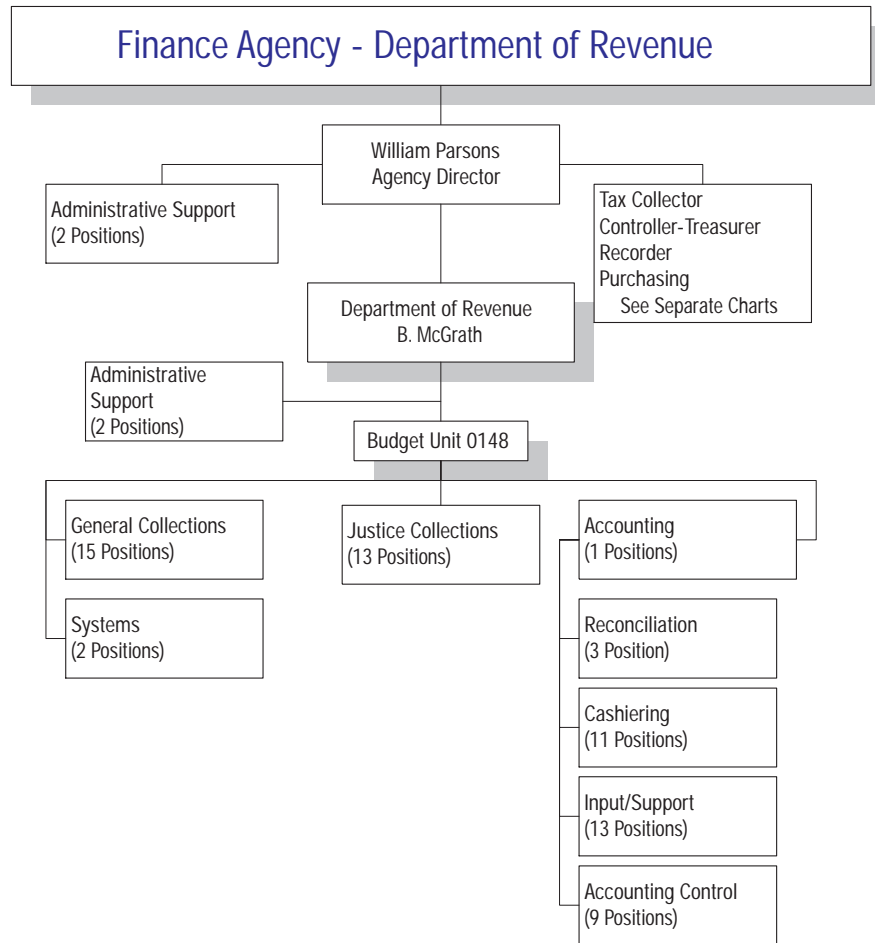
- ◆ Maximize revenue collection.
- ◆ Provide timely, quality customer service.
- ◆ Distribute revenue timely and consistently to provide a funding source for other services.
- ◆ Process documents timely to establish account data and bill clients.
- ◆ Send clients monthly billing statements that are informative and accurate to facilitate prompt payment.
- ◆ Deposit revenues in a timely manner to maximize interest earnings.



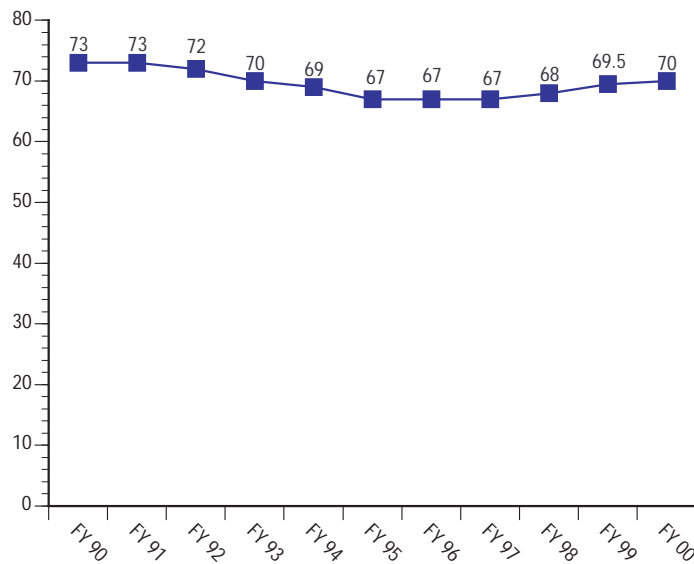
Cost: \$4,242,032



Staff: 70



10-Year Staffing Trend



Department of Revenue Overview

The Department of Revenue (DOR) performs centralized billing and collection for current and delinquent account receivables. Major departments served are the Santa Clara Valley Health and Hospital System, the Santa Clara County Consolidated Court, Adult and Juvenile Probation, the Sheriff's Department, the General Services Agency, the County Library, the Public Defender, and the Employee Services Agency. The department is organized into three divisions:

- a) Administration is responsible for personnel, payroll, budget, accounts payable, and legislative analysis.
- b) The Accounting Division creates new accounts; issues monthly statements and delinquent notices; processes adjustments, payments, and refunds; prepares documents for small claims court; reconciles all monies collected; distributes revenues; and prepares cost allocation plans.
- c) The Collections Division explains new billing charges, interviews clients to determine ability to pay, sets up payment plans, consolidates bills for individual clients, verifies eligibility for Federal and State aid programs, traces delinquent debtors, files small claims actions and coordinates lawsuits with County Counsel, attaches wages and bank accounts, records reimbursement agreements, and returns delinquent Court accounts to the Court for issuance of bench warrants.

In Fiscal Year 1999, the Department of Revenue moved from the County Government Center at 70 West Hedding Street, to the County's Berger Drive complex. The new facility provides a more secure environment for both employees and the public. Staff now have individual work cubicles, affording more privacy when dealing with clients, and the lobby area provides adequate seating for clients. New PCs have been installed in every interview booth to give collection staff immediate access to account data, improving the

Department's service to the public. A newly installed Local Area Network (LAN) provides other County departments access to their accounts and allows staff to communicate through electronic mail.

The Department continues to work on efforts to improve overall collections. One major project, a cooperative effort between the Department, the Superior Court, and CJIC, is the development of an automated system interface which will eliminate the manual keying of defendant demographic and fine information. If successful, this interface will result in accounts being billed more accurately and more quickly.

Fiscal Year 1999 Accomplishments

- ◆ Completed relocation of DOR staff to Berger Drive.
- ◆ Upgraded collection system hardware and software.
- ◆ Installed a Local Area Network.
- ◆ Trained staff to use LAN, CLARAnet and personal computers.
- ◆ Issued a Request for Proposals (RFP) for an Interactive Voice Response system.

Fiscal Year 2000 Planned Accomplishments

- ◆ Automate transfer of Court account referrals.
- ◆ Research unclaimed victim restitution accounts and transfer unclaimed monies to the District Attorney's Office to enhance victim services.
- ◆ Complete review of custom computer programs to insure Year 2000 compliance.
- ◆ Install an Interactive Voice Response system.



Department of Revenue County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for the Department of Revenue are in line with the Board of Supervisors priority of enhancing the County's fiscal integrity through the funding of adequate support services.

The department proposes converting the existing half-time Clerk Typist to a full-time position. A full 12 months of funding is recommended, as the incumbent half-time employee would assume full-time duties at the start of the new fiscal year.

Total Cost: \$19,123

Convert Half-time Position to Full-time

The conversion of a half-time Clerk Typist position to full-time is recommended, to provide more adequate administrative support for the department.

Current resources consist of one full-time Secretary and one half-time Clerk typist. When the full-time staff is absent due to illness or vacation, and the half-time staff is not scheduled for work, administrative support for such tasks as phone coverage, receptionist duties, payroll, and vendor payments, is unavailable.

Prior to the department's move to the Berger Drive complex, emergency clerical coverage was provided by the Tax Collector's Office, which shared office space with the Department of Revenue on the 6th floor of the County Government Center. The geographic separation of these departments makes the continuation of this solution impractical.

Add Clerical Staff in Social Services to Assist Collection Efforts

At the request of the Department of Revenue (DOR), an additional clerical position is recommended in the Social Services Agency (SSA) budget. This position will provide enhanced revenue collections through a coordinated effort between DOR and SSA. The additional clerical resource will research Medi-Cal eligibility for SCVMC accounts referred to DOR. SSA staff have the ability to determine Medi-Cal eligibility on-line through the MEDS system. DOR staff do not have access to this system, and must use the less efficient research tool of microfiche.

No new resources are required in the Department of Revenue with regard to this effort.

Total Cost: \$0

Department Of Revenue — Budget Unit 0148

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations			FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted				
2148	Collection Operations	4,302,259	4,268,625	4,410,746	4,242,032	(26,593)	-1	
	Total Expenditures	\$ 4,302,259	\$ 4,268,625	\$ 4,410,746	\$ 4,242,032	\$ (26,593)	-1%	



Department Of Revenue — Budget Unit 0148

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
2148	Collection Operations	\$ 5,827,995	\$ 5,581,538	\$ 5,581,538	\$ 5,822,813	\$ 241,275	4
	Total Revenues	\$ 5,827,995	\$ 5,581,538	\$ 5,581,538	\$ 5,822,813	\$ 241,275	4%

Collection Operations — Cost Center 2148

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	69.5	4,268,625	5,581,538
Board Approved Adjustments During FY 1999	–	142,121	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(172,133)	–
Internal Service Funds Adjustment	–	122,147	–
Other Required Adjustments	–	(140,000)	241,275
	Subtotal	69.5	\$ 4,220,760
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	2,150	–
1. Convert Half-time Clerk Typist to Full-time	0.5	19,122	–
Add .5 FTE Clerk Typist, to provide more adequate administrative support.			
	Subtotal	0.5	21,272
Total Recommendation	70.0	\$ 4,242,032	\$ 5,822,813



Section 2: Public Safety & Justice

Section 2: Public Safety &
Justice





Public Safety and Justice Committee Mission

The mission of Public Safety and Justice services of Santa Clara County is to maintain a community environment where people feel safe, fairly treated by the law, and secure from crime.

Departments

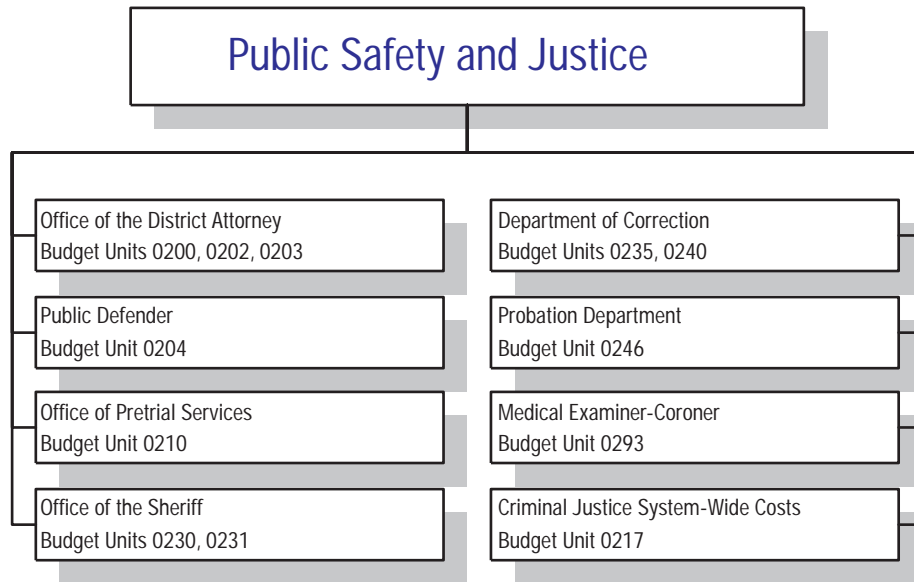
- ◆ District Attorney
- ◆ Public Defender
- ◆ Pretrial Services
- ◆ Sheriff
- ◆ Department of Correction
- ◆ Probation
- ◆ Medical Examiner Coroner
- ◆ Criminal Justice



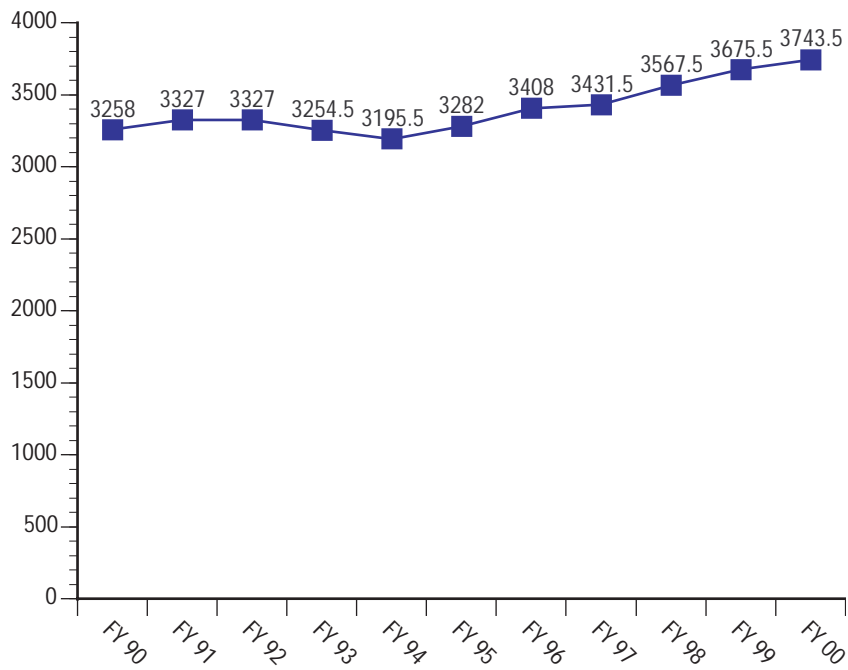
Cost: \$365,573,101



Staff: 3,743.5



10-Year Staffing Trend



Expenditures by Department

BU	Department Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
0200	District Attorney Family Support	\$ 22,839,999	\$ 27,751,643	\$ 30,247,668	\$ 29,454,288	\$ 1,702,645	6
0202	District Attorney Administration	36,856,020	36,767,046	37,812,442	38,397,877	1,630,831	4
0203	District Attorney Crime Laboratory	3,346,823	3,600,241	3,666,389	3,642,040	41,799	1
0204	Public Defender	21,585,197	22,914,977	22,933,334	22,366,119	(548,858)	-2
0210	Office Of Pretrial Services	2,080,882	2,734,241	2,968,931	3,139,455	405,214	15
0217	Criminal Justice System-Wide Costs	59,120,386	51,663,817	51,680,839	48,357,743	(3,306,074)	-6
0230	Sheriff Services	37,078,938	39,139,278	39,739,623	37,822,117	(1,317,161)	-3
0231	Court/Custody Operations	11,481,357	10,302,454	10,302,454	10,560,777	258,323	3
0235	DOC Contract	54,530,202	57,919,749	57,919,749	55,557,301	(2,362,448)	-4
0240	Department Of Correction	42,448,355	45,986,140	47,470,200	47,526,345	1,540,205	3
0246	Probation Department	61,344,309	66,207,235	66,561,011	66,532,045	324,810	-
0293	Medical Examiner-Coroner	2,051,828	2,156,072	2,264,641	2,216,994	60,922	3
Total Expenditures		\$ 354,764,296	\$ 367,142,893	\$ 373,567,281	\$ 365,573,101	\$ (1,569,792)	-3%

Revenues by Department

BU	Department Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
0200	District Attorney Family Support	\$ 24,536,283	\$ 28,874,597	\$ 31,086,213	\$ 36,909,967	\$ 8,035,370	28
0202	District Attorney Administration	7,796,259	7,855,819	8,901,215	9,305,562	1,449,743	18
0203	District Attorney Crime Laboratory	1,840,791	1,806,481	1,872,629	1,817,535	11,054	1
0204	Public Defender	751,245	464,314	464,314	444,314	(20,000)	-4
0210	Office Of Pretrial Services	22,698	94,000	104,534	94,000	-	-
0217	Criminal Justice System-Wide Costs	148,211,897	162,393,311	162,393,311	158,872,742	(3,520,569)	-2
0230	Sheriff Services	12,313,915	12,735,302	12,945,672	13,000,522	265,220	2
0231	Court/Custody Operations	-	7,575	7,575	7,575	-	-
0240	Department Of Correction	4,487,593	6,800,001	7,634,347	7,273,263	473,262	7
0246	Probation Department	25,138,851	25,712,699	26,094,860	26,167,443	454,744	2
0293	Medical Examiner-Coroner	100,635	76,238	76,238	54,800	(21,438)	-28
Total Revenues		\$ 225,200,167	\$ 246,820,337	\$ 251,580,908	\$ 253,947,723	\$ 7,127,386	28%



Office of the District Attorney Mission

The mission of the Office of the District Attorney is to provide exemplary legal services, aggressively seek justice, and treat all people in a professional, honest, courteous and respectful manner

Goals

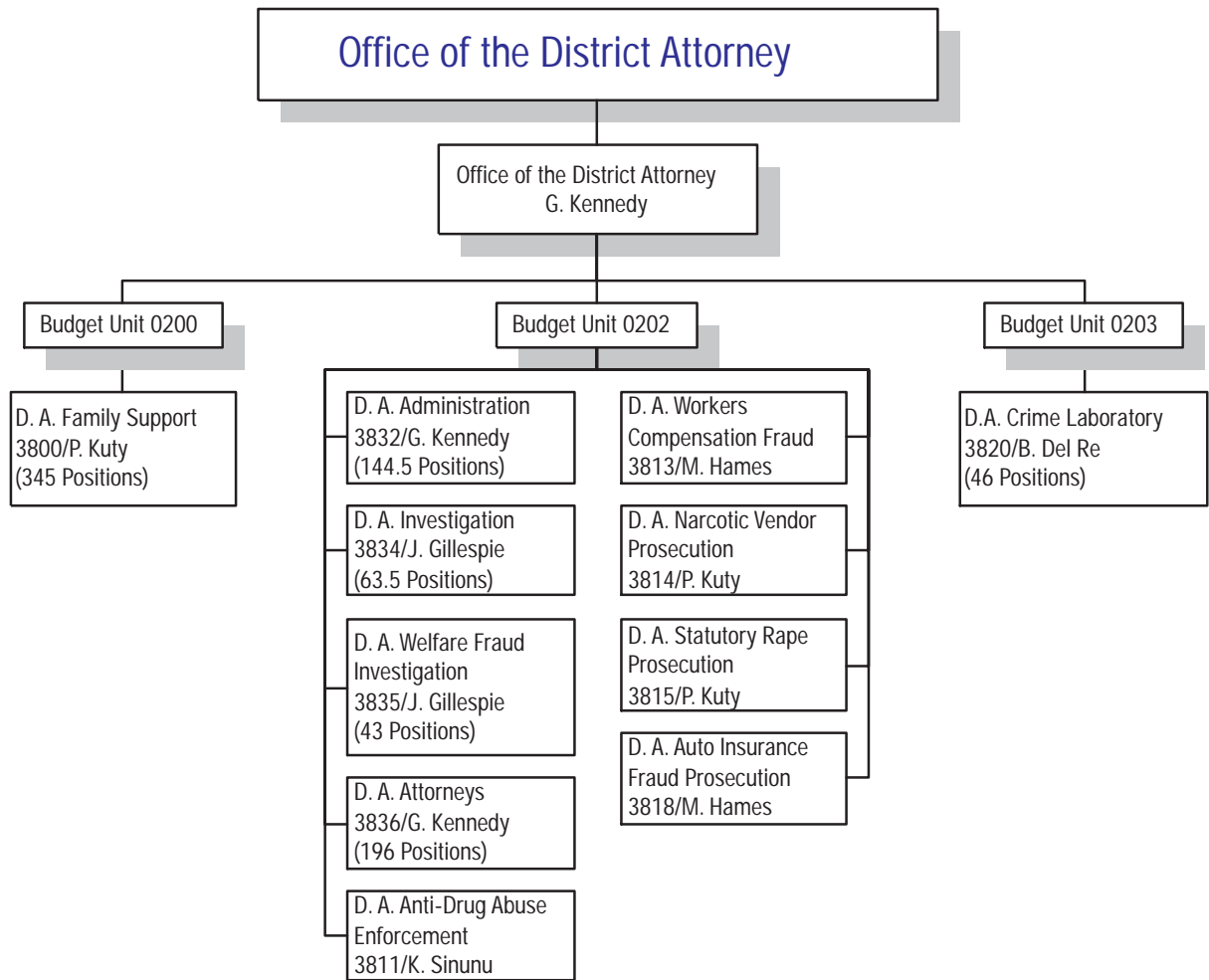
- ◆ Collaborate with other law and justice agencies to promote decreases in crime, with a special emphasis on serious and violent crimes.
- ◆ Safeguard the public safety while performing in strict compliance with all applicable laws and regulations.
- ◆ Encourage performance that exceeds state and federal time and case processing standards.
- ◆ Collaborate with judicial, law enforcement, defense, corrections and health and human services agencies to make legally appropriate and cost-effective use of alternative punishment and rehabilitation options.
- ◆ Promote fiscal responsibility and administrative efficiency in all District Attorney operations.



Cost: \$71,494,205

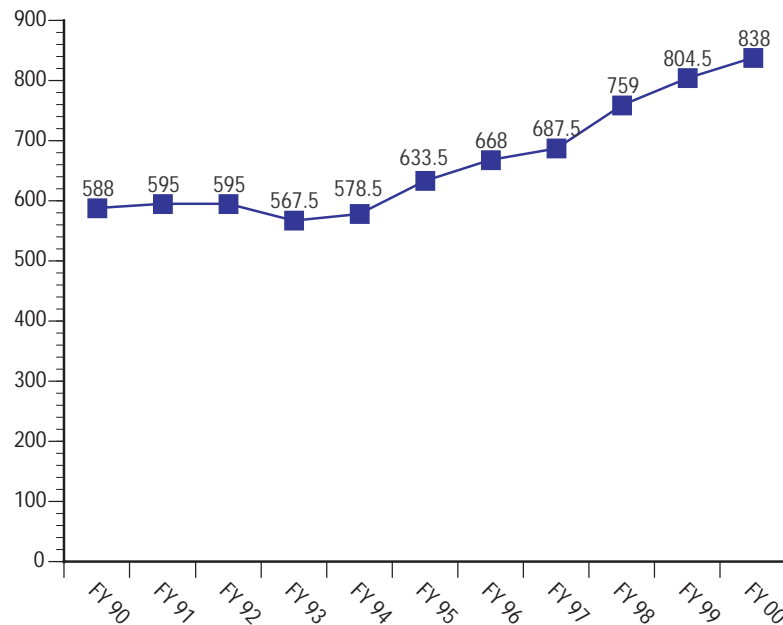


Staff: 838



Section 2: Public Safety & Justice

10-Year Staffing Trend



Office of the District Attorney

Overview

The Office of the District Attorney is comprised of three major divisions: the Criminal Division, the Family Support Division, and the Crime Laboratory. Overall, the budget for the District Attorney is \$71.4 million. About 67% of this cost is offset by revenue; however, funding sources and amount of offset vary significantly between the divisions, and are discussed in more detail below.

Proposition 172 revenues (Public Safety Sales Tax) are not allocated directly to criminal justice department budgets, but are intended solely for public safety needs, and are a major source of funding for these programs.

Criminal Division

The Criminal Division, has a recommended budget of \$38.4 million and 447 positions. This division generates \$9.3 million in revenues, the majority of which comes from grants and reimbursements received from the State.

Criminal Division operations cover a wide array of services. Generally, attorneys are assigned to one of 35 teams which cover specific program areas. Investigation, paralegal support, and clerical support are distributed between the attorney teams. Prosecution teams exist for both juvenile and adult areas of activity.

Major Team Assignments in the Criminal Division

- ◆ Homicide;
- ◆ General Felony: attorneys and paralegals are assigned to prosecution of robbery, assault, and theft, as well as victim witness issues and restitution work;
- ◆ Narcotics: This category of activity in general accounts for between 30 and 40% of the active caseload. Attorneys prosecute major narcotics cases under the auspices of two state grants. Asset seizure occurs when appropriate. One attorney is assigned to the Drug Treatment Court, which seeks to provide rehabilitative services to non-violent substance abusers;

- ◆ Sexual Assault and Domestic Violence: a team of attorneys and paralegals are assigned to these issue areas. A portion of the staff costs are offset through the Statutory Rape Prosecution Grant;
- ◆ High Technology Theft: attorneys focus on crimes involving theft of trade secrets and other issues related to high technology;
- ◆ Welfare Fraud: attorneys and investigators work with the Social Services Agency to prevent, investigate, and prosecute welfare fraud cases;
- ◆ Juvenile Dependency: a team of attorneys, investigator assistants, and a social worker handles a caseload of 3,600 dependent children;
- ◆ Juvenile Wards: a team of attorneys handles the cases of delinquent wards of the court as well as other juvenile offenders. Programs include the gang unit and the truancy abatement program;
- ◆ Child and Elder Abuse;
- ◆ Child Abduction;
- ◆ Community Prosecution: this is a broad category which includes actions against both juveniles and adults, and is focused on addressing needs in specific communities; and,
- ◆ Insurance & Real Estate Fraud: attorneys focus on the investigation and prosecution of automobile fraud, workers' compensation fraud, and real estate fraud.

Grant Programs

Grant activities and management are an important component of the operations in the Criminal Division. The division receives grants from the Office of Criminal Justice Planning (OCJP), the State Department of Insurance, and the State Department of Justice.

Grant program areas include:

- ◆ anti-drug abuse, which prosecutes narcotics dealers and focuses on asset forfeiture efforts;
- ◆ spousal abuse prosecution, which deals with domestic violence issues;



- ◆ statutory rape prosecution, which addresses issues of teen pregnancy where the fathers of the children are adults;
- ◆ victim-witness restitution, which receives funding from OCJP, the State Board of Control, and the County General Fund;
- ◆ automobile insurance and workers' compensation insurance fraud prosecution;
- ◆ the Citizen's Options for Public Safety (COPS) program, which allocates funds for frontline prosecution and community intervention efforts;
- ◆ closed-circuit televising of children's testimony, which will minimize the trauma suffered by child victims by providing a secure, comfortable setting for interviews;
- ◆ high technology theft apprehension and prosecution which targets high technology crimes in Bay Area counties; and,
- ◆ child abuser prosecution, which focuses on prosecuting and resolving child abuse cases within six months.

Family Support Division

The Family Support Division (FSD) has a recommended budget of \$29.5 million and 345 positions. This division generates \$36.9 million in revenues. Title IV-D revenues offset 66% of the costs in this division; remaining costs have been offset by receipt, based on performance, of incentive funding from the State. Family Support provides legal services to establish child support orders, and enforce their payment.

Operations in this division generate in excess of \$77 million in child support payments, of which 61% goes to custodial parents, and 39% to reimburse the State for welfare payments.

Crime Laboratory

The Crime Lab has a recommended budget of \$3.6 million and 46 positions. About 50% of the program cost is offset by revenues. Primary revenue sources are payments from non-County General Fund law enforcement agencies, and fees and fines. The Lab is responsible for the analysis of all physical evidence

collected by law enforcement agencies throughout the County. From this evidence, the laboratory provides both investigative information and expert testimony in court.

The Crime Lab experiences a high volume of activity. Workload statistics from calendar year 1998 include:

- ◆ 1,500 criminalistics requests and 6,500 narcotics requests were submitted to the Lab for testing;
- ◆ more than 24,000 cases were analyzed by the Toxicology unit;
- ◆ the Photography Unit received 1,800 requests for photographs, which resulted in the processing of 56,000 photographs.

Fiscal Year 1999 Accomplishments

- ◆ Modified first set of business practices to take advantage of features of new automated case tracking system (CRIMES).
- ◆ Reduced the time for felony case resolution by an average of 35 days. Reduced the total number of cases in the felony trial court by 27%.
- ◆ Collected and distributed over \$77 million in child support payments, an increase of 13% over the previous year. 61% went directly to families; the remainder reimbursed the welfare block grant.
- ◆ Co-located at the Social Services Agency Intake Facility to provide direct and improved service to welfare applicants and recipients, by facilitating paternity establishment and location of the non-custodial parent.
- ◆ Played a leadership role in a grant-funded project to increase employment rates, and payment of child support, among non-custodial parents.
- ◆ In the Crime Laboratory, fully implemented new DNA typing methods which provide user agencies with virtual identification.

Fiscal Year 2000 Planned Accomplishments

- ◆ Enter the Year 2000 fully prepared to sustain essential services.



- ◆ Provide the ability for victims or their surviving families to appear at parole hearings by closed-circuit telecommunications located at a County facility.
- ◆ Implement greater efficiencies in direct calendaring cases in the Palo Alto, Sunnyvale and San Martin branch courts.
- ◆ Provide more personalized services to victims of domestic violence and child physical abuse.
- ◆ Increase child support collections by 12% over the previous fiscal year.
- ◆ The Crime Laboratory will incorporate automated reporting of solid dosage controlled substances in the Criminal Justice Information Control (CJIC) system, and will implement a new breath testing program for drunk drivers.



Office of the District Attorney County Executive's Recommendation

Advancement of Board Priorities

The District Attorney's mission is to protect the community through the prosecution of crime. The County Executive's recommendations for the District Attorney's Office focus primarily on infrastructure needs: office space, technology improvements, services and equipment. The increased funding and staffing levels recommended here will allow the District Attorney's Office to function more efficiently and effectively.

Family Support Division - Budget Unit 200

The Fiscal Year 2000 budget for Family Support emphasizes improvement of customer service, increased child support collections, and acquisition of additional office space for staff.

New Space Needs

As Family Support activities have increased over the past several years, the existing space cannot house the entire operation. The Division is working with Administration to seek additional leased office space. A total of \$1.8 million is set aside to offset anticipated one-time moving expenses in Fiscal Year 2000. Of the total, \$612,000 is being transferred from the trust fund in which excess State incentive revenues are held; the remaining costs are reimbursed by Federal IV-D funds.

Total Cost: \$1,800,000 (one-time)

Fully offset by a combination of IV-D funds and State Incentive revenues

Staff Support for Growth in Family Support Operations

The Family Support Division is expanding staffing to provide the most effective customer services possible to customers, community groups, employers, and child advocates. Three new positions are recommended, as well as two add/delete actions which provide a more appropriate staffing level.

- ◆ A Program Manager I position is recommended to provide administrative support for staff training and development of effective operational proce-

dures. The necessity for these activities is increasing, and additional staff is required to implement effective training programs.

- ◆ An additional Accountant II position is recommended to increase the Division's ability to monitor and respond to changes in the collection and disbursement process for child support payments.
- ◆ A Janitor position is recommended to provide better maintenance for facilities.
- ◆ Add/delete actions eliminate a vacant Departmental Information Systems Analyst position and add back a Departmental Information Systems Specialist II position, and convert a half-time clerical position to full-time. These staffing changes are recommended to enhance the level of systems and clerical support for Family Support functions.

Total Cost: \$198,492

Fully offset by a combination of IV-D funds and State Incentive revenues

Criminal Division - Budget Unit 202

Add One Attorney for Narcotics Cases

Narcotics cases continue to represent up to 42% of cases filed by the District Attorney's Office. As the Court has consolidated activity and provided additional venues where sentencing can occur, there is an increased need for attorneys to handle the caseload expeditiously. One attorney position is recommended to enhance case readiness and to decrease delays in court proceedings.

Total Cost: \$83,310

Add One Criminal Investigator for Consumer Fraud

Unlike many cases handled in the District Attorney's Office, consumer fraud cases come directly in for investigation rather than being referred by another law enforcement agency after an arrest. Many of these cases have multiple victims and require extensive research and investigation. One Criminal Investigator position is recommended to increase ability to handle the



consumer fraud caseload. Costs of the position are offset by a projected increase in civil penalty revenues from court settlement of consumer fraud cases.

Total Cost: \$61,590

Fully offset by increased civil penalty revenue

Add One Advanced Clerk Typist for Administrative Support

One additional Advanced Clerk Typist position is recommended to increase support to the Business Services Division. Costs will be offset by SB 720 revenues, which are generated through the levying of an additional \$1 fee on new motor vehicles.

Total costs: \$34,720

Fully offset by increased SB 720 revenue

Enhanced Supervision in the Investigations Bureau

Two actions are recommended to improve supervisory staffing for the Investigations Bureau:

- ◆ Add a Supervising Criminal Investigator to supervise process serving staff in the Criminal and Family Support Divisions. The cost of this new position is partially offset by the recommended deletion of a vacant Criminal Investigator II position.
- ◆ Amend the Salary Ordinance to provide a salary differential for a second Assistant Chief Investigator. This level of supervision is needed to provide more effective day to day operational coverage for the Criminal unit.

Total cost: \$71,082

\$52,226 offset by deletion of Criminal Investigator II position

One-time Funds for Contract Services and Equipment

In Fiscal Year 1999 the District Attorney's Office received a one-time appropriation of \$45,000 for contract services for specialized investigation needs in accounting and computer examination. A new appropriation of \$60,000 is recommended for Fiscal Year 2000.

One-time resources are also recommended for replacement of obsolete computer equipment and purchase of additional multi-media equipment for courtroom presentations.

Total cost: \$150,000 (one-time)

Document Storage and Retrieval System

A document storage and retrieval system for the Records Management Division is recommended as a Fiscal Year 2000 Technology project. Documents are currently housed in several locations, causing significant retrieval problems. As the need for detailed records and inclusion of priors continues to grow, there is more material to store and less ability to purge older records. Retrieval can be difficult and time-consuming. The system will be installed in the child dependency, juvenile wards, criminal, and investigations areas of the District Attorney's Office.

Total cost: \$294,364 (one-time)

Crime Lab - Budget Unit 203

Add One Account Clerk II

One Account Clerk II position is recommended in the Crime Lab for FY 2000. The additional support is needed to increase the unit's efficiency and effectiveness in ordering supplies, making payments, and interfacing with user agencies. Ongoing costs will be 80% offset by additional revenues.

Total cost: \$30,110

Offsetting revenue of \$28,906

One-time Funds for New Equipment

One-time funds are recommended for the purchase of two new pieces of equipment for the Crime Lab:

- ◆ A bullet comparison microscope, which will reduce delays in firearm cases; and
- ◆ A spectral comparator, which will provide in-house capability to examine documents.

Total cost: \$90,000 (one-time)

District Attorney Family Support — Budget Unit 0200

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
3800	DA Family Support Administration	\$ 22,839,999	\$ 27,751,643	\$ 30,247,668	\$ 29,454,288	\$ 1,702,645	6
Total Expenditures		\$ 22,839,999	\$ 27,751,643	\$ 30,247,668	\$ 29,454,288	\$ 1,702,645	6%

District Attorney Family Support — Budget Unit 0200

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
3800	DA Family Support Administration	\$ 24,536,283	\$ 28,874,597	\$ 31,086,213	\$ 36,909,967	\$ 8,035,370	28
Total Revenues		\$ 24,536,283	\$ 28,874,597	\$ 31,086,213	\$ 36,909,967	\$ 8,035,370	28%

DA Family Support Administration — Cost Center 3800

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	335.5	27,751,643	28,874,597
Board Approved Adjustments During FY 1999	12.0	2,496,025	2,211,616
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-6.0	(1,017,135)	-
Internal Service Funds Adjustment	-	92,543	-
Other Required Adjustments	-	(1,810,516)	2,863,708
	Subtotal	\$ 27,512,560	\$ 33,949,921
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	-	(11,400)	-
Adjust reimbursement for Noncustodial Parent Grant	-	100,364	-
1. Add/Delete Systems and Support Positions	0.5	46,680	-
<p>Deletion of a vacant Departmental Systems Analyst position, and addition of a Departmental Information Systems Specialist is recommended. The higher level position is required to assist existing staff in the development and implementation of a statewide child support computer system. The statewide system requirements are still evolving, requiring additional technical evaluation. The net cost of this recommendation is \$25, 236, and will be offset by additional Federal IV-D and State Incentive revenues.</p> <p>A second recommendation is to delete a vacant half-time Legal Clerk position and add a full-time Legal Clerk. The current level of staffing is insufficient to handle the preparation of the legal files for the present caseload. Chronic overtime is currently being used in this unit, and will be alleviated with this addition. The net cost of the action is \$21,444, and will be offset by State grant funds and Federal IV-D revenues.</p>			
2. Augment Family Support Staff	3.0	191,812	-



DA Family Support Administration — Cost Center 3800

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
<p>Three positions are recommended for the Family Support Division:</p> <ul style="list-style-type: none"> ◆ A Program Manager I to assist operational procedures and training. Significant unit expansion has occurred in the past several years, and will continue as additional space becomes available to house more staff. In addition, the Division is expanding communications and training opportunities for employers of non-custodial parents; ◆ An Accountant II to increase the Division's ability to respond to changing distribution schemes for child support payments; and ◆ A Janitor to assist the Division with minor repairs, desk adjustments, emergency cleanups, equipment transport, and other facility-related duties. <p>Augmentation of premium pay for bilingual differential is also recommended. Costs of these actions will be \$191,812, and will be offset by a combination of Federal IV-D funds and State Incentive revenues.</p>			
3. Fund Moving Expenses	-	1,800,000	612,000
<p>The facility in which Family Support is currently located has reached capacity in terms of workspace. The Division is working with administration to seek additional leased space which will be required for operations in FY 2000 and beyond. This action funds anticipated one-time relocation costs of \$1.8 million. These costs will be fully reimbursed: \$612,000 is offset in this action by excess incentive revenues which are held in a trust fund for family support-related activities. The remaining costs are reimbursed by Federal IV-D funds.</p>			
4. Additional Training	-	15,000	-
<p>The Division's Training and Development Unit requires equipment, supplies and material for staff development activities in FY 2000. These activities are offset 100% by Federal IV-D funds.</p>			
5. Revenue Increases	-	-	2,348,046
<p>Family Support Division expenditures are offset by a combination of Federal IV-D funds and State Incentive revenues. This action budgets the revenues, which offset the costs of recommended augmentations for FY 2000.</p>			
	Subtotal	3.5	2,142,456
Total Recommendation	345.0	\$ 29,454,288	\$ 36,909,967

District Attorney Administration — Budget Unit 0202

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
3811	DA Anti-Drug Abuse Enforcement Program	674,866	713,936	719,626	1,248,930	534,994	75
3812	Child Abuser Vertical Prosecution Grant	-	-	150,000	128,115	128,115	-
3813	Workers Comp Fraud Grant	737,028	773,180	750,000	750,000	(23,180)	-3
3814	DA Major Narcotic Vendor Prosecution	169,054	162,733	162,733	162,733	-	-
3815	Statutory Rape Prosecution	449,181	275,000	275,000	275,000	-	-
3818	DA Auto Insurance Fraud Prosecution	396,901	394,724	488,065	488,065	93,341	24



District Attorney Administration — Budget Unit 0202

Expenditures by Cost Center (Continued)

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
3832	DA Administration	11,018,542	9,083,806	9,254,949	9,982,812	899,006	10
3834	DA Investigations	3,352,393	5,069,863	5,576,188	5,428,513	358,650	7
3835	Welfare Fraud Investigation	–	(1,419,275)	(1,419,275)	(1,174,037)	245,238	-17
3836	DA Attorneys	20,058,055	21,713,079	21,855,156	21,107,746	(605,333)	-3
Total Expenditures		\$ 36,856,020	\$ 36,767,046	\$ 37,812,442	\$ 38,397,877	\$ 1,630,831	4%

District Attorney Administration — Budget Unit 0202

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
3811	DA Anti-Drug Abuse Enforcement Program	\$ 713,160	\$ 713,936	\$ 719,626	\$ 719,626	\$ 5,690	1
3812	Child Abuser Vertical Prosecution Grant	\$ –	\$ –	\$ 150,000	\$ 150,000	\$ 150,000	–
3813	Workers Comp Fraud Grant	\$ 773,180	\$ 773,180	\$ 750,000	\$ 750,000	\$ (23,180)	-3
3814	DA Major Narcotic Vendor Prosecution	\$ 162,157	\$ 162,733	\$ 162,733	\$ 162,733	\$ –	–
3815	Statutory Rape Prosecution	\$ 274,996	\$ 275,000	\$ 275,000	\$ 275,000	\$ –	–
3818	DA Auto Insurance Fraud Prosecution	\$ 397,655	\$ 394,724	\$ 488,065	\$ 488,065	\$ 93,341	24
3832	DA Administration	\$ 5,308,154	\$ 5,536,246	\$ 5,921,541	\$ 6,255,888	\$ 719,642	13
3834	DA Investigations	\$ 53,984	\$ –	\$ 434,250	\$ 504,250	\$ 504,250	–
3836	DA Attorneys	\$ 112,973	\$ –	\$ –	\$ –	\$ –	–
Total Revenues		\$ 7,796,259	\$ 7,855,819	\$ 8,901,215	\$ 9,305,562	\$ 1,449,743	18%

DA Anti-Drug Abuse Enforcement Program — Cost Center 3811

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	–	713,936	713,936
Board Approved Adjustments During FY 1999	–	5,690	5,690
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	529,304	–



DA Anti-Drug Abuse Enforcement Program — Cost Center 3811

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	–	–
Subtotal	–	\$ 1,248,930	\$ 719,626
Recommended Changes for FY 2000			
Total Recommendation	–	\$ 1,248,930	\$ 719,626

Child Abuser Vertical Prosecution Grant — Cost Center 3812

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	–	–	–
Board Approved Adjustments During FY 1999	–	150,000	150,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	–	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	(21,885)	–
Subtotal	–	\$ 128,115	\$ 150,000
Recommended Changes for FY 2000			
Total Recommendation	–	\$ 128,115	\$ 150,000

Workers Comp Fraud Grant — Cost Center 3813

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	–	773,180	773,180
Board Approved Adjustments During FY 1999	–	(23,180)	(23,180)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	–	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	–	–
Subtotal	–	\$ 750,000	\$ 750,000
Recommended Changes for FY 2000			
Total Recommendation	–	\$ 750,000	\$ 750,000



DA Major Narcotic Vendor Prosecution — Cost Center 3814

Major Changes to the Budget

	Positions	Appropriations		Revenues
General Fund (Fund Number 0001)				
FY 1999 Approved Budget	–		162,733	162,733
Board Approved Adjustments During FY 1999	–		–	–
Cost to Maintain Current Program Services				
Salary and Benefit Adjustments	–		–	–
Internal Service Funds Adjustment	–		–	–
Other Required Adjustments	–		–	–
	Subtotal	–	\$ 162,733	\$ 162,733
Recommended Changes for FY 2000				
Total Recommendation	–		\$ 162,733	\$ 162,733

Statutory Rape Prosecution — Cost Center 3815

Major Changes to the Budget

	Positions	Appropriations		Revenues
General Fund (Fund Number 0001)				
FY 1999 Approved Budget	–		275,000	275,000
Board Approved Adjustments During FY 1999	–		–	–
Cost to Maintain Current Program Services				
Salary and Benefit Adjustments	–		–	–
Internal Service Funds Adjustment	–		–	–
Other Required Adjustments	–		–	–
	Subtotal	–	\$ 275,000	\$ 275,000
Recommended Changes for FY 2000				
Total Recommendation	–		\$ 275,000	\$ 275,000

DA Auto Insurance Fraud Prosecution — Cost Center 3818

Major Changes to the Budget

	Positions	Appropriations		Revenues
General Fund (Fund Number 0001)				
FY 1999 Approved Budget	–		394,724	394,724
Board Approved Adjustments During FY 1999	–		93,341	93,341
Cost to Maintain Current Program Services				
Salary and Benefit Adjustments	–		–	–
Internal Service Funds Adjustment	–		–	–
Other Required Adjustments	–		–	–
	Subtotal	–	\$ 488,065	\$ 488,065
Recommended Changes for FY 2000				
Total Recommendation	–		\$ 488,065	\$ 488,065



DA Administration — Cost Center 3832

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	134.5	9,083,806	5,536,246
Board Approved Adjustments During FY 1999	8.0	171,143	385,295
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	(52,613)	–
Internal Service Funds Adjustment	–	(51,698)	–
Other Required Adjustments	–	435,190	292,347
Subtotal	140.5	\$ 9,585,828	\$ 6,213,888
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	7,900	–
1. Add One Advanced Clerk Typist	1.0	34,720	42,000
<p>This is one of three new positions recommended for the Criminal Division of the District Attorney's Office. FY 2000 funding is for 10 months, as recruitment and hiring efforts are expected to take 2 months.</p> <ul style="list-style-type: none"> ◆ Cost Center 3832 - 1.0 FTE Advanced Clerk Typist for administrative support; ◆ Cost Center 3834 - 1.0 FTE Criminal Investigator for consumer fraud cases; ◆ Cost Center 3836 - 1.0 FTE Attorney for felony narcotics cases. <p>Increased revenues offset the costs of the Investigator and clerical positions.</p>			
2. Fund Technology Project	3.0	204,364	–
<p>A document storage and retrieval system for the Records Management Division is recommended as an FY 2000 Technology project. This action recommends \$130,000 for the purchase and installation of the document storage system, training, 3 scanning stations, and 50 retrieval licenses. In addition, three unclassified positions are recommended to provide the needed resource for initial scanning of existing records. An unclassified Legal Clerk is recommended to oversee establishment of indexing guidelines and purging criteria. Two unclassified Office Clerks are recommended to perform document scanning. These two positions are only funded for one-half year, as it is anticipated that the system installation will require the first half of FY 2000. Total position costs in FY 2000 will be \$74,364</p>			
3. Fund Services and Equipment	–	150,000	–
<p>This action recommends a total of \$150,000 in one-time funds for the following:</p> <ul style="list-style-type: none"> ◆ \$60,000: Continuation of funding for contract services for forensic accounting and forensic computer examination. These services were funded for the first time in FY 1999. Expert handling of computers and systems is increasingly needed to trace evidence of criminal behavior. Accountancy skills are needed for the examination and tracing of financial records related to economic crime. ◆ \$75,000: Replacement of obsolete 486 personal computers still in use in the District Attorney's Office; and ◆ \$15,000: There is currently an expectation that courtroom presentations will utilize multi-media equipment in order to clearly demonstrate points of the case under discussion. These funds will be used to increase the number of projectors currently available to the office, and to provide training to staff. 			
Subtotal	4.0	396,984	42,000
Total Recommendation	144.5	\$ 9,982,812	\$ 6,255,888



DA Investigations — Cost Center 3834

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	65.5	5,069,863	–
Board Approved Adjustments During FY 1999	2.0	506,325	434,250
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-5.0	(212,221)	–
Internal Service Funds Adjustment	–	29,100	–
Other Required Adjustments	–	(49,500)	–
Subtotal	62.5	\$ 5,343,567	\$ 434,250
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	–	–
Vehicle for new position	–	5,000	–
1. Add One Investigator	1.0	61,590	70,000
<p>This is one of three new positions recommended for the Criminal Division of the District Attorney's Office. FY 2000 funding is for 10 months, as recruitment and hiring efforts are expected to take 2 months.</p> <ul style="list-style-type: none"> ◆ Cost Center 3832 - 1.0 FTE Advanced Clerk Typist for administrative support; ◆ Cost Center 3834 - 1.0 FTE Criminal Investigator for consumer fraud cases; ◆ Cost Center 3836 - 1.0 FTE Attorney for felony narcotics cases. <p>Increased revenues offset the costs of the Investigator and clerical positions.</p>			
	–	18,356	–
2. Investigations Supervision Changes	–	–	–
Two actions are recommended to improve supervisory staffing in the Investigations Bureau:			
<ul style="list-style-type: none"> ◆ Deletion of one Criminal Investigator II, and addition of one Supervising Criminal Investigator to create greater efficiency in supervision of the Family Support and Criminal Division process servers' units. Total cost to the General Fund will be \$13,356; ◆ Provision of a salary differential for a second Assistant Chief Investigator to act in the Chief's absence, and to provide administrative oversight for the Criminal Division of the Bureau. Creation of the second Assistant position is possible through amendment of the Salary Ordinance, allowing a salary differential to two positions. Total cost to the General Fund will be \$5,000 annually. 			
Subtotal	1.0	84,946	70,000
Total Recommendation	63.5	\$ 5,428,513	\$ 504,250

Welfare Fraud Investigation — Cost Center 3835

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	41.0	(1,419,275)	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	83,429	–
Internal Service Funds Adjustment	–	193,448	–
Other Required Adjustments	–	(32,331)	–



Welfare Fraud Investigation — Cost Center 3835

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Subtotal	43.0	\$ (1,174,729)	\$ -
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	-	692	-
Subtotal	-	692	-
Total Recommendation	43.0	\$ (1,174,037)	\$ -

DA Attorneys — Cost Center 3836

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	191.0	21,713,079	-
Board Approved Adjustments During FY 1999	9.0	142,077	-
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-5.0	(870,056)	-
Internal Service Funds Adjustment	-	70,836	-
Other Required Adjustments	-	(31,500)	-
Subtotal	195.0	\$ 21,024,436	\$ -
Recommended Changes for FY 2000			
1. Add One Attorney	1.0	83,310	-
<p>This is one of three new positions recommended for the Criminal Division of the District Attorney's Office. FY 2000 funding is for 10 months, as recruitment and hiring efforts are expected to take 2 months.</p> <ul style="list-style-type: none"> ◆ Cost Center 3832 - 1.0 FTE Advanced Clerk Typist for administrative support; ◆ Cost Center 3834 - 1.0 FTE Criminal Investigator for consumer fraud cases; ◆ Cost Center 3836 - 1.0 FTE Attorney for felony narcotics cases. <p>Increased revenues offset the costs of the Investigator and clerical positions.</p>			
Subtotal	1.0	83,310	-
Total Recommendation	196.0	\$ 21,107,746	\$ -

District Attorney Crime Laboratory — Budget Unit 0203

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
3820	DA Crime Lab Administration	3,346,823	3,600,241	3,666,389	3,642,040	41,799	1
	Total Expenditures	\$ 3,346,823	\$ 3,600,241	\$ 3,666,389	\$ 3,642,040	\$ 41,799	1%



District Attorney Crime Laboratory — Budget Unit 0203

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
3820	DA Crime Lab Administration	\$ 1,840,791	\$ 1,806,481	\$ 1,872,629	\$ 1,817,535	\$ 11,054	1
	Total Revenues	\$ 1,840,791	\$ 1,806,481	\$ 1,872,629	\$ 1,817,535	\$ 11,054	1%

DA Crime Lab Administration — Cost Center 3820

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	42.0	3,600,241	1,806,481
Board Approved Adjustments During FY 1999	3.0	66,148	66,148
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(44,557)	–
Internal Service Funds Adjustment	–	9,817	–
Other Required Adjustments	–	(110,500)	(84,000)
	Subtotal	45.0	\$ 3,521,149
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	781	–
1. Add One Account Clerk	1.0	30,110	28,906
One Account Clerk II position is recommended to augment the Crime Lab's clerical unit, and to decrease delays in ordering and payments. Position costs represent ten months of funding, since recruitment procedures are estimated to take about two months. Costs are 80% offset by an increase in user fees.			
2. One-time Funds for New Equipment	–	90,000	–
Provides one-time funding to purchase two pieces of equipment:			
◆ A bullet comparison microscope, which will help reduce delays in firearm cases; and			
◆ A spectral comparator, which will provide in-house capability to examine questioned documents.			
	Subtotal	1.0	120,891
Total Recommendation	46.0	\$ 3,642,040	\$ 1,817,535



Office of the Public Defender Mission

The mission of the Public Defender office is to provide competent and effective legal defense to indigent clients consistent with the mandates of the state and federal Constitutions and of the courts.

Goals

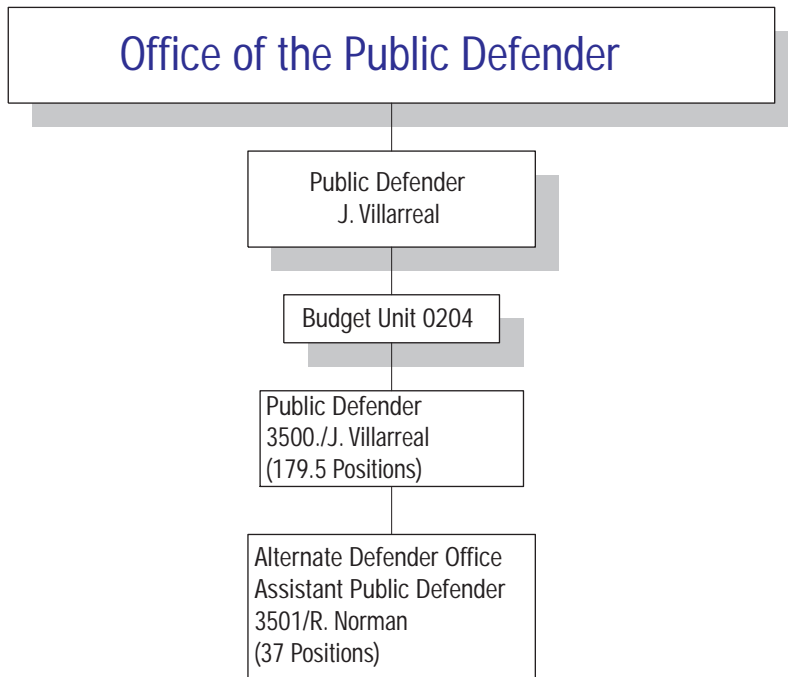
- ◆ Quickly undertake productive representation of those who qualify for service.
- ◆ Investigate cases in a manner and within a time period that will provide each client with the level of service that is mandated by law.
- ◆ Provide effective defense to all clients so that constitutional rights are guaranteed, including the right to a fair trial.
- ◆ Administer resources wisely and promote efficiency in all office operations so that each client shall receive the service to which he is entitled by law.
- ◆ Collaborate with other law and justice agencies to develop and implement legally appropriate and cost-effective alternative punishment and rehabilitation options.



Cost: \$22,366,119

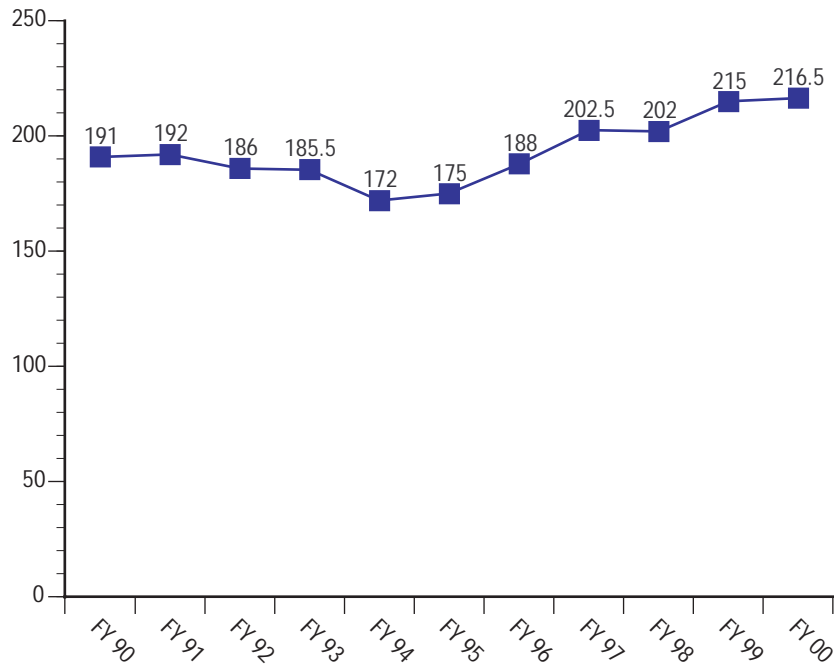


Staff: 216.5



Section 2: Public Safety & Justice

10-Year Staffing Trend



Office of the Public Defender Overview

The Public Defender represents indigent clients in criminal proceedings, in juvenile delinquency proceedings and in mental health matters. The office staffs all the Superior and Municipal courts throughout the County of Santa Clara. The duties of the Public Defender are set forth in Government Code Section 27706. If the Public Defender is unable to perform these services, the court must appoint private counsel to do so.

Counsel for indigent defendants is a constitutional requirement at both the state and federal level. The United States Supreme Court has interpreted the right of the accused to due process as requiring that counsel be competent and effective. The California Supreme Court further refined the standard by requiring the defense attorney to act as a diligent, conscientious advocate who actively participates in the full and effective preparation of the client's case.

Several years ago, the Board of Supervisors approved the creation of the Alternate Defender Office, which began operation in December 1996. This novel approach to handling conflicted cases has been very successful in its first two years of operation, managing a caseload 10% higher than anticipated. The capability of keeping multiple defendant cases within the overall County system has resulted in streamlined case processing. The Board of Supervisors approved the addition of one homicide attorney to the Alternate Defender Office in September 1997, based on a higher than anticipated homicide caseload.

The legal requirements for preparation of cases for trial or disposition have become increasingly more numerous and complex over the past few years, and the continued emphasis on "get tough" legislation and penalties have made it much more difficult to settle cases. The Board of Supervisor's augmentation of the Public Defender's budget for Fiscal Year 1999, with an emphasis on resources aimed at the early resolution of felony matters, has contributed to a significant reduction in the backlog of unresolved cases which had built up on the Superior Court trial calendar.

Fiscal Year 1999 Accomplishments

- ◆ Planned and successfully implemented office participation in the consolidation of the Municipal and Superior Courts.
- ◆ Planned and successfully implemented office participation in the Court-initiated process of relocating all drug cases to the Terraine Street facility.
- ◆ Improved the level of service to clients on arraignments/plea and early settlement calendars by increasing the number of staff dedicated to these departments.
- ◆ Implemented internal service delivery improvements which have eliminated the backlog of two- and three-strike cases awaiting assignment to office paralegals for preparation of social histories.
- ◆ Completed the successful integration of all outlying offices into the department's computer network.

Fiscal Year 2000 Planned Accomplishments

- ◆ Continue to improve implementation of highly successful early case settlement strategies begun in Fiscal Year 1999, which have had a positive impact on the Superior Court backlog of untried cases and on jail overcrowding.
- ◆ Participate fully in the planned expansion of juvenile and adult Drug Treatment Courts, from eligibility screening to case management to aftercare planning.
- ◆ Upgrade the office computer tracking system to improve efficiency and accuracy of caseload statistics.
- ◆ Develop and implement interdepartmental plans, initiated in Fiscal Year 1999, for alternative treatment of mentally ill offenders.
- ◆ Address and resolve issues relating to the Y2K problem as it impacts the operation of the department.



Office of the Public Defender

County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for the Office of the Public Defender advance the Board of Supervisors' priorities by diverting clients, when appropriate, from the Criminal Justice System and rehabilitate them via expanded programs; and by investing in technology to improve service quality.

Add One Attorney - Alternate Defender Office

Background

When the Alternate Defender Office (ADO) was created, all felony arraignments and pleas and all Felony Advanced Review (FAR) hearings were calendared in the Hall of Justice. One attorney could effectively handle all of the ADO arraignments and pleas because they were all heard in the same department (Department 20). Likewise, one ADO attorney could cover the three to four departments handling FAR matters, in addition to appearances in the Drug Treatment Court, because these cases were all heard in the Hall of Justice.

With the transfer of all drug cases to the Terraine Street Facility, it is not possible for the ADO to accommodate the needs of their clients and the courts with current staffing. Since identical functions (such as arraignment, plea, and FAR) will be heard concurrently in the Hall of Justice (non-drug cases) and Terraine Street (drug cases), the ADO arraignment/plea and FAR lawyers would be required to be in two different buildings at the same time. It is clear that the efficiencies achieved when all cases were heard at the Hall of Justice are no longer possible. The Alternate Defender's Office has absorbed coverage of one of the additional calendars but to meet the department's goal of commencing meaningful representation at the earliest possible time and expediting the processing of cases, the addition of one additional attorney is necessary.

Recommendation

The recommended budget includes a staffing augmentation for the Office of the Public Defender - Alternate Defender Office to address the concerns arising from Court consolidation and the transfer of all drug cases to the Terraine Street Facility. The recommendation is to add one Public Defender I to staff the additional courts created by the consolidation.

Total Cost: \$70,000

Upgrade Caseload Management System

The Public Defender requests one-time funding to improve and enhance the existing case tracking system. While the system works efficiently with regard to most day-to-day applications, a growing list of suggested improvements have been compiled:

- ◆ Modifications to allow for better detection of, and avoidance of, conflicts of interest which disable the Public Defender from representing clients
- ◆ Creation of a duplicate names report which would assist staff in cleaning up ten years of multiple entries and identifying clients who have opened multiple files
- ◆ Reformatting of the Workload Activity Reports to reflect the elimination of separate case number in the (former) Municipal Court and the Superior Court.
- ◆ Further modify the Workload activity Report to more clearly breakout caseload numbers for the Alternate Defender Office, separate and apart from those generated by the Public Defender

Total Cost: \$25,600



Public Defender — Budget Unit 0204

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
3500	Public Defender Administration	18,270,849	20,050,869	20,069,226	18,394,766	(1,656,103)	-8
3501	Alternate Public Defender	3,314,348	2,864,108	2,864,108	3,971,353	1,107,245	39
Total Expenditures		\$ 21,585,197	\$ 22,914,977	\$ 22,933,334	\$ 22,366,119	\$ (548,858)	-2%

Public Defender — Budget Unit 0204

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
3500	Public Defender Administration	751,245	464,314	464,314	444,314	-20,000	-4%
Total Revenues		751,245	464,314	464,314	444,314	-20,000	-4%

Public Defender Administration — Cost Center 3500

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	190.0	20,050,869	464,314
Board Approved Adjustments During FY 1999	2.0	18,357	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-12.5	(1,681,360)	—
Internal Service Funds Adjustment	—	25,981	—
Other Required Adjustments	—	(50,254)	(20,000)
	Subtotal	179.5	\$ 444,314
Recommended Changes for FY 2000			
Internal Service Fund Adjustments		5,573	—
1. Increase External Data Processing for one-time Case Management Upgrade	—	25,600	—
Allocate one-time funding for the Public Defender's Case Management System. Funds will be used to assess, modify and change the existing system in order to increase efficiency and effectiveness of the program.			
	Subtotal	—	31,173
Total Recommendation	179.5	\$ 18,394,766	\$ 444,314



Alternate Public Defender — Cost Center 3501

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	25.0	2,864,108	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	11.0	1,066,732	–
Internal Service Funds Adjustment	–	1,290	–
Other Required Adjustments	–	(31,500)	–
Subtotal	36.0	\$ 3,900,630	\$ –
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	1,051	–
1. Add One Public Defender I to Alternate Defender Office	1.0	69,672	–
<p>Prior to Court consolidation, all felony advanced resolution (FAR) cases were heard in 3 departments in the Hall of Justice. Court consolidation has caused all drug case arraignments, pleas and FARs to be heard in the Terraine Street facility in 5 separate courts. Two Alternate Defender (ADO) lawyers are needed to handle all the cases heard in that facility. Non-drug arraignments, pleas and FARs are still heard in the Hall of Justice. The need for this attorney is based on the logistical impossibility of servicing two separate facilities at the same time with existing staff.</p>			
Subtotal	1.0	70,723	–
Total Recommendation	37.0	\$ 3,971,353	\$ –



Office of Pretrial Services Mission

The mission of the Office of Pretrial Services is to provide timely information to the criminal courts that influences the release and detention decision-making process. On the basis of this mission, the department endeavors to:

Goals

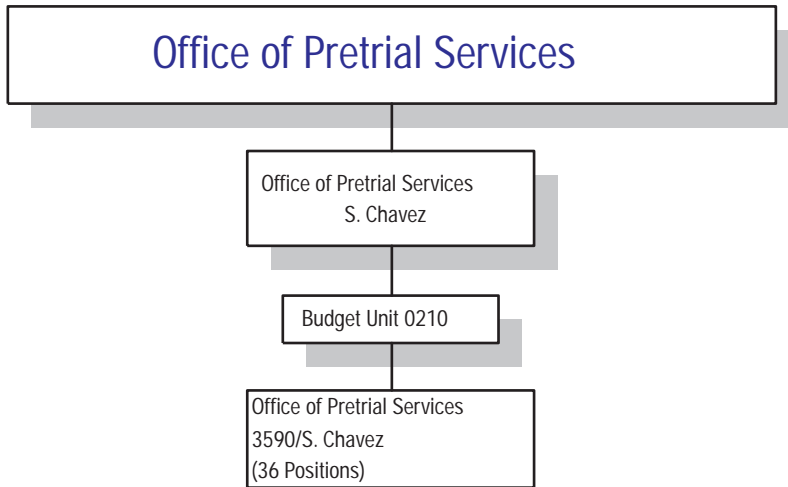
- ◆ Provide accurate and timely information to the Court, so as to enable early and informed judicial decision-making on the pretrial custody disposition of defendants.
- ◆ Without jeopardizing public safety, effect qualified jail releases to minimize jail custody days and provide equitable release opportunities for offenders.
- ◆ Successfully supervise all pretrial defendants who are released with specified conditions.
- ◆ Collaborate with other law and justice agencies to develop and utilize safe and cost-effective rehabilitative alternatives to jail.
- ◆ Promote efficiency and productivity in all operations of the Department.



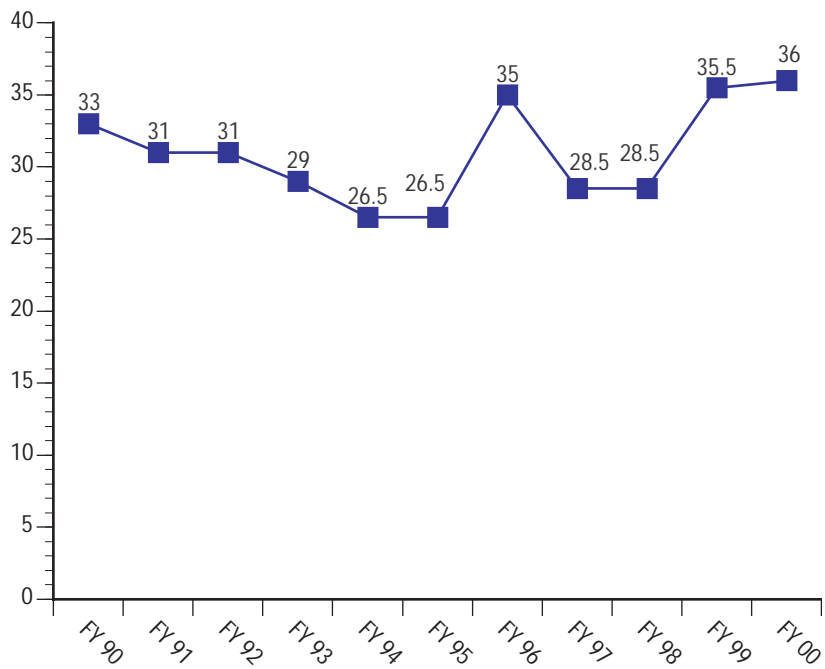
Cost: \$3,139,455



Staff: 36



10-Year Staffing Trend



Pretrial Services Overview

The Office of Pretrial Services provides information to the courts on defendants booked into the County Jail on new offenses. This information is used by the judges in granting Own Recognizance (ORP) and Supervised Own Recognizance (SORP) releases, establishing bail, and determining probable cause to detain. Reports are created by Pretrial staff located at the jail, and are reviewed with the duty judge to facilitate decisions at the earliest opportunity. As cases progress through the justice system, Pretrial staff provide updated investigative reports for defendants who are scheduled for the Court's arraignment calendars, after-arraignment calendars, and the Drug Treatment Court calendar. Upon request, formal reports with expanded information are also provided. The office monitors and supervises pretrial defendants who have been released on court-ordered conditions which are imposed to prevent re-offense or failure to appear, and to protect public safety. Finally, Pretrial facilitates the duty judge function by coordinating the schedules of judges for on-call availability during non-court hours.

Pretrial Services, with a general fund-supported recommended budget of \$3.1 million and 36 positions, has three divisions:

- ◆ The jail unit, a 24-hour, 7-day function located at the jail facilities, produces investigative reports on felony arrestees at the time of booking, makes recommendations regarding release and bail to the duty judge, and carries out resulting court orders;
- ◆ The court unit, which staffs the Court's arraignment and after-arraignment calendars, presents investigative reports and recommendations, and provides more detailed formal reports as required;
- ◆ The supervision unit, which monitors compliance of defendants on SORP, refers them to community resources, and provides performance information to the Courts, including recommendations for court action when defendants fail to comply with court-ordered conditions.

Fiscal Year 1999 Accomplishments

- ◆ Completed in-custody referral process for drug and alcohol treatment needs assessments.
- ◆ Institutionalized judicial release options of Electronic Monitoring and Day Reporting.
- ◆ Developed and implemented improved client drug testing system.
- ◆ Participated in development of program requirements, RFP and vendor selection for the Mental Health Intensive Alternatives Program.

Fiscal Year 2000 Planned Accomplishments

- ◆ Reorganize Court Unit to respond to implementation of the new Drug Courts.
- ◆ Begin development of a comprehensive on-line case management system.
- ◆ Implement Pretrial Services' responsibilities once the Intensive Alternatives Program is implemented.
- ◆ Implement special court-date reminder system for Pretrial Services clients.



Pretrial Services

County Executive's Recommendation

Advancement of Board Priorities

Proposed recommendations support the Board's priority for rehabilitation and appropriate diversion from custody in the Criminal Justice system. The Board's priority for enhancing efficiency and effectiveness in County work processes is also addressed through recommendations for the Office of Pretrial Services.

Alcohol and Drug Testing Services

A primary focus of the department during the past year has been the establishment of an effective, comprehensive alcohol and drug testing program for pretrial clients. Two Community Worker positions were established to schedule and obtain specimens from clients ordered into testing. The two positions have not been sufficient to handle the volume of clients with court orders for testing. An additional halftime position can be established, at no additional cost, by reallocating funds within the base budget for this program.

Total Cost: \$18,212

Offset by reduction in contract services

Technology Project

Funds for the development of an On-Line Case Management System are recommended for Fiscal Year 2000. The department requires an automated system to provide data and analysis capability for provision of information to the Court, other criminal justice agencies, and County administration. Previously, an attempt was made to use an off-the-shelf product, Pretrial On-Line (PTOL), which was contracted for customization to Santa Clara County needs. Components were installed, but the vendor never delivered the needed customization, and the contract has been terminated.

This project represents development and implementation of a new application, which will meet the department's information needs. In order to fully support the installation, the project includes contract funds for a System Administrator to manage the project and provide in-house technical support. Recommended funding represents the first year cost of a two-year project.

Total (one-time) Cost: \$373,086

Office Of Pretrial Services — Budget Unit 0210

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
3590	Pretrial Services Administration	2,080,882	2,734,241	2,968,931	3,139,455	405,214	15
Total Expenditures		\$ 2,080,882	\$ 2,734,241	\$ 2,968,931	\$ 3,139,455	\$ 405,214	15%



Office Of Pretrial Services — Budget Unit 0210

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
3590	Pretrial Services Administration	\$ 22,698	\$ 94,000	\$ 104,534	\$ 94,000	\$ -	-
	Total Revenues	\$ 22,698	\$ 94,000	\$ 104,534	\$ 94,000	\$ -	-

Pretrial Services Administration — Cost Center 3590

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	35.5	2,734,241	94,000
Board Approved Adjustments During FY 1999	1.0	234,690	10,534
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(42,060)	-
Internal Service Funds Adjustment	-	63,757	(5,267)
Other Required Adjustments	-	(223,033)	(5,267)
	Subtotal	\$ 2,767,595	\$ 94,000
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	-	1,809	-
1. Add .5 FTE Community Worker	0.5	(3,035)	-
This action adds one-half of an unclassified Community Worker position to meet increasing drug testing specimen collection demands. Cost of the position is offset by a decrease in the Services and Supplies budget, so that there is no net cost to the General Fund.			
2. Fund Technology Proposal	-	373,086	-
Funding is recommended to support installation of an automated data management system for the Office of Pretrial Services. Total project costs are estimated at \$493,000 over a two-year period. This action provides first year funding of \$373,086.			
	Subtotal	371,860	-
Total Recommendation	36.0	\$ 3,139,455	\$ 94,000



Criminal Justice System-Wide Costs Overview



Cost: \$48,357,743

Criminal Justice System- Wide Costs

The Criminal Justice System-wide Costs budget reflects General Fund support for Trial Court operations, indigent defense contract services and Public Safety Sales Tax revenue. These items are budgeted here, rather than in a individual program budget, to facilitate monitoring and administration of maintenance of effort requirements from the County Executive's Office of Budget and Analysis.

Trial Court Operations

While the state has traditionally funded the operations of the Supreme Court and the courts of appeals from the state general fund, counties have been primarily responsible for financing the operations of the trial courts since the early 1950's. This relationship has resulted in a trial court administrative structure which has integrated court funding, budgeting, and support services with county processes.

AB 233, the Lockyer-Isenberg Trial Court Funding Act of 1997, ended this long-standing relationship and laid the foundation for a new operating framework for the judicial branch. Key elements of the legislation include:

- ◆ A cap on financial contributions from counties,
- ◆ the transfer of fiscal responsibility for court operations to the state, and

- ◆ the disengagement of courts from the county budget and administrative processes.

The Trial Court Funding Act requires Santa Clara County to meet a maintenance of effort (MOE) requirement in support of trial court operations. The MOE requirement consists of two components:

- a) An amount based on, though not equivalent to, the County's contribution to trial court operations in Fiscal Year 1994-95, and
- b) an amount equivalent to the fines and forfeitures revenue remitted to the state in Fiscal Year 1994-95.

The legislation provided that both components were to be reduced in future years. The initial MOE in Fiscal Year 1997-98 was \$65,438,160. The MOE was reduced to \$43,516,227 in Fiscal Year 1998-99. Subsequent legislation provides that the County contribution portion of the MOE should be further reduced, by 10%, in Fiscal Year 2000. The County's current MOE requirements are shown in the table below.

Trial Court Funding Maintenance of Effort Obligation				
	FY 1999	FY 2000	Inc./(Dec.)	%
County Contribution Portion	\$31,918,644	\$28,726,780	(\$3,191,864)	(10%)
Fines & Forfeiture Portion	11,597,583	11,597,583	0	0
Total County Obligation	43,516,227	40,324,363	(3,191,864)	(7.3%)

The significant relief in the Trial Court Funding legislation is found in the fact that the MOE payment to the State is capped for future years, making the State responsible for the growth in expenditures for Trial Court operations.

Indigent Defense Contract Services

Indigent defense in Santa Clara County is primarily provided by the Public Defender's Office (PDO). The Alternate Defender Office is in a separate division of the PDO and provides representation to indigent defen-

dants whose interests are in conflict with the Public Defender. The program was designed to assume conflicted adult felonies declared in the San Jose Facility, and all adult homicides.

The County has a contract, with the Legal Aid Society of Santa Clara County, to provide indigent defense for those cases where a conflict of interest precludes representation by either the Public Defender and the Alternate Defender. The contract is budgeted at \$4.4 million for Fiscal Year 2000. Cases include misdemeanors, juvenile delinquency, juvenile homicides, and adult felonies declared outside the San Jose Facility.

In previous years, a second contract, with the Santa Clara Juvenile Defenders, was also budgeted here. The contractor provides representation in juvenile dependency cases only. The cost of representation in juvenile dependency cases is considered a trial court operations cost. The Fiscal Year 1999 budget assumed full reimbursement for the Santa Clara Juvenile Defenders contract from the Court.

The current contract with Juvenile Defenders expires at the end of Fiscal Year 1999. Rather than maintain the new contract here, with reimbursement from the Court, the Year 2000 contract will be negotiated and budgeted by the Court. Both expenditures and reimbursements related to this contract have been removed from the base budget.

Public Safety Sales Tax

The Public Safety Sales Tax is a 1/2 cent sales tax received by the County from the State. The driving economic force for revenue growth in this account is *statewide* taxable sales. Fiscal Year 2000 revenue estimates place this account at \$139.4 million, a 1.4% reduction from the \$141.4 million budgeted for Fiscal Year 1999.

Maintenance of effort legislation requires the County to increase appropriations in Public Safety and Justice programs at a rate similar to the growth of this revenue account.

The County Executive's recommendation is to maintain the current level budget for Fiscal Year 2000.

Criminal Justice System-Wide Costs — Budget Unit 0217

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
3217	Criminal Justice System-Wide Costs	59,120,386	51,663,817	51,680,839	48,357,743	(3,306,074)	-6
Total Expenditures		\$ 59,120,386	\$ 51,663,817	\$ 51,680,839	\$ 48,357,743	\$ (3,306,074)	-6%

Criminal Justice System-Wide Costs — Budget Unit 0217

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
3217	Criminal Justice System-Wide Costs	\$ 148,211,897	\$ 162,393,311	\$ 162,393,311	\$ 158,872,742	\$ (3,520,569)	-2
Total Revenues		\$ 148,211,897	\$ 162,393,311	\$ 162,393,311	\$ 158,872,742	\$ (3,520,569)	-2%



Criminal Justice System-Wide Costs — Cost Center 3217

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	–	51,663,817	162,393,311
Board Approved Adjustments During FY 1999	–	17,022	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	–	–
Internal Service Funds Adjustment	–	1,286,268	–
Other Required Adjustments	–	(4,609,364)	(3,520,569)
Subtotal	–	\$ 48,357,743	\$ 158,872,742
Recommended Changes for FY 2000			
Total Recommendation	–	\$ 48,357,743	\$ 158,872,742



Office of the Sheriff Mission

The mission of the Office of the Sheriff is to preserve the peace, uphold the constitutionality of the Sheriff's Office, prevent crime, and provide judicious service to the community with integrity in a positive and professional manner.

To provide sound service through ethical and humanitarian practices. To strive for excellence in developing the organization to meet present and future needs of Santa Clara County.

Goals

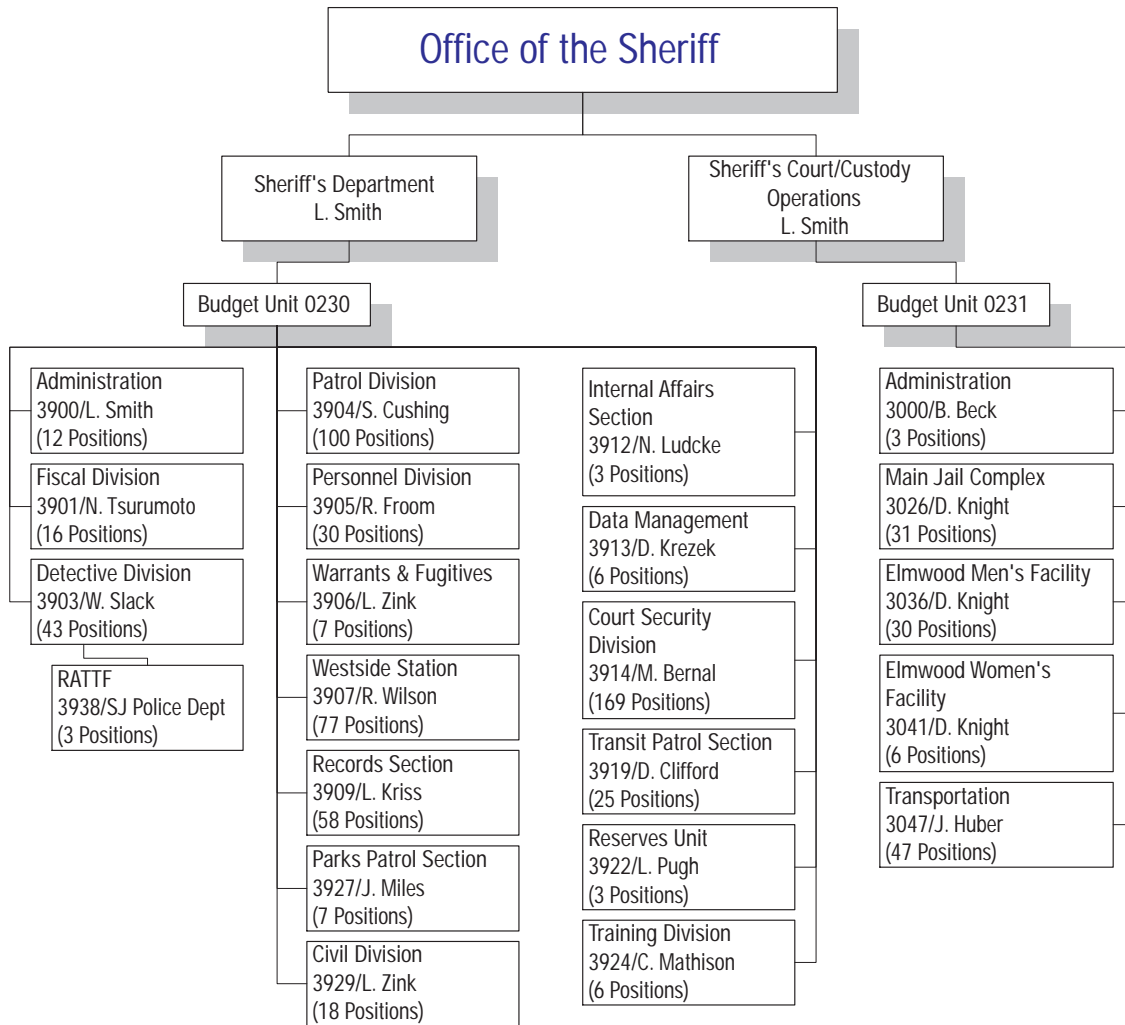
- ◆ Work with other law enforcement agencies, schools and community-based organizations in the County to develop successful crime prevention and enforcement programs and safe, cost effective alternatives to incarceration.
- ◆ Maintain a professional, well trained and motivated complement in the department, whose members are dedicated to upholding the law and interacting with the public in a professional, courteous and humane manner.
- ◆ Promote efficiency through appropriate and innovative uses of new technology and improved responsiveness in all operations of the department.
- ◆ Continuously examine, effectively balance and remain accountable to the priorities of the community, and allocate available resources accordingly.
- ◆ Focus on early intervention and prevention strategies as an alternative to reactive remedies.
- ◆ Foster an environment which encourages innovation and creativity, where employees are treated with fairness and dignity.



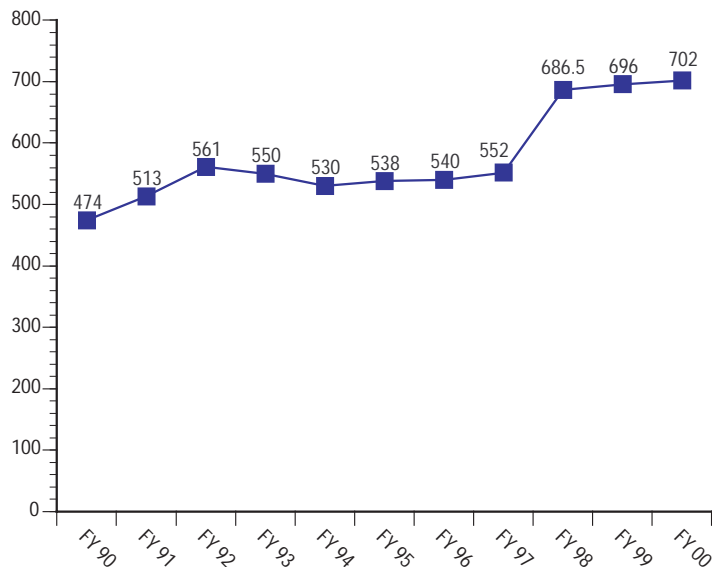
Cost: \$48,382,894



Staff: 702



10-Year Staffing Trend



Office of the Sheriff Overview

The Office of the Sheriff is responsible for crime prevention, crime suppression, and court security in Santa Clara County. The Sheriff is the chief law enforcement officer for the 100,000 residents who reside in the 966 square miles of unincorporated territory within the County. The Sheriff's Office has 697 employees and expenditures of \$65 million. The net cost to the County general Fund is approximately \$37 million. The Sheriff's Office is divided into four bureaus:

Administrative Services

- a) General administrative, fiscal and accounting services;
- b) Data management for all systems including the Sheriff's Law Enforcement telecommunications System (SLETS);
- c) Records management for all criminal history and warrant files.

Field Enforcement

- a) Patrol services to the unincorporated districts including Burbank, Cambrian, East San Jose and South County;
- b) Law enforcement services to the contract cities of Cupertino, Saratoga and Los Altos Hills;
- c) Law enforcement services to the Santa Clara County Parks Department and the Valley Transportation Authority;
- d) Community-based programming through such programs as the South County Rural Crime Prevention Program, Pala School Monitoring Program, College Intern Program, and the Sheriff's Community-Oriented Programs and Enforcement (SCOPE);
- e) Specialized units such as the Sheriff's Emergency Response team, Crowd Control, Hostage Negotiation Team, Bomb Unit, Search and Rescue Unit and Underwater Search Team, and the Fish and Game Warden.

Court Services

- a) Security services to the fifteen facilities of the Superior Court of the County;

- b) Service or execution of all civil processes and notices given to the Sheriff by the Court and/or the public;
- c) Service arrest warrants and processing of fugitives from justice.

Technical Services

- a) Investigations of alleged violations of Federal, State and County laws and ordinances;
- b) Specialized units such as the Career Criminal Apprehension Unit (C-CAP), the Sexual Assault Felony Enforcement Task Force (SAFE), Sheriff's Property and Latent Print Unit, Regional Auto Theft Task Force (RATTF), and the Domestic Violence Unit;
- c) Community Services Unit which provides Drug Abuse resistance Enforcement (DARE) classes, Neighborhood Watch Programs, Community Fairs, and Summer Camps;
- d) Inter-jurisdictional narcotics enforcement teams (AANET and UNET).

In addition, the Sheriff is also responsible for those functions designated in the April, 1997 agreement between the Sheriff and the County of Santa Clara. The agreement specifies that for certain functions the Sheriff will be the sole appointing authority. They are:

- a) inmate transportation,
- b) hospital guarding,
- c) interfacility transporting and,
- d) maintaining team sergeants on each shift per Penal Code section 830.1(d).

The agreement also allows the Sheriff to grant peace officer powers to these employees while on duty, where necessary.

The focus of the Sheriff's Office is on preserving the peace, upholding the constitutionality of its office, preventing crime, and providing judicious service to the community with integrity in a positive and professional manner. The department receives continuous requests for crime prevention, drug awareness/education and



community relations programs and is involved in the numerous related activities such as School Attendance Review Boards, Children-at-Risk Teams, Truancy Abatement Boards, Drug Abuse Awareness, Loss Prevention, Robbery Prevention, and senior Citizen Safety programs. The Community Police Academy, instituted in 1994, has been so successful that it has been expanded to include a youth academy and has been copied by the City of San Jose. The department currently is planning a Senior Volunteer Program.

Major Issues

- a) The Sheriff continues to work with representatives of the County of Santa Clara to implement the April 1997, DOC agreement. The Sheriff and his staff are participating on the Operational and Steering Committees which were designed to ensure cooperation of the parties and complete implementation of the agreement. The parties have continued to make progress and to resolve operational issues.
- b) The Sheriff will graduate 37 Deputy Sheriffs from the POST academy in Fiscal Year 1999, maximizing its budgeted capacity. The Fiscal Year 2000 current level budget provides funding to recruit, hire and train another 25-30 cadets, enough to address current vacancies, but not to address the projected vacancies caused by normal attrition and retirements. In addition, the Court has agreed to reimburse the County to train an additional eight cadets who will be assigned to newly-created security stations within court facilities.
- c) The department continues to struggle with the issue of limited duty officers. Approximately 100 officers, or over 22% of the sworn staff, are either on 4850 disability leave or suffer some type of limitation which prevents their serving as full-time, full-duty peace officers. Since the level of staffing is capped within the budget, this issue severely limits the number of deputies available for patrol and other duties.
- d) The Board of Supervisors, at the Fiscal Year 1998 budget hearings, funded Project Safe (now known as SCOPE) in the Alum Rock District. This youth intervention program which utilizes community policing strategies was merged with the Burbank Project which had been funded with State COPS funds. The department implemented this program and continues to move forward towards full imple-

mentation. A permanent office space has been located with the expected move-in date in May 1999.

- e) The Sheriff's budget will once again be severely impacted by the large number of long-time employees retiring from the department in Fiscal Year 2000. In Fiscal Year 1999, payouts are expected to reach \$1.4 million. In Fiscal Year 2000, payouts are projected to reach \$1.5 million.

Fiscal Year 1999 Accomplishments

- ◆ Enhanced the Lap Top Project to provide system access to additional divisions in the Sheriff's Office and other Law and Justice departments.
- ◆ Computerized activities and billing system for the Contract Cities, savings hundred of hours in printing reports and savings trees.
- ◆ Implemented the State Applicant Fingerprinting program to protect children through fingerprinting of certain job applicants.
- ◆ Established a partnership with the State Highway Patrol and Valley Transit Authority to stop freeway graffiti.
- ◆ Successfully implemented new Human Resources Payroll (HaRP) system into the department.
- ◆ Strengthen control of Evidence Room by a computer system, improved security, and clean up cases to dispose of property.
- ◆ Deputy/Canine Interdiction Teams seized over 212 pounds of illicit drugs with a street value of \$4.2 million, 15 weapons, and 164 arrests related to narcotic possession and trafficking.
- ◆ S.C.O.P.E. has located a building to move the operations into the community in the Alum Rock project. It is expected that the team will move in around May 1999.
- ◆ In the process of completing contract with the Superior Court for provision of security services.

Fiscal Year 2000 Planned Accomplishments

- ◆ Continue efforts to obtain State funding for S.A.F.E. (Sexual Assault Felony Enforcement) Task Force.



- ◆ Enhance the State Applicant Fingerprinting program to protect children through fingerprinting of certain job applicants in South County, Westside, and North County (Stanford).
- ◆ Begin plans for Phase III of the Radio Project that encompasses wireless communications. Seek grants to help offset part of the costs for this program.
- ◆ Implement the Kronos time capture system into the department for more accurate and faster time reporting.
- ◆ Continue efforts in the enforcement of narcotic possession and trafficking.
- ◆ S.C.O.P.E. needs to locate a building in the community of the Burbank project to insure that the same type of service is provided to that community as Alum Rock.
- ◆ Seek grants to improve programs in the department of service the public effectively.



Office of the Sheriff

County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for the Office of the Sheriff are focused on meeting the Board of Supervisors' priorities by investing in technology, providing a safe work environment for our employees, and continuing efforts to enhance the quality of life in the County's unincorporated areas by providing a high standard of public protection.

Technology-Related Recommendations

A) Purchase and Implement In-House Civil System

The Office of the Sheriff currently utilizes the County's mainframe computer system, maintained by the Information Systems Division (ISD), to process payments, update files, and perform other functions related to service and execution of civil processes ordered by the court. The annual cost for this service is approximately \$181,000. Payments to customers are made on a weekly basis using a batch process.

By purchasing a new minicomputer system and utilizing a software application developed by and in use in Sacramento County, the Sheriff will improve its services to customers, while reducing its reimbursement to ISD by \$75,000 in Fiscal Year 2000 and by \$95,000 in Fiscal Year 2001. It will increase flexibility in scheduling payments to citizens, thereby improving customer service.

Total Cost: \$150,000

\$75,000 one-time cost

\$95,000 on-going reimbursement reduction

B) Continue Conversion of the Report Writing System and Maintain Oracle Database

Sheriff's Deputies utilize the Report Writing System to write a large number of reports in the field and then upload the data and review the report at Sheriff's Headquarters. The development of software and distribution of computers to the Patrol and Detective Divisions have enabled deputies to produce three primary reports quicker and more accurately than in the past. These reports are:

- ◆ Incident Reports - Description of crime with victim, suspect and evidence
- ◆ DUI Reports - Driving under the Influence events
- ◆ Activity Reports - Description of duty time with location and disposition. (This report no longer requires data entry because the system supports electronic data upload.)

Over the past two years, due to the large number of reports accumulating in the system, the time to upload and view reports has increased substantially. This slower response time has reduced the efficiency of the system and impacted the time deputies have to spend on patrol and detective functions. The department is in the process of installing a larger capacity storage system to accommodate the growing number of reports and restore a more efficient system response time.

Upgrading from Access to an Oracle database system will reduce the response time for uploading and reviewing report data by patrol and investigation deputies, reduce overall system downtime and increase deputies' time in the field.

Add One Database Administrative Manager to Maintain Oracle Database. The requirements of the Oracle Database will require a full-time data base manager to implement, monitor and adjust the system and to train operational users. Major tasks for this position will include daily system back up and file space check, weekly database recovery and rebuilding, and systems training.

In addition to maintaining the Oracle Database, this position will also maintain the proposed new Civil System described above. The tasks to maintain the Civil System are consistent with those to maintain the Oracle Database.

Total On-going Cost: \$69,432

Reimbursement to ISD to Implement Oracle Database. This action will fund one position in the ISD for one year dedicated to the transition to Oracle within the Sheriff's Office. Staff already familiar with Oracle will be



able to assist in installation, implementation, problem solving, and staff training. Since it is assumed that the Sheriff's proposed new Database Administrative Manager will not be on board for at least two months, this will allow the project to move forward. Also, ISD will use a "train the Trainer" approach, eventually training the person in this position, who will, in turn, train Sheriff's staff.

Total One-time Cost: \$120,000

C) Purchase 53 Mobile Radios for Transportation Unit

In Fiscal Year 1998, as part of the agreement between the County and the Sheriff, fifty-three transportation vehicles were transferred from the Department of Correction to the Sheriff for transport of inmates between facilities and to outside agencies such as the California State Department of Correction. These vehicles have analog radios and are unable to communicate with the rest of the Sheriff's fleet. This action funds the purchase and installation of fifty-three digital radios, making them compatible and fully operational within the Sheriff's fleet, and providing a safe and secure work environment for transportation officers.

Total One-time Cost: \$206,541

D) Fund Phase III Study of the Radio Communication Upgrade Project

This evaluation will focus on the type of technology and vendors available to develop and implement the Wireless Data Connection between Headquarters, County Communications and patrol units in the field. This is the preliminary portion of the third and final phase of the radio program approved by the Board of Supervisors three years ago. This project has been approved the Information Technology Executive Committee.

Total One-time Cost: \$120,000

E) Add Two Minicomputer Operator I/II's Delete Two Vacant Office Clerks

This action will support the department's information systems needs by providing staff who can maintain and support various software systems, such as Criminal Justice Information Control (CJIC), the Sheriff's Law Enforcement Telecommunications System (SLETS), and the Records Management System (RMS). Staff will also assist with the maintenance of over 600 computer workstations and laptops in the department.

Total On-going Costs: \$718

Increase Patrol Function

Add Two Sheriff Deputies to South County Patrol

This action recommends the addition of two Sheriff Deputies to the South County Patrol. Costs include salaries and benefits for six months in Fiscal Year 2000, recruitment and academy costs, two patrol vehicles for three months in Fiscal Year 2000, and equipment, including radios, laptops, pack sets, guns, ammunition, and safety equipment. Of the \$154,939 total cost, one-time expenditures total \$85,300.

The needs for increased Sheriff's Patrol services in the South County are mainly due to rapid growth in the area. Until a few years ago, the South County was one of the few areas in the county that had remained largely undeveloped. This area is now in the midst of a major transition and is experiencing significant, rapid growth in commercial and residential areas. This growth has had a major impact on the quality and quantity of services delivered by the Sheriff's Office.

Although the South County district has maintained a constant geographic boundary, the construction of residential dwellings in the outer periphery has expanded the size of the areas that the deputies must now actively patrol. Population, in correlation with the increase in construction, has also grown dramatically in the unincorporated areas, as well in the cities of Morgan Hill and Gilroy, requiring more calls for service in the area. "Daytime" population has significantly increased with the expansion of commercial and industrial growth in the area, resulting in increased calls for service. Gang-related activity and graffiti have started to emerge in the South County. This type of activity results in increased enforcement problems, time spent on intensive investigations and laborious intelligence gathering.

Increasing resources will provide the following types of service delivery improvements:

- ◆ Increased patrol time.
- ◆ Reduced average response times.
- ◆ Directed enforcement in the areas of gang activity and graffiti.
- ◆ Specialized enforcement to address specific crime trends and patterns.

Total Cost: \$154,939



Staff Changes to Improve Efficiency

A) Add one Sheriff's Technician

To issue, maintain and track fixed assets and other sensitive equipment throughout the department. Costs are totally offset by increased fees to the San Jose Police Department for the use of the firing range.

Total Cost: \$31,252

Costs offset by revenues

B) Add one Account Clerk II

To process and maintain new accounts related to the State-mandated Fingerprinting Program. Costs totally offset by charges to agencies for fingerprinting services.

Total Cost: \$30,110

Costs offset by revenues

C) Add one Law Enforcement Records Clerk/Law Enforcement Records Technician Delete one Office Clerk

This staffing change will take place in the Westside Office, to improve services to the cities of Cupertino, Saratoga and Los Altos Hills and the western unincorporated areas of the County. Costs are 85% offset by revenues from the contract cities.

Total On-going Cost: \$4,788

Supported by revenues: \$4,070

D) Add one Account Clerk I

Delete one vacant Clerk Typist

In the Accounting Division, to increase efficiencies by assigning payroll and accounting duties to the proper job classification.

On-going Net Cost: \$0

Outcomes

- ◆ Implementing the In-House Civil System will provide improved services measurable in terms of more timely payments to customers and will be more cost effective for the County.
- ◆ Upgrading and increasing support to the Report Writing System will increase services to the public by reducing the time it takes officers to download and review reports, making more time available for patrol and investigation functions.
- ◆ Adding two patrol deputies will increase patrol services in the South County unincorporated areas, resulting in increased patrol time, increased visibility to the public, reduced response time, and an increased response to targeted problem areas such as gang activity and graffiti.

Sheriff Services — Budget Unit 0230

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
3900	Sheriff Administration	2,700,061	2,117,090	2,268,669	3,445,393	1,328,303	63
3901	Fiscal Division	708,053	810,008	810,008	787,601	(22,407)	-3
3903	Detective Division	4,214,298	4,510,348	4,510,348	4,125,014	(385,334)	-9
3904	Patrol Division	9,197,599	9,397,530	9,334,894	9,137,492	(260,038)	-3
3905	Personnel And Training	3,449,999	3,810,593	3,891,886	3,846,941	36,348	1
3906	Warrants And Fugitives	620,856	735,201	735,201	678,392	(56,809)	-8
3907	Westside Station	8,136,227	8,761,935	8,761,935	8,236,190	(525,745)	-6
3909	Records Section	3,137,004	3,890,957	3,890,957	3,643,961	(246,996)	-6
3912	Internal Affairs	223,279	261,872	261,872	262,507	635	-
3913	Data Management	374,510	850,361	1,422,361	1,152,141	301,780	35
3914	Court Security	(768,543)	(1,464,615)	(1,545,908)	(2,628,422)	(1,163,807)	79
3919	Transit Patrol	2,648,661	2,752,614	2,723,024	2,592,543	(160,071)	-6



Sheriff Services — Budget Unit 0230

Expenditures by Cost Center (Continued)

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
3922	Reserves Unit	271,346	389,703	389,703	354,135	(35,568)	-9
3924	Training	771,046	890,695	859,687	851,407	(39,288)	-4
3927	Parks Patrol	15,596	(39,856)	(39,856)	(52,139)	(12,283)	31
3929	Civil Division	1,378,946	1,464,842	1,464,842	1,388,961	(75,881)	-5
Total Expenditures		\$ 37,078,938	\$ 39,139,278	\$ 39,739,623	\$ 37,822,117	\$ (1,317,161)	-3%

Sheriff Services — Budget Unit 0230

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
3900	Sheriff Administration	\$ 855,977	\$ 382,797	\$ 586,767	\$ 345,797	\$ (37,000)	-10
3901	Fiscal Division	\$ 220	\$ -	\$ -	\$ -	\$ -	-
3903	Detective Division	\$ 367,893	\$ 651,995	\$ 651,995	\$ 549,639	\$ (102,356)	-16
3904	Patrol Division	\$ 72,628	\$ 70,000	\$ 70,000	\$ 23,000	\$ (47,000)	-67
3905	Personnel And Training	\$ 3,706	\$ -	\$ -	\$ -	\$ -	-
3906	Warrants And Fugitives	\$ 43,094	\$ 34,000	\$ 34,000	\$ 34,000	\$ -	-
3907	Westside Station	\$ 7,313,755	\$ 7,847,850	\$ 7,847,850	\$ 8,085,920	\$ 238,070	3
3909	Records Section	\$ 288,690	\$ 316,400	\$ 316,400	\$ 263,400	\$ (53,000)	-17
3913	Data Management	\$ 115,949	\$ 156,533	\$ 156,533	\$ 162,252	\$ 5,719	4
3914	Court Security	\$ 4,666	\$ -	\$ -	\$ -	\$ -	-
3919	Transit Patrol	\$ 2,532,072	\$ 2,716,367	\$ 2,722,767	\$ 2,990,901	\$ 274,534	10
3922	Reserves Unit	\$ 27,529	\$ 5,360	\$ 5,360	\$ 5,000	\$ (360)	-7
3924	Training	\$ 72,931	\$ 29,000	\$ 29,000	\$ 80,613	\$ 51,613	178
3929	Civil Division	\$ 614,805	\$ 525,000	\$ 525,000	\$ 460,000	\$ (65,000)	-12
Total Revenues		\$ 12,313,915	\$ 12,735,302	\$ 12,945,672	\$ 13,000,522	\$ 265,220	2%

Sheriff Administration — Cost Center 3900

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	12.0	2,117,090	382,797
Board Approved Adjustments During FY 1999	-	151,579	203,970
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-	1,358,378	-
Internal Service Funds Adjustment	-	(44,178)	(87,735)
Other Required Adjustments	-	(139,079)	(153,235)



Sheriff Administration — Cost Center 3900

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Subtotal	12.0	\$ 3,443,790	\$ 345,797
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	1,603	–
Subtotal	–	1,603	–
Total Recommendation	12.0	\$ 3,445,393	\$ 345,797

Fiscal Division — Cost Center 3901

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	15.0	810,008	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(46,657)	–
Internal Service Funds Adjustment	–	(739)	–
Other Required Adjustments	–	–	–
Subtotal	15.0	\$ 762,612	\$ –
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	165	–
1. Add One Account Clerk II	1.0	30,110	–
This action adds one Account Clerk II to the Accounting Division, Cost Center 3901, in the Office of the Sheriff. Fiscal Year 2000 costs for this code are \$30,110. Annualized costs for the position are \$36,132. The on-going costs for this new position will be fully offset by increased revenues from fees charged to customer agencies for this service, budgeted in Cost Center 3903. In Fiscal Year 2000, due to the ten months funding of the position, there will be a net savings to County of \$6,022. This position is necessary to process new accounts, invoice customers, and keep track of Accounts Receivable related to the State-mandated fingerprint program that was initiated in Fiscal Year 1998. This program requires the Sheriff to fingerprint any applicant to a school system or human resources job that has contact with children.			
2. Add One Account Clerk/Delete One Vacant Clerk Typist	–	(5,286)	–
This action adds one Account Clerk I and deletes one vacant Clerk Typist in the Accounting Division. In Fiscal Year 2000, there is a cost savings of \$5,286 due to ten months funding of the position. There is no on-going cost to this action. The tasks performed by this position, including entering payroll data and verifying and distributing payments, are more appropriate for an Account Clerk than a Clerk Typist.			
Subtotal	1.0	24,989	–
Total Recommendation	16.0	\$ 787,601	\$ –



Detective Division — Cost Center 3903

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	48.0	4,510,348	651,995
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	(510,380)	–
Internal Service Funds Adjustment	–	124,071	–
Other Required Adjustments	–	–	(138,488)
Subtotal	46.0	\$ 4,124,039	\$ 513,507
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	789	–
1. Increase Fees Related to Fingerprinting Requirement	–	–	36,132
<p>This action adds one Account Clerk II to the Accounting Division, Cost Center 3901, in the Office of the Sheriff. Fiscal Year 2000 costs for this code are \$30,110. Annualized costs for the position are \$36,132. The on-going costs for this new position will be fully offset by increased revenues from fees charged to customer agencies for this service, budgeted in Cost Center 3903. In Fiscal Year 2000, due to the ten months funding of the position, there will be a net savings to County of \$6,022. This position is necessary to process new accounts, invoice customers, and keep track of Accounts Receivable related to the State-mandated fingerprint program that was initiated in Fiscal Year 1998. This program requires the Sheriff to fingerprint any applicant to a school system or human resources job that has contact with children.</p>			
Subtotal	–	975	36,132
Total Recommendation	46.0	\$ 4,125,014	\$ 549,639

Patrol Division — Cost Center 3904

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	96.0	9,397,530	70,000
Board Approved Adjustments During FY 1999	1.0	(62,636)	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	(409,641)	–
Internal Service Funds Adjustment	–	57,586	–
Other Required Adjustments	–	–	(47,000)
Subtotal	98.0	\$ 8,982,839	\$ 23,000
Recommended Changes for FY 2000			



Patrol Division — Cost Center 3904

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	–	5,518	–
1. Add Two Deputy Sheriffs to South County Patrol	2.0	149,135	–
<p>This action recommends the addition of two Deputy Sheriffs to the South County Patrol. Fiscal Year 2000 costs include salaries and benefits for six months, recruitment and academy costs for one cadet, two patrol vehicles for three months, and equipment, including radios, laptops, pack sets, guns, ammunition, and safety equipment. Of the \$154,139 total cost, one-time expenditures total \$85,300. On-going costs for the two deputies, including vehicle costs, will total \$135,800.</p> <p>As described in the County Executive's Recommendation section, the needs for increased Sheriff's Patrol services in the South County are mainly due to rapid growth and transition in the area. Increasing resources will provide the following service delivery improvements:</p> <ul style="list-style-type: none"> ◆ Increased patrol time ◆ Improved customer satisfaction ◆ Reduced average response times ◆ Directed enforcement in the areas of gang activity and graffiti ◆ Specialized enforcement to address specific crime trends and patterns. 			
Subtotal	2.0	154,653	–
Total Recommendation	100.0	\$ 9,137,492	\$ 23,000

Personnel And Training — Cost Center 3905

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	28.0	3,810,593	–
Board Approved Adjustments During FY 1999	–	81,293	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	4.0	(250,179)	–
Internal Service Funds Adjustment	–	159,245	–
Other Required Adjustments	–	14,000	–
Subtotal	32.0	\$ 3,814,952	\$ –
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	320	–
1. Add Sheriff Technician	1.0	31,650	–
<p>This action adds one Sheriff's Technician to the Personnel/Training Division, Index Code 3905. In Fiscal Year 2000, assuming ten months of funding, the cost is \$31,650. On an annualized basis, the cost is \$37,900. This cost will be fully offset by increased fees charged to agencies, primarily the San Jose Police Department, for use of the Sheriff's firing range. Revenues are budgeted in Cost Center 3924. The position will be dedicated to identifying, issuing, tracking and maintaining fixed assets and other sensitive equipment throughout the department. This function is currently decentralized and inaccurate. Consolidating the responsibility in the Support Services Division will address a critical need to provide a more efficient method of controlling fixed assets and at a pay rate more commensurate with the task.</p>			
Subtotal	1.0	31,989	–
Total Recommendation	33.0	\$ 3,846,941	\$ –



Warrants And Fugitives — Cost Center 3906

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	7.0	735,201	34,000
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(36,065)	–
Internal Service Funds Adjustment	–	(20,937)	–
Other Required Adjustments	–	–	–
Subtotal	7.0	\$ 678,199	\$ 34,000
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	193	–
Subtotal	–	193	–
Total Recommendation	7.0	\$ 678,392	\$ 34,000

Westside Station — Cost Center 3907

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	77.0	8,761,935	7,847,850
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(546,048)	–
Internal Service Funds Adjustment	–	15,392	–
Other Required Adjustments	–	–	234,000
Subtotal	77.0	\$ 8,231,279	\$ 8,081,850
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	123	–
1. Add One Law Enforcement Clerk/Records Technician; Delete Office Clerk	–	4,788	4,070
<p>This action adds one alternately staffed Law Enforcement Clerk /Records Technician (LEC/LERT) and deletes one Office Clerk. In Fiscal Year 2000, the cost for this action is \$4,788. Revenues from the contract cities will offset approximately 85% of this increase, resulting in a net annual cost increase to the County of \$718.</p> <p>Upgrading the position will enhance the services to the public, contract cities and other agencies due to the wider variety of duties which may be performed at this higher classification. It will be able to backfill the existing LERT positions during vacations and sick leave and will provide flexibility in working at various locations served by the Westside Office.</p>			
Subtotal	–	4,911	4,070
Total Recommendation	77.0	\$ 8,236,190	\$ 8,085,920



Records Section — Cost Center 3909

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	57.0	3,890,957	316,400
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(257,161)	–
Internal Service Funds Adjustment	–	9,693	–
Other Required Adjustments	–	–	(53,000)
Subtotal	57.0	\$ 3,643,489	\$ 263,400
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	469	–
Subtotal	–	472	–
Total Recommendation	57.0	\$ 3,643,961	\$ 263,400

Internal Affairs — Cost Center 3912

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	3.0	261,872	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(11,348)	–
Internal Service Funds Adjustment	–	11,940	–
Other Required Adjustments	–	–	–
Subtotal	3.0	\$ 262,464	\$ –
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	43	–
Subtotal	–	43	–
Total Recommendation	3.0	\$ 262,507	\$ –

Data Management — Cost Center 3913

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	5.0	850,361	156,533
Board Approved Adjustments During FY 1999	–	572,000	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(16,214)	–
Internal Service Funds Adjustment	–	14,078	–
Other Required Adjustments	–	(572,000)	5,719
Subtotal	5.0	\$ 848,225	\$ 162,252



Data Management — Cost Center 3913

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues	
Recommended Changes for FY 2000				
Internal Service Fund Adjustments	–	468	–	
Administrative Support for Sheriff's Oracle system	–	119,990	–	
1. Add One Data Base Manager	1.0	69,430	–	
<p>This action adds one Data Base Administrative Manager to manage the Sheriff's Report Writing System and the new Civil System. The cost of this position in Fiscal Year 2000 is \$69,432, assuming ten months of funding. On-going cost for the position is \$83,316. By funding a departmental manager with responsibility over these two systems, the Sheriff will nearly eliminate its \$181,000 annual cost within two years. This position will perform routine daily and weekly maintenance tasks, provide system monitoring and trouble-shooting, and provide training to all departmental users, including field deputies and support staff, to become proficient in the use of both of these systems.</p>				
2. Radio Upgrade - Phase III Study	–	120,000	–	
<p>This action provides \$120,000 of technology funding for a preliminary evaluation of Phase III of the Sheriff's radio upgrade project. This evaluation will focus on the type of technology and vendors available to develop and implement the Wireless Data Connection between Headquarters, County Communications and Sheriff's field patrol units. This radio project was approved by the Board of Supervisors three years ago. Following this evaluation, the department will seek outside funding sources for Phase III implementation.</p>				
3. Add Two Minicomputer Operator I/II's/Delete Two Clerk Typists	–	(5,972)	–	
<p>This action will add two Minicomputer Operator I/II's and delete two vacant Clerk Typists. In Fiscal Year 2000, there is a cost savings of \$5,972, due to ten months funding of the positions. On an annual basis, this action will result in a cost increase of approximately \$6,000. This action will improve the support to the department's information systems, including the Sheriff's Law Enforcement Telecommunications System (SLETS), Criminal Justice Information Control (CJIC) system and the Records Management System (RMS). This will also increase staffing to maintain over 600 computer workstations and laptops throughout the department.</p>				
	Subtotal	1.0	303,916	–
Total Recommendation	6.0	\$ 1,152,141	\$ 162,252	

Court Security — Cost Center 3914

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	168.0	(1,464,615)	–
Board Approved Adjustments During FY 1999	–	(81,293)	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	(941,464)	–
Internal Service Funds Adjustment	–	(141,814)	–
Other Required Adjustments	–	–	–
	Subtotal	169.0	\$ (2,629,186) \$
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	764	–
	Subtotal	–	764
Total Recommendation	169.0	\$ (2,628,422) \$	–



Transit Patrol — Cost Center 3919

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	25.0	2,752,614	2,716,367
Board Approved Adjustments During FY 1999	1.0	(29,590)	6,400
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(168,865)	–
Internal Service Funds Adjustment	–	38,333	–
Other Required Adjustments	–	–	268,134
Subtotal	25.0	\$ 2,592,492	\$ 2,990,901
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	51	–
Subtotal	–	51	–
Total Recommendation	25.0	\$ 2,592,543	\$ 2,990,901

Reserves Unit — Cost Center 3922

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	3.0	389,703	5,360
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(28,794)	–
Internal Service Funds Adjustment	–	(6,891)	–
Other Required Adjustments	–	–	(360)
Subtotal	3.0	\$ 354,018	\$ 5,000
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	117	–
Subtotal	–	117	–
Total Recommendation	3.0	\$ 354,135	\$ 5,000

Training — Cost Center 3924

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	6.0	890,695	29,000
Board Approved Adjustments During FY 1999	1.0	(31,008)	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(3,575)	–
Internal Service Funds Adjustment	–	(4,705)	–
Other Required Adjustments	–	–	6,000
Subtotal	6.0	\$ 851,407	\$ 35,000



Training — Cost Center 3924

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Recommended Changes for FY 2000			
1. Increased Range Revenues to offset cost of Sheriff Technician	–	–	45,613
<p>This action adds one Sheriff's Technician to the Personnel/Training Division, Index Code 3905. In Fiscal Year 2000, assuming ten months of funding, the cost is \$31,650. On an annualized basis, the cost is \$37,900. This cost will be fully offset by increased fees charged to agencies, primarily the San Jose Police Department, for use of the Sheriff's firing range. Revenues are budgeted in Cost Center 3924. The position will be dedicated to identifying, issuing, tracking and maintaining fixed assets and other sensitive equipment throughout the department. This function is currently decentralized and inaccurate. Consolidating the responsibility in the Support Services Division will address a critical need to provide a more efficient method of controlling fixed assets and at a pay rate more commensurate with the task.</p>			
Subtotal	–	–	45,613
Total Recommendation	6.0	\$ 851,407	\$ 80,613

Parks Patrol — Cost Center 3927

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	7.0	(39,856)	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(42,468)	–
Internal Service Funds Adjustment	–	30,185	–
Other Required Adjustments	–	–	–
Subtotal	7.0	\$ (52,139)	\$ –
Recommended Changes for FY 2000			
Total Recommendation	7.0	\$ (52,139)	\$ –

Civil Division — Cost Center 3929

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	18.0	1,464,842	525,000
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(42,988)	–
Internal Service Funds Adjustment	–	(33,485)	–
Other Required Adjustments	–	–	(65,000)
Subtotal	18.0	\$ 1,388,369	\$ 460,000
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	255	–



Civil Division — Cost Center 3929

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Reduce Support to Sheriff for Civil System	–	(74,663)	–
1. Purchase In-house Civil System	–	75,000	–
<p>The Sheriff's Civil Division currently utilizes the County's mainframe computer to serve or execute all civil processes ordered by the court. This action provides \$75,000 for the one-time purchase and installation of an in-house Civil system. It also reduces support to the Information Systems Division (ISD) in Fiscal Year 2000 by \$75,000, fully offsetting the initial cost to the County. By Fiscal Year 2001, payments to ISD will be nearly eliminated for this function, saving the General Fund \$170,000 annually. Utilization of this in-house system will give the Sheriff increased flexibility in scheduling distributions to clients, thereby increasing customer service. It is anticipated that the system will be installed, tested and operational by January 2000.</p>			
Subtotal	–	592	–
Total Recommendation	18.0	\$ 1,388,961	\$ 460,000

Court/Custody Operations — Budget Unit 0231

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
3000	Administration	289,019	466,732	466,732	443,268	(23,464)	-5
3014	Court Security	808,945	–	–	–	–	–
3026	Main Jail Complex	2,911,761	2,321,097	2,321,097	2,465,089	143,992	6
3036	Elmwood Men's Facility	2,792,808	2,575,617	2,575,617	2,561,405	(14,212)	-1
3041	Correctional Center for Women (CCW)	810,688	835,865	835,865	761,748	(74,117)	-9
3047	Transportation	3,868,136	4,103,143	4,103,143	4,329,267	226,124	6
Total Expenditures		\$ 11,481,357	\$ 10,302,454	\$ 10,302,454	\$ 10,560,777	\$ 258,323	3%

Court/Custody Operations — Budget Unit 0231

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
3047	Transportation	\$ –	\$ 7,575	\$ 7,575	\$ 7,575	\$ –	–
Total Revenues		\$ –	\$ 7,575	\$ 7,575	\$ 7,575	\$ –	–%



Administration — Cost Center 3000

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	3.0	466,732	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(30,840)	–
Internal Service Funds Adjustment	–	7,172	–
Other Required Adjustments	–	–	–
Subtotal	3.0	\$ 443,064	\$ –
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	204	–
Subtotal	–	204	–
Total Recommendation	3.0	\$ 443,268	\$ –

Main Jail Complex — Cost Center 3026

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	28.0	2,321,097	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	3.0	140,747	–
Internal Service Funds Adjustment	–	3,245	–
Other Required Adjustments	–	–	–
Subtotal	31.0	\$ 2,465,089	\$ –
Recommended Changes for FY 2000			
Total Recommendation	31.0	\$ 2,465,089	\$ –

Elmwood Men's Facility — Cost Center 3036

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	30.0	2,575,617	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	2,105	–
Internal Service Funds Adjustment	–	(16,317)	–
Other Required Adjustments	–	–	–
Subtotal	30.0	\$ 2,561,405	\$ –
Recommended Changes for FY 2000			
Total Recommendation	30.0	\$ 2,561,405	\$ –



Correctional Center for Women (CCW) — Cost Center 3041

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	9.0	835,865	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-3.0	(59,192)	–
Internal Service Funds Adjustment	–	(14,925)	–
Other Required Adjustments	–	–	–
Subtotal	6.0	\$ 761,748	\$ –
Recommended Changes for FY 2000			
Total Recommendation	6.0	\$ 761,748	\$ –

Transportation — Cost Center 3047

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	47.0	4,103,143	7,575
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(167,881)	–
Internal Service Funds Adjustment	–	187,458	–
Other Required Adjustments	–	–	–
Subtotal	47.0	\$ 4,122,720	\$ 7,575
Recommended Changes for FY 2000			
Internal Service Fund Adjustments		6	–
1. Purchase Fifty-Three Digital Mobile Radios for Transportation Vehicles	–	206,541	–
This action provides \$206,541 for the purchase and installation of fifty-three digital radios into Sheriff's vehicles previously transferred from the Department of Correction's Transportation Unit. This will convert them from analog to digital and make them fully operational within the Sheriff's fleet, providing a safer and more secure work environment for transportation officers.			
Subtotal	–	206,547	–
Total Recommendation	47.0	\$ 4,329,267	\$ 7,575



Department of Correction Mission

The mission of the Department of Correction is to serve and protect the citizens of Santa Clara County by legally detaining those individuals lawfully directed to its supervision in a safe and secure environment while providing for their humane care, custody and control.

Goals

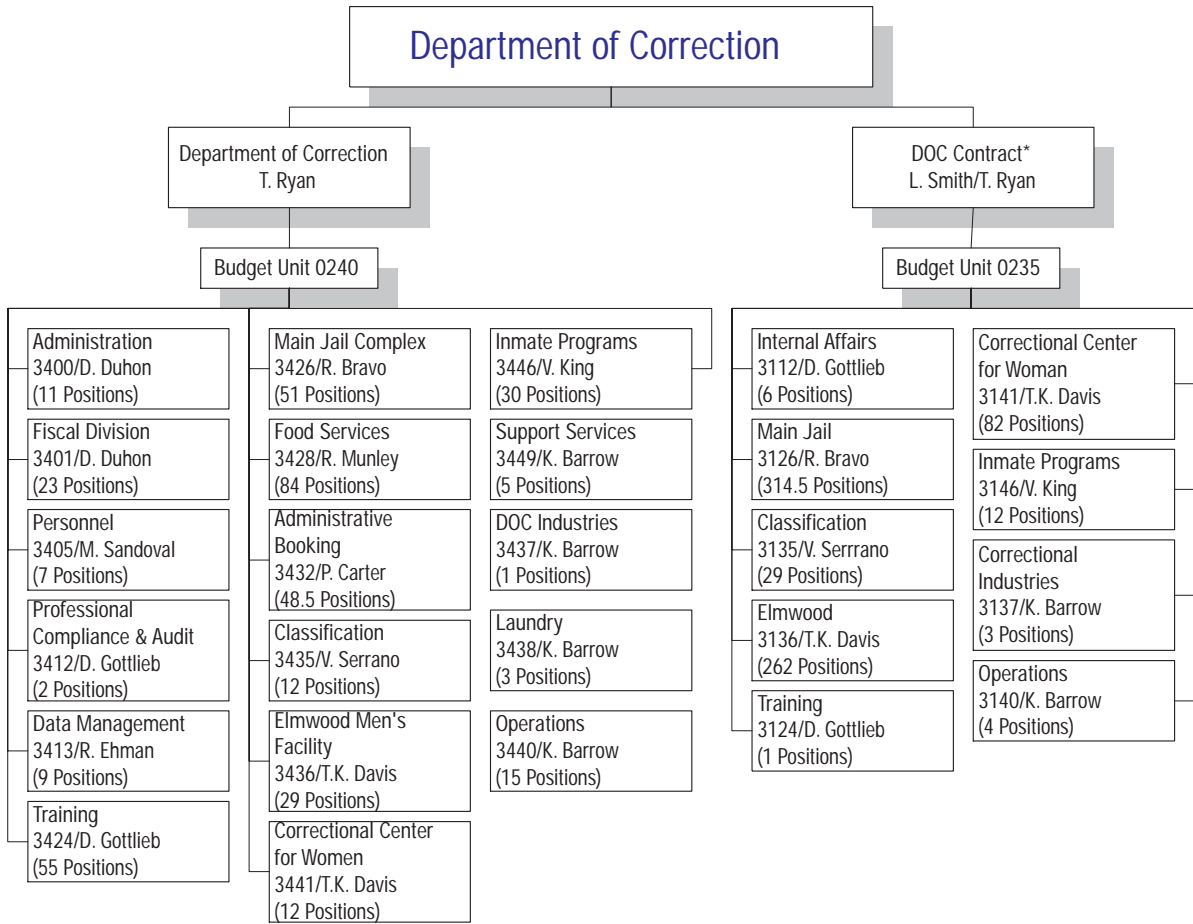
- ◆ To create and maintain a safe and secure environment for those persons detained and under the care and custody of the Department.
- ◆ To provide treatment and services that facilitate the offender's successful re-integration into the community by providing a full range of program opportunities for inmates, enabling them to improve their skills and knowledge as well as enhance their self-esteem, economic status and community integration.
- ◆ To provide humane care for all those detained by providing appropriate medical and food services, appropriate clothing, bedding, and sanitary living conditions.
- ◆ To maintain operational costs within an approved budget which employs staff only at the level of regulation and control necessary for the safe and efficient operation of programs, services, and facilities.



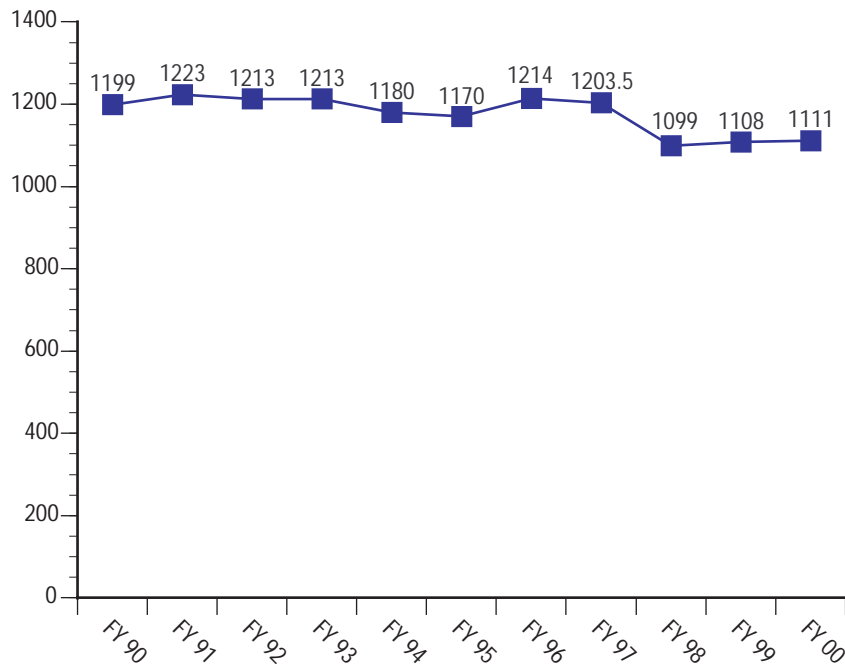
Cost: \$103,083,646



Staff: 1,111



10-Year Staffing Trend



Department of Correction

Overview

The Department of Correction (DOC) serves and protects the citizens of the County of Santa Clara by detaining and supervising pre-sentenced and adjudicated individuals in a safe and secure environment, while providing for their humane care, custody, and control. DOC is the largest law and justice agency in the County, with a budget of over \$103 million and over 1,100 employees. It is the twelfth largest jail system in the nation and one of the largest jail systems in the State of California not operating under a mandatory court-ordered population cap. It is a seven-day, twenty-four hour operation that is required to safely house and properly care for all who are brought into custody. While DOC has no control over who is brought to the jail, it is responsible for housing, clothing, feeding, and providing medical/mental health care and humane treatment to all inmates in its custody.

History

Penal Code and Government Code sections mandate responsibility for the operation of county jails and provide the authority to establish a County Department of Correction. In 1987, the Santa Clara County Board of Supervisors established the DOC, and the citizens of Santa Clara County approved this action one year later. The control of the jails was transferred from the Sheriff's Department to the DOC in 1989. In 1993, DOC was merged with the Probation Department in order to address the issue of peace officer status for correctional officers. In 1997, this arrangement was invalidated by the Courts, leading to a Board-approved Agreement which created a local solution to the problems presented by the limitations on the exercise of peace officer power. The Board of Supervisors, through the Department of Correction, retains control over the budget, programs, facilities, equipment, staff, policies, rules and regulations, employment and performance standards as well as the care and custody of the inmates. The executive managers, managers and civilian staff of the department comprise Budget Unit 240. The Sheriff assumed authority over the officer status of all contracted staff, comprised of Sheriff's Correctional Officers and Sheriff's Correctional Sergeants. These staff comprise Budget Unit 235. Addi-

tionally, the Sheriff became the appointing authority for the DOC staff transferred to the Sheriff to perform inmate transportation, hospital guard services and interfacility transport. These positions comprise Budget Unit 231.

Description

- ◆ The department houses its inmates in three facilities: the Main Jail Complex, Elmwood Men's Facility, and the Correctional Center for Women (CCW). With the current average daily population in the 4,400-4,500 range, DOC is responsible for the following duties **on a typical day**:
- ◆ providing 15,000 meals to inmates and staff;
- ◆ providing clothing and bedding to all inmates;
- ◆ booking and releasing 200 people;
- ◆ providing medical/mental health care and medication to 1,000 inmates.

From the initial point of booking, inmates are provided services and supplies necessary for their humane treatment and the smooth functioning of the institutions. Once an inmate is classified and housed in a facility, the department must provide a set of jail clothing, personal hygiene supplies, bedding, a healthy diet that conforms to standards set by law, and program services. Administrative functions, such as maintaining the accountability of the inmate's personal property and processing and administering for the commissary, also must be performed for the population.

Through its Inmate Programs Unit, the department also operates programs that offer opportunities for inmates to learn how to live productive lives and therefore enhance their potential for successful reintegration into the community. These include the alternative sentencing programs such as Public Service Program and Weekend Work Program, which allow sentenced inmates to return home in the evening after a day of work within the community. The department also supervises in-house programs that focus on drug and alcohol recovery, literacy, art, health, education, job



search skills and anger management. One of these programs is the Regimented Corrections Program (RCP), which provides a structured curriculum of rehabilitative services to offenders from incarceration (Phase I) through community re-entry (Phase II) to long-term recovery (Phase III). Since its inception, RCP has served over 2000 inmates; the current population is approximately 235, including 50 in Phase III.

The Correctional Industries program provides inmates with vocational, academic and life-skills training through a structured work environment. This unit plans, develops, manufactures and markets a variety of goods and services to government and non-profit organizations.

Fiscal Year 1999 Accomplishments

- ◆ DOC staff received relevant Equal Opportunity Division (EOD) training through a variety of in-service training classes, with an emphasis on ethics and professional conduct.
- ◆ Eliminated smoking and free coffee in all facilities.
- ◆ Increased participation in RCP and associated programs, including ARTEMIS and STEPWISE for women, as well as increased usage of the Day Reporting Center.
- ◆ Implemented successful jail population reduction strategies with the cooperation of all criminal justice agencies.
- ◆ Improved data management services by expanding service to user employees and by upgrading equipment and systems to meet Y2K compliance requirements.
- ◆ Implemented a pilot project at the Elmwood facility using videoconferencing technology.

Fiscal Year 2000 Planned Accomplishments

- ◆ Continue to identify and upgrade Information Technology and Embedded Systems to meet Y2K standards to ensure continuity of uninterrupted service.
- ◆ Control and prevent litigation by obtaining in-house, full-time attorney services, by continuing to move toward Correctional Treatment Center (CTC) licensure, and by proactively developing policies and procedures to ensure a safe and secure environment for inmates, staff and the community.
- ◆ Recruit and train the best qualified candidates to fill department vacancies with the goal of reducing overtime to fill existing vacancies with the corresponding objective of reflecting community diversity.
- ◆ Explore, develop, and implement aggressive new inmate programs to further reduce recidivism and criminal conduct, while increasing participation in existing successful programs.
- ◆ Develop future department leadership and enhance current performance through increased training opportunities designed to provide leadership into the 21st Century.
- ◆ Develop and implement a DOC Strategic Plan encompassing the Department's Mission, Vision, Values and direction for the future.



Department of Correction

County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for the Department of Correction (DOC) are focused on meeting the Board of Supervisors' priorities by providing training and development and a safe work environment for our employees and by focusing on infrastructure, including buildings, that allow our organization to function efficiently and effectively.

Actions

Fund a Second Cadet Academy

There are currently 76.5 badge vacancies in DOC. The Current Level Budget contains funding for one cadet academy in Fiscal Year 2000, to recruit, train and hire approximately 40 cadets. This will leave 36.5 vacancies. It is anticipated that approximately fifteen badge staff will retire in Fiscal Year 2000 and more will leave due to normal attrition.

This one-time action provides funding to recruit, train and fill forty additional vacant codes. By taking this action, the department will reduce its reliance on overtime to fill post positions, improving service delivery and creating a safer environment for staff and inmates.

Total One-time Cost: - \$730,450

Augment the Operations Unit Budget

Increase the allocation for services and supplies for facility maintenance and repair. Revenues from the contract with San Mateo County for provision of mental health jail beds will be increased, fully offsetting the increased costs associated with this action.

Total On-going Cost: \$50,000
Total On-going Revenue \$50,000

Delete Three Vacant Codes; Add One County Counsel Attorney for DOC Legal Issues

The Office of the County Counsel currently dedicates one FTE Attorney to all Law and Justice Agency legal issues. DOC-related legal issues take up over one-half of

the work of this position. Both County Counsel and DOC agree that a full-time Attorney dedicated to DOC issues will increase the level of service, providing an effective means to address legal issues in a proactive way.

DOC will offset the increased cost of the Attorney by eliminating one vacant Sheriff Correctional Officer, one vacant half-time Custody Support Assistant (CSA), and reducing one vacant full-time Law Enforcement Clerk/Law Enforcement Records Technician to half-time.

Total On-going Cost to DOC: (\$94,863)

Total On-going Cost to County Counsel: \$94,863

Outcomes

- ◆ By funding an additional Cadet Training Academy, DOC will fill current badge vacancies, substantially reducing its use of overtime. This will improve services by reducing a major cause of job burnout and stress-related illnesses. Exposure to inmate grievances will be reduced and the quality of supervision of inmates will be improved.
- ◆ DOC's exposure to costly litigation will be reduced by adding one FTE Attorney dedicated entirely to DOC issues within the Office of the County Counsel.
- ◆ Augmenting the services and supplies accounts in the Operations Unit will allow the department to continue its pro-active maintenance plan for cleaning, painting and maintaining facilities. Productivity will increase through the use of new and well-maintained tools and equipment.



DOC Contract — Budget Unit 0235

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
3105	Personnel	66,499	71,233	71,233	–	(71,233)	-100
3112	Internal Affairs	477,348	425,940	425,940	515,669	89,729	21
3124	Training	–	–	–	62,482	62,482	–
3126	Main Jail Complex	23,527,859	24,993,187	24,993,187	24,161,277	(831,910)	-3
3135	Classification	2,411,610	2,423,666	2,423,666	2,263,343	(160,323)	-7
3136	Elmwood Men's Facility	20,527,528	21,625,215	21,625,215	20,954,555	(670,660)	-3
3137	Correctional Industries	149,499	236,886	236,886	226,665	(10,221)	-4
3140	Operations	300,375	285,783	285,783	273,687	(12,096)	-4
3141	Correctional Center for Women (CCW)	6,171,072	6,650,639	6,650,639	5,996,987	(653,652)	-10
3146	Inmate Programs	898,412	1,207,200	1,207,200	1,102,636	(104,564)	-9
Total Expenditures		\$ 54,530,202	\$ 57,919,749	\$ 57,919,749	\$ 55,557,301	\$ (2,362,448)	-4%

Personnel — Cost Center 3105

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	1.0	71,233	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(71,233)	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	–	–
	Subtotal	\$ –	\$ –
Recommended Changes for FY 2000			
Total Recommendation	–	\$ –	\$ –

Internal Affairs — Cost Center 3112

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	5.0	425,940	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	89,729	–



Internal Affairs — Cost Center 3112

Major Changes to the Budget (Continued)

	Positions	Appropriations		Revenues
Internal Service Funds Adjustment	–		–	–
Other Required Adjustments	–		–	–
Subtotal	6.0	\$	515,669	\$ –
Recommended Changes for FY 2000				
Total Recommendation	6.0	\$	515,669	\$ –

Training — Cost Center 3124

Major Changes to the Budget

	Positions	Appropriations		Revenues
General Fund (Fund Number 0001)				
FY 1999 Approved Budget	–		–	–
Board Approved Adjustments During FY 1999	–		–	–
Cost to Maintain Current Program Services				
Salary and Benefit Adjustments	1.0		62,482	–
Internal Service Funds Adjustment	–		–	–
Other Required Adjustments	–		–	–
Subtotal	1.0	\$	62,482	\$ –
Recommended Changes for FY 2000				
Total Recommendation	1.0	\$	62,482	\$ –

Main Jail Complex — Cost Center 3126

Major Changes to the Budget

	Positions	Appropriations		Revenues
General Fund (Fund Number 0001)				
FY 1999 Approved Budget	314.5		24,993,187	–
Board Approved Adjustments During FY 1999	–		–	–
Cost to Maintain Current Program Services				
Salary and Benefit Adjustments	–		(767,374)	–
Internal Service Funds Adjustment	–		(64,536)	–
Other Required Adjustments	–		–	–
Subtotal	314.5	\$	24,161,277	\$ –
Recommended Changes for FY 2000				
Total Recommendation	314.5	\$	24,161,277	\$ –



Classification — Cost Center 3135

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	29.0	2,423,666	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(160,323)	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	–	–
Subtotal	29.0	\$ 2,263,343	\$ –
Recommended Changes for FY 2000			
Total Recommendation	29.0	\$ 2,263,343	\$ –

Elmwood Men's Facility — Cost Center 3136

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	264.0	21,625,215	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(612,566)	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	–	–
Subtotal	263.0	\$ 21,012,649	\$ –
Recommended Changes for FY 2000			
1. Delete Correctional Officer to Offset Cost of New Attorney in County Counsel for DOC	-1.0	(58,094)	–
<p>By eliminating two FTE codes in DOC, this action offsets the increased costs of one new Attorney in the Office of the County Counsel that will be dedicated to DOC issues. In Budget Unit 235, one vacant Sheriff's Correctional Officer (U84) will be deleted. County Counsel currently utilizes one FTE Attorney to provide services to the Law and Justice Agency, one-half of which has been spent on DOC matters. Adding one Attorney will increase the level of service by proactively addressing legal matters, through involvement in such areas as negotiating, drafting and review of contracts, monitoring compliance with Federal and State laws and regulations, and providing updates and advice on changes in the law impacting law enforcement operations. This Attorney will also provide training on relevant legal issues to department staff.</p>			
Subtotal	-1.0	(58,094)	–
Total Recommendation	262.0	\$ 20,954,555	\$ –



Correctional Industries — Cost Center 3137

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	3.0	236,886	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(10,221)	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	–	–
Subtotal	3.0	\$ 226,665	\$ –
Recommended Changes for FY 2000			
Total Recommendation	3.0	\$ 226,665	\$ –

Operations — Cost Center 3140

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	4.0	285,783	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(12,096)	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	–	–
Subtotal	4.0	\$ 273,687	\$ –
Recommended Changes for FY 2000			
Total Recommendation	4.0	\$ 273,687	\$ –

Correctional Center for Women (CCW) — Cost Center 3141

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	82.0	6,650,639	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(653,652)	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	–	–
Subtotal	82.0	\$ 5,996,987	\$ –
Recommended Changes for FY 2000			
Total Recommendation	82.0	\$ 5,996,987	\$ –



Inmate Programs — Cost Center 3146

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	12.0	1,207,200	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(104,564)	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	–	–
Subtotal	12.0	\$ 1,102,636	\$ –
Recommended Changes for FY 2000			
Total Recommendation	12.0	\$ 1,102,636	\$ –

Department Of Correction — Budget Unit 0240

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
3400	Administration	3,073,864	3,954,004	5,219,714	4,464,247	510,243	13
3401	Fiscal Division	982,219	1,256,742	1,256,742	1,206,699	(50,043)	-4
3405	Personnel	315,968	523,506	523,506	659,249	135,743	26
3412	Professional Compliance And Audit	211,571	182,474	182,474	216,838	34,364	19
3413	Data Management	881,686	916,360	916,360	906,297	(10,063)	-1
3424	Training	406,409	1,105,719	1,259,069	1,953,231	847,512	77
3426	Main Jail Complex	10,482,289	12,023,132	12,023,132	11,654,249	(368,883)	-3
3428	Food Services	9,565,465	9,263,893	9,328,893	9,337,840	73,947	1
3432	Administrative Booking	3,506,656	3,024,335	3,024,335	2,820,399	(203,936)	-7
3435	Classification	652,161	707,607	707,607	672,306	(35,301)	-5
3436	Elmwood Men's Facility	7,974,481	7,628,023	7,628,023	9,958,136	2,330,113	31
3437	Correctional Industries	–	105,420	105,420	113,646	8,226	8
3438	Laundry Services	–	302,003	302,003	325,095	23,092	8
3440	Operations	–	814,732	814,732	877,702	62,970	8
3441	Correctional Center For Women	3,191,816	2,359,674	2,359,674	703,076	(1,656,598)	-70
3446	Inmate Programs	706,509	1,313,436	1,313,436	1,241,204	(72,232)	-5
3447	Transportation	(6,051)	–	–	–	–	–
3449	Support Services	503,312	505,080	505,080	416,131	(88,949)	-18
Total Expenditures		\$ 42,448,355	\$ 45,986,140	\$ 47,470,200	\$ 47,526,345	\$ 1,540,205	3%



Department Of Correction — Budget Unit 0240

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
3400	Administration	\$ 897,066	\$ 4,318,343	\$ 4,940,248	\$ 4,598,669	\$ 280,326	6
3401	Fiscal Division	\$ 62	\$ -	\$ -	\$ -	\$ -	-
3405	Personnel	\$ 84	\$ -	\$ -	\$ -	\$ -	-
3412	Professional Compliance And Audit	\$ 65	\$ -	\$ -	\$ -	\$ -	-
3424	Training	\$ 212,840	\$ 257,400	\$ 410,750	\$ 410,750	\$ 153,350	60
3426	Main Jail Complex	\$ 2,873,677	\$ 1,765,296	\$ 1,765,296	\$ 1,948,930	\$ 183,634	10
3428	Food Services	\$ 48,288	\$ 24,000	\$ 83,091	\$ 24,000	\$ -	-
3436	Elmwood Men's Facility	\$ 172,012	\$ 111,327	\$ 111,327	\$ 86,385	\$ (24,942)	-22
3441	Correctional Center For Women	\$ 192,121	\$ 217,066	\$ 217,066	\$ 97,960	\$ (119,106)	-55
3446	Inmate Programs	\$ 78,952	\$ 106,569	\$ 106,569	\$ 106,569	\$ -	-
3447	Transportation	\$ 97	\$ -	\$ -	\$ -	\$ -	-
3449	Support Services	\$ 12,329	\$ -	\$ -	\$ -	\$ -	-
Total Revenues		\$ 4,487,593	\$ 6,800,001	\$ 7,634,347	\$ 7,273,263	\$ 473,262	7%

Administration — Cost Center 3400

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	12.0	3,954,004	4,318,343
Board Approved Adjustments During FY 1999	-	1,265,710	621,905
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	586,388	-
Internal Service Funds Adjustment	-	339,959	-
Other Required Adjustments	-	(1,682,487)	(391,579)
Subtotal	11.0	\$ 4,463,574	\$ 4,548,669
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	-	673	-
1. Increase Revenues for Operations Unit Augmentation	-	-	50,000
<p>This action increases expenditures by \$50,000 for facility maintenance in the Operations Unit, Cost Center 3440. Offsetting revenues will be derived from an increase in the contract with San Mateo County to provide mental health beds within the Santa Clara County jail system. Revenues are budgeted in Administration, Cost Center 3400. The Operations Unit provides ongoing facility maintenance support by utilizing the inmate labor force to complete projects in the various facilities. Hand tools, electric tools, and landscaping equipment are in use daily to complete more than 2,500 service calls per year. The regular maintenance and/or replacement of tools is essential if this unit is to complete its goals. This action will allow the department to properly maintain equipment and replace outdated and broken equipment used in the regular day-to-day operation. In addition, funds will be used to provide paint and supplies that used to be provided by the General Services Agency to maintain the facilities according to the department's maintenance plan.</p>			
Subtotal	-	673	50,000
Total Recommendation	11.0	\$ 4,464,247	\$ 4,598,669



Fiscal Division — Cost Center 3401

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	21.0	1,256,742	–
Board Approved Adjustments During FY 1999	2.0	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(49,672)	–
Internal Service Funds Adjustment	–	4,670	–
Other Required Adjustments	–	(5,475)	–
Subtotal	23.0	\$ 1,206,265	\$ –
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	434	–
Subtotal	–	434	–
Total Recommendation	23.0	\$ 1,206,699	\$ –

Personnel — Cost Center 3405

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	5.0	523,506	–
Board Approved Adjustments During FY 1999	2.0	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	88,596	–
Internal Service Funds Adjustment	–	(3,143)	–
Other Required Adjustments	–	50,000	–
Subtotal	7.0	\$ 658,959	\$ –
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	290	–
Subtotal	–	290	–
Total Recommendation	7.0	\$ 659,249	\$ –

Professional Compliance And Audit — Cost Center 3412

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	2.0	182,474	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(6,024)	–
Internal Service Funds Adjustment	–	5,179	–
Other Required Adjustments	–	35,000	–



Professional Compliance And Audit — Cost Center 3412

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Subtotal	2.0	\$ 216,629	\$ -
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	-	209	-
Subtotal	-	209	-
Total Recommendation	2.0	\$ 216,838	\$ -

Data Management — Cost Center 3413

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	9.0	916,360	-
Board Approved Adjustments During FY 1999	1.0	-	-
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(10,147)	-
Internal Service Funds Adjustment	-	6,161	-
Other Required Adjustments	-	(5,817)	-
Subtotal	9.0	\$ 906,557	\$ -
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	-	(260)	-
Subtotal	-	(260)	-
Total Recommendation	9.0	\$ 906,297	\$ -

Training — Cost Center 3424

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	54.0	1,105,719	257,400
Board Approved Adjustments During FY 1999	1.0	153,350	153,350
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-	672	-
Internal Service Funds Adjustment	-	(4,180)	-
Other Required Adjustments	-	(32,780)	-
Subtotal	55.0	\$ 1,222,781	\$ 410,750



Training — Cost Center 3424

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Recommended Changes for FY 2000			
1. One-Time Funding for Second Cadet Academy	–	730,450	–
<p>The Department of Correction's Fiscal Year 2000 base budget contains funding for one academy of forty cadets. There are currently 76.5 vacant badge positions. It is anticipated that an additional fifteen Correctional Officers will retire or resign by the end of FY 2000, and it will be necessary to conduct an additional academy to fill the majority of these codes.</p> <p>This action provides one-time funding of \$730,450 for a second Cadet Academy. The one-time costs for this second academy include salaries and benefits for the forty cadets (approximately \$400,000), two Training Officers (\$50,000), and recruitment costs (\$270,00). Filling these vacancies will help to reduce the department's reliance on overtime, eliminating a major cause of job burnout and stress-related illnesses. The Department will maintain a safer working environment for the staff and will provide better supervision of the inmates in a safe and secure environment.</p>			
Subtotal	–	730,450	–
Total Recommendation	55.0	\$ 1,953,231	\$ 410,750

Main Jail Complex — Cost Center 3426

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	51.0	12,023,132	1,765,296
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(165,247)	–
Internal Service Funds Adjustment	–	(267,864)	–
Other Required Adjustments	–	60,000	183,634
Subtotal	51.0	\$ 11,650,021	\$ 1,948,930
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	4,228	–
Subtotal	–	4,228	–
Total Recommendation	51.0	\$ 11,654,249	\$ 1,948,930

Food Services — Cost Center 3428

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	84.0	9,263,893	24,000
Board Approved Adjustments During FY 1999	–	65,000	59,091
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(178,389)	–
Internal Service Funds Adjustment	–	52,034	–
Other Required Adjustments	–	135,000	(59,091)



Food Services — Cost Center 3428

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Subtotal	84.0	\$ 9,337,538	\$ 24,000
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	302	–
Subtotal	–	302	–
Total Recommendation	84.0	\$ 9,337,840	\$ 24,000

Administrative Booking — Cost Center 3432

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	49.0	3,024,335	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(197,390)	–
Internal Service Funds Adjustment	–	7,136	–
Other Required Adjustments	–	5,000	–
Subtotal	49.0	\$ 2,839,081	\$ –
Recommended Changes for FY 2000			
Internal Service Fund Adjustments		576	–
1. Delete Codes to Offset Costs of New County Counsel Attorney for DOC	-0.5	(19,258)	–
<p>By eliminating two FTE codes in DOC, this action offsets the increased costs of one new Attorney in the Office of the County Counsel that will be dedicated to DOC issues. In Budget Unit 240, one vacant half-time Custody Support Assistant (G74) will be deleted and one vacant Law Enforcement Clerk/Records Technician (D42/D43) code will be reduced from full- to half-time.</p> <p>County Counsel currently utilizes one FTE Attorney to provide services to the Law and Justice Agency, one-half of which has been spent on DOC matters. Adding one Attorney will increase the level of service by proactively addressing legal matters, through involvement in such areas as negotiating, drafting and review of contracts, monitoring compliance with Federal and State laws and regulations, and providing updates and advice on changes in the law impacting law enforcement operations. This Attorney will also provide training on relevant legal issues to department staff.</p>			
Subtotal	-0.5	(18,682)	–
Total Recommendation	48.5	\$ 2,820,399	\$ –

Classification — Cost Center 3435

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	12.0	707,607	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(56,011)	–
Internal Service Funds Adjustment	–	12,489	–



Classification — Cost Center 3435

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Other Required Adjustments	–	8,000	–
Subtotal	12.0	\$ 672,085	\$ –
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	221	–
Subtotal	–	221	–
Total Recommendation	12.0	\$ 672,306	\$ –

Elmwood Men's Facility — Cost Center 3436

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	28.5	7,628,023	111,327
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	(20,906)	–
Internal Service Funds Adjustment	–	2,291,653	–
Other Required Adjustments	–	78,000	(24,942)
Subtotal	29.5	\$ 9,976,770	\$ 86,385
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	935	–
1. Delete Codes to Offset Costs of New County Counsel Attorney for DOC	– -0.5	(19,569)	–
<p>By eliminating two FTE codes in DOC, this action offsets the increased costs of one new Attorney in the Office of the County Counsel that will be dedicated to DOC issues. In Budget Unit 240, one vacant half-time Custody Support Assistant (G74) will be deleted and one vacant Law Enforcement Clerk/Records Technician (D42/D43) code will be reduced from full- to half-time.</p> <p>County Counsel currently utilizes one FTE Attorney to provide services to the Law and Justice Agency, one-half of which has been spent on DOC matters. Adding one Attorney will increase the level of service by proactively addressing legal matters, through involvement in such areas as negotiating, drafting and review of contracts, monitoring compliance with Federal and State laws and regulations, and providing updates and advice on changes in the law impacting law enforcement operations. This Attorney will also provide training on relevant legal issues to department staff.</p>			
Subtotal	-0.5	(18,634)	–
Total Recommendation	29.0	\$ 9,958,136	\$ 86,385

Correctional Industries — Cost Center 3437

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	1.0	105,420	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(74)	–



Correctional Industries — Cost Center 3437

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Internal Service Funds Adjustment	–	8,184	–
Other Required Adjustments	–	–	–
Subtotal	1.0	\$ 113,530	\$ –
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	116	–
Subtotal	–	116	–
Total Recommendation	1.0	\$ 113,646	\$ –

Laundry Services — Cost Center 3438

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	3.0	302,003	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(2,739)	–
Internal Service Funds Adjustment	–	23,831	–
Other Required Adjustments	–	2,000	–
Subtotal	3.0	\$ 325,095	\$ –
Recommended Changes for FY 2000			
Total Recommendation	3.0	\$ 325,095	\$ –

Operations — Cost Center 3440

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	15.0	814,732	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(27,867)	–
Internal Service Funds Adjustment	–	15,634	–
Other Required Adjustments	–	25,000	–
Subtotal	15.0	\$ 827,499	\$ –
Recommended Changes for FY 2000			



Operations — Cost Center 3440

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	–	203	–
1. Augment Operations Unit Budget	–	50,000	–
<p>This action increases expenditures by \$50,000 for facility maintenance in the Operations Unit, Cost Center 3440. Offsetting revenues will be derived from an increase in the contract with San Mateo County to provide mental health beds within the Santa Clara County jail system. Revenues are budgeted in Administration, Cost Center 3400. The Operations Unit provides ongoing facility maintenance support by utilizing the inmate labor force to complete projects in the various facilities. Hand tools, electric tools, and landscaping equipment are in use daily to complete more than 2,500 service calls per year. The regular maintenance and/or replacement of tools is essential if this unit is to complete its goals. This action will allow the department to properly maintain equipment and replace outdated and broken equipment used in the regular day-to-day operation. In addition, funds will be used to provide paint and supplies that used to be provided by the General Services Agency to maintain the facilities according to the department's maintenance plan.</p>			
Subtotal	–	50,203	–
Total Recommendation	15.0	\$ 877,702	\$ –

Correctional Center For Women — Cost Center 3441

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	12.0	2,359,674	217,066
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(24,814)	–
Internal Service Funds Adjustment	–	(1,664,250)	–
Other Required Adjustments	–	32,000	(119,106)
Subtotal	12.0	\$ 702,610	\$ 97,960
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	466	–
Subtotal	–	466	–
Total Recommendation	12.0	\$ 703,076	\$ 97,960

Inmate Programs — Cost Center 3446

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	31.0	1,313,436	106,569
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(115,623)	–
Internal Service Funds Adjustment	–	39,050	–
Other Required Adjustments	–	4,000	–



Inmate Programs — Cost Center 3446

Major Changes to the Budget (Continued)

		Positions	Appropriations		Revenues
	Subtotal	30.0	\$	1,240,863	\$ 106,569
Recommended Changes for FY 2000					
Internal Service Fund Adjustments		–		341	–
	Subtotal	–		341	–
Total Recommendation		30.0	\$	1,241,204	\$ 106,569

Support Services — Cost Center 3449

Major Changes to the Budget

		Positions	Appropriations		Revenues
General Fund (Fund Number 0001)					
FY 1999 Approved Budget		5.0		505,080	–
Board Approved Adjustments During FY 1999		–		–	–
Cost to Maintain Current Program Services					
Salary and Benefit Adjustments		–		(12,459)	–
Internal Service Funds Adjustment		–		(76,498)	–
Other Required Adjustments		–		–	–
	Subtotal	5.0	\$	416,123	\$ –
Recommended Changes for FY 2000					
Internal Service Fund Adjustments		–		8	–
	Subtotal	–		8	–
Total Recommendation		5.0	\$	416,131	\$ –



Probation Department Mission

The Mission of the Santa Clara County Probation Department, as an integral part of the criminal justice system, is to reduce crime and protect the community by providing prevention, investigation, and supervision services and safe custodial care for adults and juveniles. The Department is committed to restitution of losses to victims of crime and the public through innovative programs that stress offender accountability and development of competency skills.

Goals

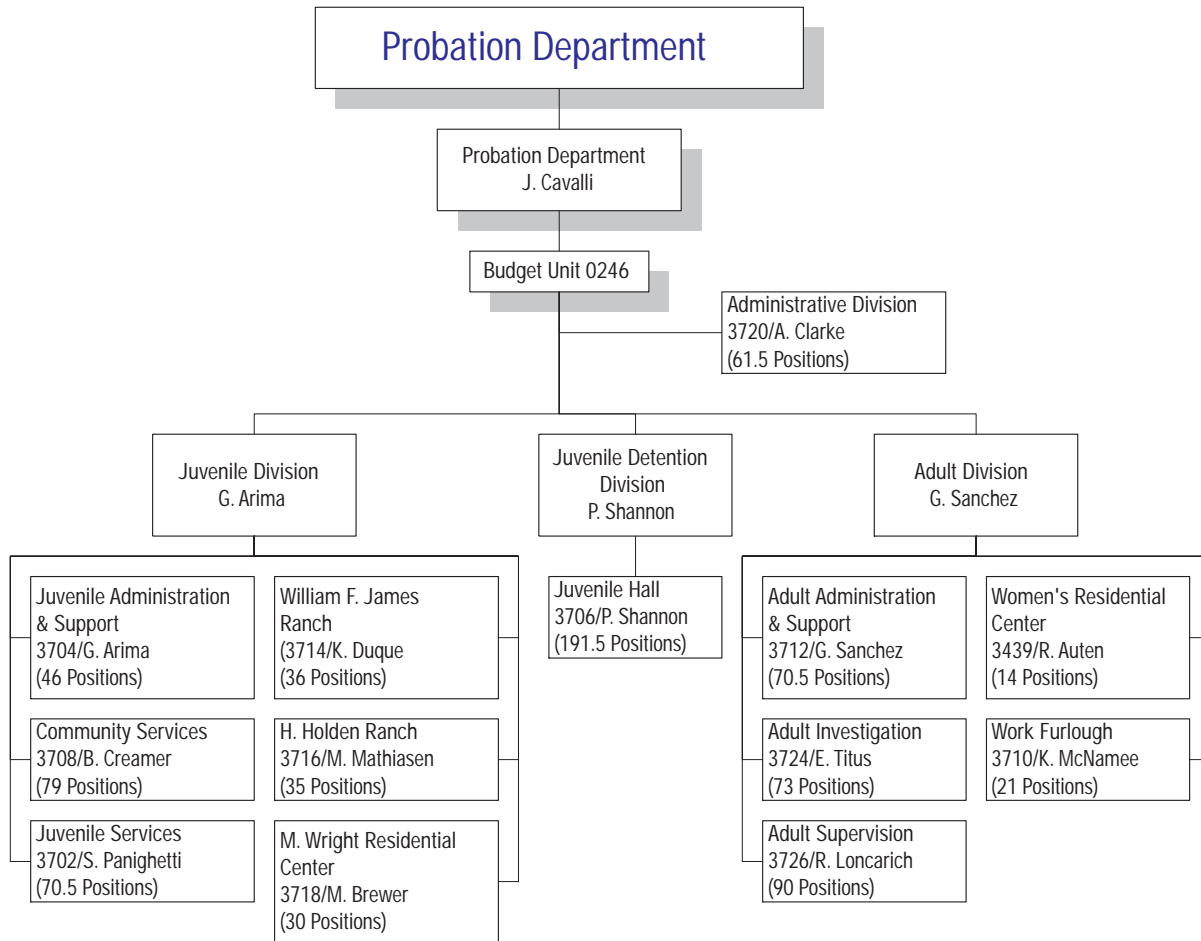
- ◆ Develop and implement prevention programs in partnership with the community and criminal justice agencies to help reduce crime.
- ◆ Provide support to the courts and victims through case investigation and supervision.
- ◆ Utilize supervision, rehabilitation programs, and risk assessment to hold offenders accountable while meeting their needs.
- ◆ Provide safe custodial care for adult and juvenile offenders emphasizing accountability and social responsibility.
- ◆ Deliver services with integrity, professionalism, and in a manner that respects the rights, diversity, and dignity of individuals.



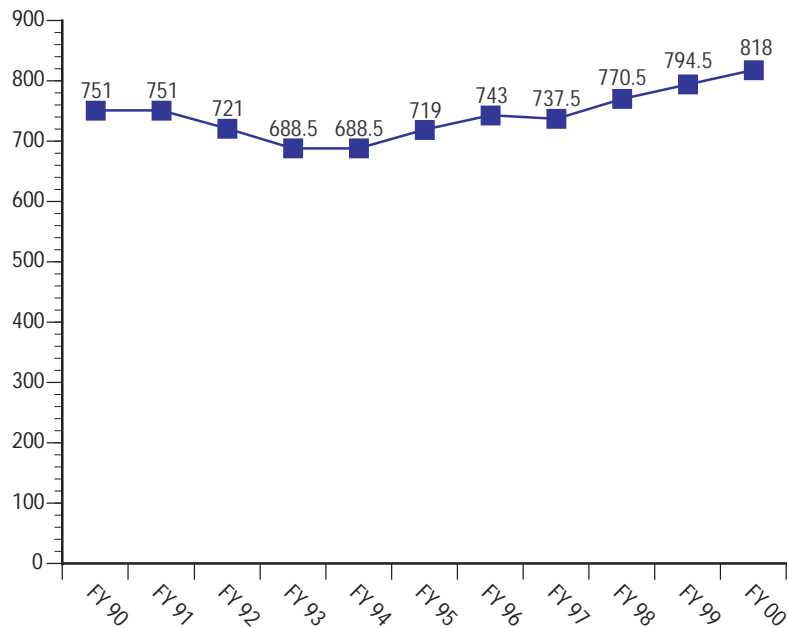
Cost: \$66,532,045



Staff: 818



10-Year Staffing Trend



Probation Department Overview

Probation is a General Fund department with a total recommended budget of \$66.5 million. About 39% of its total cost is offset by revenues of \$26.1 million. Central administration of the department is supported by 61.5 positions and a budget of \$14 million, and includes the Chief Probation Officer and the Administrative Services Manager, budget and accounting, information systems, program evaluation, personnel and facilities, warehouse, laundry, and drug testing. The three major operational divisions are Adult and Juvenile Probation Services, and Juvenile Detention Services.

Adult Services Division

Adult Services, with a recommended budget of about \$18 million and 268.5 positions, has five functional units:

Investigation. Responsible for the investigation of circumstances pertaining to convicted misdemeanants and felons, and for preparation of presentence reports for the courts. Subunits include Adult Court, Substance Abuse, and Screening. This unit has 73 positions and a budget of \$4.9 million.

Supervision. Responsible for supervision of persons placed on probation by the courts. This includes specialized services to high risk offenders in the Intensive Supervision and Domestic Violence Units. This unit has 90 positions and a budget of \$6.0 million.

Men's Work Furlough. Supervises and provides services to male inmates who have qualified to live in the work furlough facility and have access to jobs and community service programs. This unit has 21 positions and a budget of \$1.9 million.

Women's Work Furlough. Supervises and provides services to female inmates who have qualified to live in the Women's Residential Center and have access to jobs, their children, and community service programs. This unit has 14 positions and a budget of \$1 million.

Administration. Provides administrative and support services to all program units in the Adult Division. This unit has 70.5 positions and a budget of \$4.2 million.

Adult Services has participated in efforts to reduce the jail population through development of viable alternative sanctions. With the opening of the new Women's Residential Center anticipated in May/June 1999, work furlough opportunities and program services will increase. In addition, Probation is increasingly involved in multidisciplinary programs which provide a treatment orientation while maintaining an awareness of the need for community protection. Examples include Drug Treatment Court and the Domestic Violence Unit.

Juvenile Probation Services

Juvenile Probation Services, with a recommended budget of \$22.7 million and 296 positions, is comprised of seven functional units:

Juvenile Community Services. This unit includes a wide array of functions, including the Juvenile Court Unit, Diversion, Screening, Placement, the FOCUS Program, and Juvenile Traffic. It has a total of 79 positions and a budget of \$7.7 million.

Juvenile Delinquency Services. Responsible for the investigation and supervision of juvenile offenders and the specialized unit providing intensive services to gang-related adult and juvenile offenders. The unit has 70.5 positions and a budget of \$4.7 million.

James, Holden, and Wright Center Ranches. These facilities provide care, custody, and rehabilitation services to court-committed youth.

James Ranch. Serves boys 16 to 18 years, has 36 positions and a budget of \$3.0 million.

Holden Ranch. Serves boys 12 to 16 years, has 35 positions and a budget of \$2.7 million.



Wright Center. Serves girls and appropriate boys depending on population trends, has 30 positions and a budget of \$2.4 million.

Administration. Provides administrative and support services to all program units in the Juvenile Probation Services Division. This unit has 46 positions and a budget of \$2.2 million.

Juvenile Probation Services has expanded in the past several years to include efforts in youth domestic violence prevention and intervention, Juvenile Drug Treatment Court, and restorative justice programming. The focus of these programs is to work collaboratively with other County agencies and the community in providing prevention, intervention, and treatment to reduce crime and promote development of skills by youth. In Fiscal Year 1999, the Department reviewed all aspects of the three Ranch programs and has implemented improved services in critical areas such as substance abuse and aftercare. Development of a full continuum of services for minors committed to Probation Ranches remains a high Probation priority.

Juvenile Detention Services

Juvenile Detention Services, with a recommended budget of \$11.8 million and 191.5 positions, receives, and is responsible for, the safety, security and program services for detained juvenile law violators. The new 172 bed replacement facility opened in November 1998. The new facility provides housing meeting all current Board of Corrections standards as well as improved program and counseling space.

Fiscal Year 1999 Accomplishments

- ◆ Maintained four Restorative Justice sites initiated in Fiscal Year 1998, added three additional sites.
- ◆ Occupied the new 172 bed Juvenile Hall Housing Unit project to replace obsolete, substandard facilities and completed options analysis for the replacement of the remaining antiquated facilities.
- ◆ Expanded the Probation information systems network and developed high priority applications.
- ◆ Completed the new Women's Residential Center with expanded capacity and program opportunities.
- ◆ Expanded Adult Treatment Court Services.

Fiscal Year 2000 Planned Accomplishments

- ◆ Continue to implement the Juvenile Justice Action Plan.
- ◆ Continue to expand the utilization of automation to improve efficiency and effectiveness.
- ◆ Implement Ranch Master Plan (facilities and programs).
- ◆ Utilize new Women's Residential Center in the development of a model program.
- ◆ Develop plan and funding for Juvenile Hall Phase II.
- ◆ Continue to pursue expanded funding opportunities for program innovation.

Probation Department

County Executive's Recommendation

Advancement of Board Priorities

Proposed augmentations continue to support Board and department strategies for prevention and intervention, and for diversion of both juvenile and adult offenders into treatment programs where appropriate. Addition of resources to support Juvenile Drug Treatment Court, Juvenile Domestic Violence Court, and the consolidation of the Court system is also consistent with Court priorities. The Department is also striving to improve accountability through improvement of information services and outcome evaluations for program activities. Finally, recommended actions stress improved training and development for department staff.

Augmentation of Juvenile Services

Recommended actions for the Juvenile Division seek to improve services to youth in the Juvenile Justice System. The fiscal impacts of all actions proposed in the Probation Department for Fiscal Year 2000 are offset by recognition of additional revenues.

Ranch Services

Ranch programs serve a population of youth with histories of serious delinquency, as well as with multiple problems and severe dysfunction. Significant work has been done over the past year to develop a Ranch Master Plan which lays out needed facility and program enhancements. As a result of this process, program augmentation needs have been identified in a number of areas, including substance abuse, mental health, gang intervention, parent involvement, victim awareness, life skills, and sexual offender counseling. A variety of means of addressing these needs are in progress, including application for available grant funds and redirection of existing resources. The following recommendations support these efforts:

- ◆ Add one Group Counselor position to coordinate programming, implement new contracts and programs, and monitor and evaluate the results.

- ◆ Provide \$90,000 in contract funds for additional grant intervention, victim awareness, and parent involvement services.

Total cost: \$139,240

Fully offset by recognition of additional SB 90 and Title IV-E revenues

Add One Probation Officer for Drug Treatment Court

The Juvenile Drug Treatment Court (DTC) stresses treatment and intervention to reduce substance abuse and recidivism among non-violent juvenile offenders. The program was introduced in 1996, and received fiscal support beginning in October, 1998 through award of a \$300,000, two-year grant. Currently 2 Probation Officers handle an intensive supervision caseload of about 50 cases. However, caseload is anticipated to expand from 50 to 100. An additional Probation Officer is recommended to maintain the necessary level of caseload supervision and support to the minors.

Total cost: \$47,630

Fully offset by recognition of additional SB 90 and Title IV-E revenues

Add One Probation Officer for Domestic/Family Violence

A second Probation Officer position is recommended to allow intensive supervision of a Domestic Violence/Family Violence (DV/FV) caseload of 60 cases. The DV/FV program provides specialized intervention services with the goal of ending the offender's violent behavior and enhancing the safety of the victim and the community. There are currently 1.5 Probation Officers assigned to 45 cases. As more knowledge is becoming available about the impact of domestic/family violence and the importance of intervention, the demand for these specialized services is increasing. The additional position will serve an existing need to expand to a caseload of 60, as well as allow for ability to handle more cases in the future.

Total cost: \$47,630

Fully offset by recognition of additional SB 90 and Title IV-E revenues

Conservation Camp Positions

In Fiscal Year 1999 the Board of Supervisors approved construction of a new wing at the Muriel Wright Center for implementation of a conservation camp program. The purpose of the camp is to provide a local alternative



for minors who have not succeeded in existing ranch program. Actual construction costs were covered by a combination of grant funds and capital funds, and the camp is scheduled to open in August, 1999. Funding for the 11 positions needed to staff the new wing was identified in the Fiscal Year 1999 budget.

Total cost: \$0
(funds already existing in base budget)

Adult Services Augmentation

Add One Probation Officer for Court Liaison

In the Adult Division, Court Probation Officers serve as the liaison between the Court and the Probation Department, ensuring that case dispositions are based on accurate assessment of offender risks and needs. Superior Court consolidation has created a need for resources to serve additional courts providing sentencing. This position will be assigned to the Court Unit, to maintain effective service to the Court and the public. It will aid in expediting felony sentencing, and will help to reduce the number of cases continued for sentencing due to lack of information.

Total cost: \$47,630
Fully offset by recognition of additional SB 90 and Title IV-E revenues

Administrative Resources

Outcomes Team

The Probation Department has had significant opportunities to expand community collaboration with grants, specialized revenues, and increased use of contracts with community-based service providers. This expansion requires additional administrative resources to ensure compliance with grant requirements, develop contracts, monitor service provision, and ensure service quality.

Two positions are recommended as additions to the Probation "outcomes team" which supports these efforts:

- ◆ A Management Analyst position to aid in the contracting process and the development of program evaluations. This is a critical function in

light of the expansion in community contracting which has occurred, in large part due to the Restorative Justice Project. Program evaluation activities are also increasing as a function of grant monitoring and management.

- ◆ An Information Services Manager position to lead the Department's efforts in providing comprehensive and cost-effective automated services. There are currently nine professional staff who manage a complex network of systems, support 24 hour operations, and will begin the planning for remote and nomadic system access for staff in outlying community locations. The new position will manage use of information systems resources and technology, and develop innovative technology approaches which support changing business needs.

Total cost: \$142,912
Fully offset by recognition of additional SB 90 and Title IV-E revenues

Add One Probation Officer and Temporary Help for Training

One Probation Officer is recommended in the Training Unit, to improve the quality and increase the quantity of training presently provided to staff, and to ensure that all State training mandates are met. This is due to both imposition of new training requirements for temporary help in juvenile institutions, and also the desire to improve training opportunities for all staff. Funds are also recommended for temporary help to replace staff during training sessions, and for supplies to support training efforts. Costs of these items will be offset by an increase in the Standards and Training for Corrections (STC) revenue received from the State.

Total cost: \$117,400
Fully offset by augmented STC revenues

Termination of Grant and Reimbursement

The deletion of an unclassified Probation Officer position is recommended due to the termination of a local grant. This position was added during Fiscal Year 1999, at the request of the Gilroy Unified School District, which was to receive a grant for intervention services with first time offenders. The District has now terminated its participation in the grant, and both the position and the revenue which supported it are recommended for deletion from the Fiscal Year 2000 budget.

Total cost: \$0

Probation Department — Budget Unit 0246

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
3439	Women's Residential Center	1,001,362	1,038,528	1,038,528	1,034,270	(4,258)	-
3702	Juvenile Services	4,949,774	5,131,529	5,170,079	4,692,408	(439,121)	-9
3704	Juvenile Division Admin & Support	2,150,859	2,384,767	2,384,767	2,184,229	(200,538)	-8
3706	Juvenile Hall	11,458,328	12,937,567	12,937,567	11,824,074	(1,113,493)	-9
3708	Community Services	5,906,709	7,606,523	7,836,154	7,755,241	148,718	2
3710	Work Furlough Program	2,012,176	1,954,648	1,954,648	1,871,743	(82,905)	-4
3712	Adult Division Admin & Support	4,229,366	4,413,264	4,413,264	4,202,242	(211,022)	-5
3714	William F James Ranch	2,659,432	2,737,065	2,737,065	2,961,200	224,135	8
3716	H Holden Ranch	2,694,926	2,580,904	2,580,904	2,659,460	78,556	3
3718	M Wright Residential Center	1,698,253	1,777,997	1,777,997	2,365,240	587,243	33
3720	Administrative Division	10,700,678	11,819,984	11,769,201	14,040,346	2,220,362	19
3724	Adult Investigation	5,400,232	5,438,625	5,438,625	4,937,680	(500,945)	-9
3726	Adult Supervision	6,482,214	6,385,834	6,522,212	6,003,912	(381,922)	-6
Total Expenditures		\$ 61,344,309	\$ 66,207,235	\$ 66,561,011	\$ 66,532,045	\$ 324,810	-%

Probation Department — Budget Unit 0246

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
3439	Women's Residential Center	\$ 88,205	\$ 80,000	\$ 80,000	\$ 90,000	\$ 10,000	13
3702	Juvenile Services	\$ 2,215,991	\$ 48,551	\$ 87,101	\$ 48,551	\$ -	-
3704	Juvenile Division Admin & Support	\$ 367	\$ -	\$ -	\$ -	\$ -	-
3706	Juvenile Hall	\$ 209	\$ -	\$ -	\$ -	\$ -	-
3708	Community Services	\$ -	\$ -	\$ 195,500	\$ 150,000	\$ 150,000	-
3710	Work Furlough Program	\$ 844,164	\$ 1,000,000	\$ 1,000,000	\$ 900,000	\$ (100,000)	-10
3712	Adult Division Admin & Support	\$ 238	\$ -	\$ -	\$ -	\$ -	-
3718	M Wright Residential Center	\$ 130	\$ -	\$ -	\$ -	\$ -	-
3720	Administrative Division	\$ 20,977,061	\$ 21,344,449	\$ 21,368,580	\$ 21,671,757	\$ 327,308	2
3724	Adult Investigation	\$ 163,223	\$ 115,000	\$ 115,000	\$ 116,000	\$ 1,000	1
3726	Adult Supervision	\$ 849,263	\$ 3,124,699	\$ 3,248,679	\$ 3,191,135	\$ 66,436	2
Total Revenues		\$ 25,138,851	\$ 25,712,699	\$ 26,094,860	\$ 26,167,443	\$ 454,744	2%



Women's Residential Center — Cost Center 3439

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	14.0	1,038,528	80,000
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(5,464)	–
Internal Service Funds Adjustment	–	(3,783)	–
Other Required Adjustments	–	4,822	10,000
Subtotal	14.0	\$ 1,034,103	\$ 90,000
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	167	–
Subtotal	–	167	–
Total Recommendation	14.0	\$ 1,034,270	\$ 90,000

Juvenile Services — Cost Center 3702

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	68.5	5,131,529	48,551
Board Approved Adjustments During FY 1999	–	38,550	38,550
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(417,715)	–
Internal Service Funds Adjustment	–	3,867	–
Other Required Adjustments	–	(159,083)	(38,550)
Subtotal	68.5	\$ 4,597,148	\$ 48,551
Recommended Changes for FY 2000			
1. Add Two Probation Officers	2.0	95,260	–
Three Deputy Probation Officer positions are recommended to expand services in the Adult and Juvenile Divisions:			
◆ One Deputy Probation Officer is added in Cost Center 3702 to accommodate expansion of the Juvenile Treatment Court to serve an additional 50 clients;			
◆ One Deputy Probation Officer is added in Cost Center 3702 to allow expansion of the Juvenile Domestic Violence/Family Violence Program from 45 cases to 60 cases;			
◆ One Deputy Probation Officer is added in Cost Center 3724 to provide Probation support to additional sentencing courts which resulted from court consolidation.			
Recommended positions are funded in Fiscal Year 2000 for ten months, with the assumption that recruitment will require approximately two months. Total costs of \$142,890 will be offset by additional revenues, which are recognized in Cost Center 3720.			
Subtotal	2.0	95,260	–
Total Recommendation	70.5	\$ 4,692,408	\$ 48,551



Juvenile Division Admin & Support — Cost Center 3704

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	47.0	2,384,767	–
Board Approved Adjustments During FY 1999	4.0	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-6.0	(196,254)	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	–	–
Subtotal	45.0	\$ 2,188,513	\$ –
Recommended Changes for FY 2000			
1. Add Advanced Clerk Typist for New Conservation Camp	1.0	(4,284)	–
<p>Eleven positions are recommended to provide staffing in the new Conservation Camp wing of the Muriel Wright Center. Consistent with the County's Juvenile Justice Plan, operational costs of approximately \$800,000 are incorporated in the base budget for Fiscal Year 2000. This action creates the necessary positions effective July 1. The camp opening is anticipated in August, 1999.</p> <p>Recommended staffing is as follows:</p> <ul style="list-style-type: none"> ◆ Cost Center 3715 - 1 Advanced Clerk Typist to provide clerical support and data collection to support program evaluation; ◆ Cost Center 3718 - 7 Probation Counselors and 2 Probation Assistants, consistent with mandatory staffing ratios; ◆ Cost Center 3720 - 1 Storekeeper to provide mandatory clothing and linen exchanges. 			
Subtotal	1.0	(4,284)	–
Total Recommendation	46.0	\$ 2,184,229	\$ –

Juvenile Hall — Cost Center 3706

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	191.5	12,937,567	–
Board Approved Adjustments During FY 1999	3.0	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-3.0	(1,077,504)	–
Internal Service Funds Adjustment	–	(35,989)	–
Other Required Adjustments	–	–	–
Subtotal	191.5	\$ 11,824,074	\$ –
Recommended Changes for FY 2000			
Total Recommendation	191.5	\$ 11,824,074	\$ –



Community Services — Cost Center 3708

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	73.5	7,606,523	–
Board Approved Adjustments During FY 1999	12.0	229,631	195,500
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-5.5	(167,526)	–
Internal Service Funds Adjustment	–	(113,032)	–
Other Required Adjustments	–	266,833	27,396
Subtotal	80.0	\$ 7,822,429	\$ 222,896
Recommended Changes for FY 2000			
1. Delete Grant Funding and Position	-1.0	(67,188)	(72,896)
<p>During the course of Fiscal Year 1999, the Board of Supervisors approved a budget modification adding revenues and expenditures, and allowing the Probation Department to participate in the Gilroy High-Risk First Time Offender program, funded by a grant obtained by the Gilroy Unified School District. The grant monies funded an unclassified Deputy Probation Officer who provided intensive supervision services to young offenders in Gilroy.</p> <p>The School District has now terminated participation in the grant program, due to reevaluation of the grant requirements. Although the District will reimburse the County for costs incurred in Fiscal Year 1999, there will be no further funding in FY 2000. This action deletes the unclassified DPO position and decreases revenue consistent with the loss of the grant funding.</p>			
Subtotal	-1.0	(67,188)	(72,896)
Total Recommendation	79.0	\$ 7,755,241	\$ 150,000

Work Furlough Program — Cost Center 3710

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	21.0	1,954,648	1,000,000
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(84,424)	–
Internal Service Funds Adjustment	–	1,556	–
Other Required Adjustments	–	–	(100,000)
Subtotal	21.0	\$ 1,871,780	\$ 900,000
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	(37)	–
Subtotal	–	(37)	–
Total Recommendation	21.0	\$ 1,871,743	\$ 900,000



Adult Division Admin & Support — Cost Center 3712

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	73.0	4,413,264	–
Board Approved Adjustments During FY 1999	2.0	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-4.5	(257,620)	–
Internal Service Funds Adjustment	–	34,010	–
Other Required Adjustments	–	11,200	–
Subtotal	70.5	\$ 4,200,854	\$ –
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	1,388	–
Subtotal	–	1,388	–
Total Recommendation	70.5	\$ 4,202,242	\$ –

William F James Ranch — Cost Center 3714

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	33.0	2,737,065	–
Board Approved Adjustments During FY 1999	1.0	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	60,570	–
Internal Service Funds Adjustment	–	24,325	–
Other Required Adjustments	–	–	–
Subtotal	35.0	\$ 2,821,960	\$ –
Recommended Changes for FY 2000			
1. Augment Ranch Services	1.0	139,240	–
Add one Probation Counselor II position to act as a dedicated program coordinator for treatment services to youth in the ranch facilities. The position will be funded for 10 months in Fiscal Year 2000, anticipating that the hiring process will require two months. Funds for contract services are also augmented by \$90,000, to provide a higher level of programming. Total costs of \$139,240 will be offset by additional revenues, which are recognized in Cost Center 3720.			
Subtotal	1.0	139,240	–
Total Recommendation	36.0	\$ 2,961,200	\$ –



H Holden Ranch — Cost Center 3716

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	33.0	2,580,904	–
Board Approved Adjustments During FY 1999	1.0	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	7,393	–
Internal Service Funds Adjustment	–	11,163	–
Other Required Adjustments	–	60,000	–
Subtotal	35.0	\$ 2,659,460	\$ –
Recommended Changes for FY 2000			
Total Recommendation	35.0	\$ 2,659,460	\$ –

M Wright Residential Center — Cost Center 3718

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	21.0	1,777,997	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	597,866	–
Internal Service Funds Adjustment	–	(45,160)	–
Other Required Adjustments	–	99,379	–
Subtotal	21.0	\$ 2,430,082	\$ –
Recommended Changes for FY 2000			
1. Add Staff for New Conservation Camp	9.0	(64,842)	–
<p>Eleven positions are recommended to provide staffing in the new Conservation Camp wing of the Muriel Wright Center. Consistent with the County's Juvenile Justice Plan, operational costs of approximately \$800,000 are incorporated in the base budget for Fiscal Year 2000. This action creates the necessary positions effective July 1. The camp opening is anticipated in August, 1999.</p> <p>Recommended staffing is as follows:</p> <ul style="list-style-type: none"> ◆ Cost Center 3715 - 1 Advanced Clerk Typist to provide clerical support and data collection to support program evaluation; ◆ Cost Center 3718 - 7 Probation Counselors and 2 Probation Assistants, consistent with mandatory staffing ratios; ◆ Cost Center 3720 - 1 Storekeeper to provide mandatory clothing and linen exchanges. 			
Subtotal	9.0	(64,842)	–
Total Recommendation	30.0	\$ 2,365,240	\$ –



Administrative Division — Cost Center 3720

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	57.0	11,819,984	21,344,449
Board Approved Adjustments During FY 1999	6.0	(50,783)	24,131
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-5.5	1,775,834	—
Internal Service Funds Adjustment	—	505,833	—
Other Required Adjustments	—	(269,380)	(304,223)
Subtotal	57.5	\$ 13,781,488	\$ 21,064,357
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	—	12,123	—
1. Create Outcomes Team	2.0	142,912	—
Two positions are recommended to expand administrative resources supporting Probation programs and Countywide outcome evaluation of programs impacting youth and families:			
<ul style="list-style-type: none"> ◆ One Management Analyst position to augment the program evaluation staff and increase the Department's ability to effectively manage an increasing number of service contracts; and ◆ One Information Systems Manager position to oversee the activities of the nine-member Information Services Unit. Addition of this resource will free existing staff for the high level technical support needed as part of increasing data analysis needs and evaluation of program activities. This will be a new classification based on the specific needs of the Department, and is funded for 10 months in Fiscal Year 2000. 			
Total costs for the two positions are \$142,912. These costs will be offset by additional revenues, which are recognized in a separate action in this Cost Center.			
2. Recognize Additional Revenue	—	—	607,400
This action recognizes a total of \$607,400, as follows:			
<ul style="list-style-type: none"> ◆ \$117,400 - Standards and Training for Corrections (STC) funds, which are provided by the State to offset additional training requirements for Peace Officer staff; ◆ \$250,000 - SB 90 funds which reimburse the Probation Department for mandated services related to domestic violence, including regulation of batterers' treatment programs, services to victims of domestic violence, and lethality assessments; and ◆ \$240,000 - Federal IV-E Foster Care funds, claimed by increasing the number of staff time-studying aftercare services provided to ranch minors. 			
3. Add Storekeeper for New Conservation Camp	1.0	(4,099)	—



Administrative Division — Cost Center 3720

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
<p>Eleven positions are recommended to provide staffing in the new Conservation Camp wing of the Muriel Wright Center. Consistent with the County's Juvenile Justice Plan, operational costs of approximately \$800,000 are incorporated in the base budget for Fiscal Year 2000. This action creates the necessary positions effective July 1. The camp opening is anticipated in August, 1999.</p> <p>Recommended staffing is as follows:</p> <ul style="list-style-type: none"> ◆ Cost Center 3715 - 1 Advanced Clerk Typist to provide clerical support and data collection to support program evaluation; ◆ Cost Center 3718 - 7 Probation Counselors and 2 Probation Assistants, consistent with mandatory staffing ratios; ◆ Cost Center 3720 - 1 Storekeeper to provide mandatory clothing and linen exchanges. 			
4. Augment Training Resources	1.0	107,922	–
<p>The Department receives funds from the State's Standards and Training for Corrections (STC) program to train its current STC qualified staff of 539 persons. Recently the Board of Corrections has begun requiring additional training for extra help staff in juvenile institutions, expanding the duties of the present Training Officer and the costs of providing the 120-hour core course. Additional training is also needed for all staff in mandatory procedures, and in job specific skills such as physical restraints, officer safety, and communication skills. An additional Deputy Probation Officer position is recommended to join 2 existing positions in scheduling and providing needed training. Also augmented as part of this action are:</p> <ul style="list-style-type: none"> ◆ \$46,770 - funding for temporary help to replace regular staff during training hours; ◆ \$5,000 in one-time costs for equipment for the new position; and ◆ \$8,522 for additional supplies. Augmentation of State STC funds by \$117,400 will offset total costs of \$107,922. 			
Subtotal	4.0	258,858	607,400
Total Recommendation	61.5	\$ 14,040,346	\$ 21,671,757

Adult Investigation — Cost Center 3724

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	74.0	5,438,625	115,000
Board Approved Adjustments During FY 1999	1.0	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-3.0	(535,977)	–
Internal Service Funds Adjustment	–	(7,598)	–
Other Required Adjustments	–	(5,000)	1,000
Subtotal	72.0	\$ 4,890,050	\$ 116,000



Adult Investigation — Cost Center 3724

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Recommended Changes for FY 2000			
1. Add One Probation Officer	1.0	47,630	–
Three Deputy Probation Officer positions are recommended to expand services in the Adult and Juvenile Divisions:			
◆ One Deputy Probation Officer is added in Cost Center 3702 to accommodate expansion of the Juvenile Treatment Court to serve an additional 50 clients;			
◆ One Deputy Probation Officer is added in Cost Center 3702 to allow expansion of the Juvenile Domestic Violence/Family Violence Program from 45 cases to 60 cases;			
◆ One Deputy Probation Officer is added in Cost Center 3724 to provide Probation support to additional sentencing courts which resulted from court consolidation.			
Recommended positions are funded in Fiscal Year 2000 for ten months, with the assumption that recruitment will require approximately two months. Total costs of \$142,890 will be offset by additional revenues, which are recognized in Cost Center 3720.			
Subtotal	1.0	47,630	–
Total Recommendation	73.0	\$ 4,937,680	\$ 116,000

Adult Supervision — Cost Center 3726

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	88.0	6,385,834	3,124,699
Board Approved Adjustments During FY 1999	2.0	136,378	123,980
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(391,741)	–
Internal Service Funds Adjustment	–	(12,609)	–
Other Required Adjustments	–	(113,950)	(57,544)
Subtotal	90.0	\$ 6,003,912	\$ 3,191,135
Recommended Changes for FY 2000			
Total Recommendation	90.0	\$ 6,003,912	\$ 3,191,135



Medical Examiner-Coroner Mission

The mission of the Medical Examiner-Coroner is to provide for the health, safety and dignity of the community by determining the circumstances, conditions, and cause of death of persons who fall under its legal jurisdiction and to notify bereaved family members of these deaths in a compassionate and professional manner.

Goals

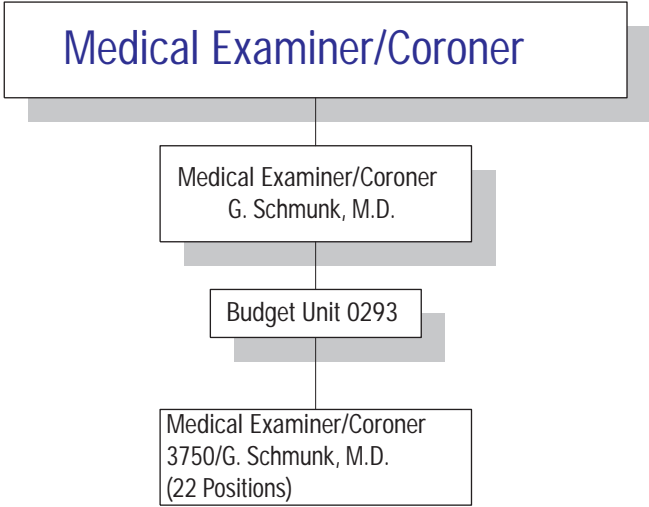
- ◆ To continue to improve professionalism of all staff by developing and providing on-site education and in-service training events.
- ◆ To establish regular case review meetings on all homicides and other major cases to discuss specific findings.
- ◆ To continue to upgrade the technical and operational aspects of the office to comply with national standards.
- ◆ To establish a partnership with Stanford University to provide forensic training to pathology residents and medical students.



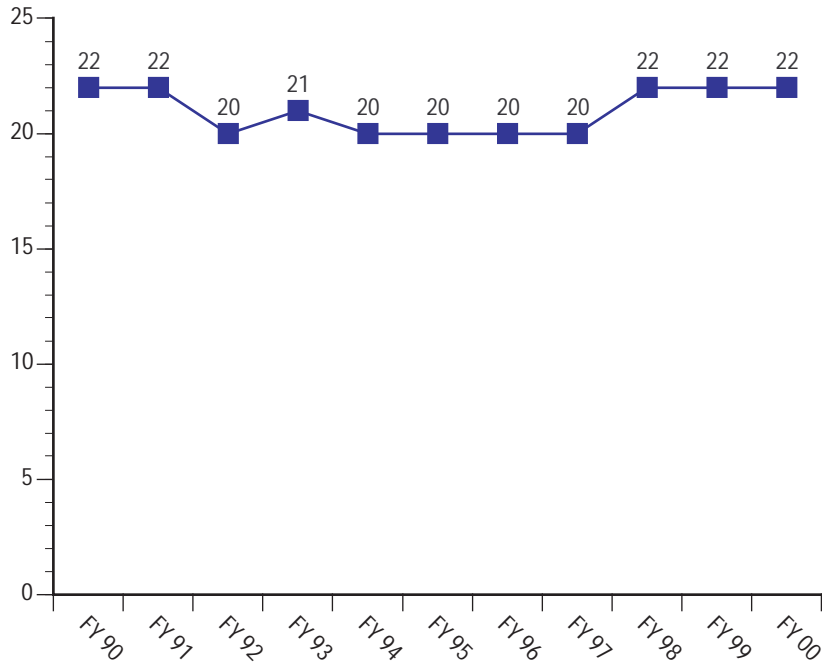
Cost: \$2,216,994



Staff: 22



10-Year Staffing Trend



Section 2: Public Safety & Justice



Medical Examiner-Coroner Overview

The Medical Examiner-Coroner (ME-C) investigates over 3,000 deaths each year which are medically unattended, occurred under unnatural or violent circumstances, or may present a public health hazard. Sudden infant deaths, deaths in state hospitals, in prison, from occupational diseases, or due to criminal means are investigated. Coroner investigations into the manner, cause, and circumstances of deaths are primarily medical and supplement the investigations made by other law enforcement agencies. Of these cases, nearly 1,000 autopsies are performed in order determine the cause of death.

The Medical Examiner-Coroner makes death notifications and is responsible for communicating with family members, law enforcement agencies, mortuaries, medical professionals, the courts, and all other appropriate agencies regarding the disposition of the decedent's case. The Medical Examiner-Coroner must be available on a 24-hour basis.

In Fiscal Year 1998, the department was restructured to improve supervision of the Coroner Investigators and to provide appropriate support for the office's support functions. The two new positions are providing direct supervision of the staff and are improving the department's general office and budget management.

In Fiscal Year 1999 the department has been very actively working to improve communications and working relationships with County law enforcement and community agencies and has established successful partnerships with the San Jose Police Department, San Jose Law Enforcement Academy, local universities, colleges, community colleges and high schools. The ME-C is also an active participant in the

Metropolitan Medical Task Force, a federally funded nuclear, biological and chemical disaster emergency program.

Fiscal Year 1999 Accomplishments

- ◆ Implemented new automated case management system.
- ◆ Developed and presented educational programs for various law enforcement and community agencies, universities, colleges, community colleges and high schools.
- ◆ Developed and implemented stress management debriefing program for office staff.
- ◆ Developed a partnership with volunteer canine forensic recovery team that provides assistance to law enforcement personnel.

Fiscal Year 2000 Planned Accomplishments

- ◆ Continue ongoing dialogue with law enforcement agencies by establishing regular meetings to discuss departmental issues.
- ◆ Initiate National Association of Medical Examiners certification process.
- ◆ Hasten identification of unidentified dead by utilizing County Crime Laboratory for DNA testing.
- ◆ Redesign specimen storage system to utilize cold storage refrigerator space.



Medical Examiner-Coroner County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendation for the Medical Examiner-Coroner (ME-C) is focused on meeting the Board of Supervisors' priorities by investing in technology and providing training and professional development opportunities to departmental staff.

Purchase Three Microscopes

Purchase of three full range microscopes will enable all of the pathologists to perform increased numbers of microscopic tissue examinations, benefitting the public and law enforcement agencies.

Total Cost: \$13,500

Actions

Augment Training and Staff Development Budget

This action will provide funding for professional development courses and conferences for staff in all operational areas of the department.

Total Cost: \$35,000

Upgrade Telephone System

This action will enable the ME-C to replace its current telephone system which provides poor customer service.

Due to its proximity to the Health and Hospital campus, the ME-C will align with the Valley Medical Center's telephone system, improving service by increasing phone line availability and flexibility, and by providing access to VMC's current voicemail system.

Total Cost: \$30,000

Outcomes

- ◆ The ME-C will improve its services to families of the deceased by improving telephone response time to callers as a result of the improved telephone system; and through skills training in more advanced investigation techniques that will permit improved quality of death investigations. This will also allow for the release of remains to next of kin in an expedited manner and allow them to more quickly proceed to make necessary funeral arrangements.
- ◆ The morale of the office will improve as a result of enhanced training opportunities and replacement of the current outdated telephone system.
- ◆ The ME-C will improve its services to the public and law enforcement agencies by performing increased numbers of microscopic tissue examinations that improve pathologists' diagnostic abilities and support and confirm forensic findings.

Medical Examiner-Coroner — Budget Unit 0293

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
3750	Medical Examiner-Coroner	2,051,828	2,156,072	2,264,641	2,216,994	60,922	3
Total Expenditures		\$ 2,051,828	\$ 2,156,072	\$ 2,264,641	\$ 2,216,994	\$ 60,922	3%



Medical Examiner-Coroner — Budget Unit 0293

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
3750	Medical Examiner-Coroner	\$ 100,635	\$ 76,238	\$ 76,238	\$ 54,800	\$ (21,438)	-28
	Total Revenues	\$ 100,635	\$ 76,238	\$ 76,238	\$ 54,800	\$ (21,438)	-28%

Medical Examiner-Coroner — Cost Center 3750

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	22.0	2,156,072	76,238
Board Approved Adjustments During FY 1999	–	108,569	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(13,731)	–
Internal Service Funds Adjustment	–	(4,484)	–
Other Required Adjustments	–	(108,569)	(21,438)
	Subtotal	22.0	\$ 54,800
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	637	–
1. Upgrade Telephone System	–	30,000	–
<p>The current telephone system is limited to five lines serving incoming and outgoing calls. The existing equipment is twelve years old, experiences frequent failures and is no longer supported by the vendor. Repair of equipment has not been possible due to its age and condition. There is currently no voicemail. Callers often are confronted with busy signals for long periods of time, creating inconveniences, at the least, to family members who often are in a confused, distressed and fragile state of mind. At times, law enforcement and hospital staff have been unable to make timely death reports because the phones ring busy for lengthy periods of time.</p> <p>A new phone system will drastically improve the department's ability to serve the public and outside agencies. Since the ME-C facility is located adjacent to the Valley Health and Hospital campus, the new system will be part of HHS's system and will include Voicemail. This new system will dramatically improve the ME-C's ability to respond effectively to the needs of the public.</p>			
2. Augment Training Budget	–	35,000	–
<p>An augmentation of \$35,000 will provide funding for professional development courses and/or conferences for staff in all operational areas of the department. Each pathologist and the Chief Medical Examiner-Coroner will be able to attend professional development conferences. Investigators will attend such courses as Forensic Pathology Death Investigation Training and Masters for Death Investigation Training. Forensic Technologists will attend Forensic Photography and Forensic Odontology courses. Support and administrative staff will attend courses such as Customer Service Skills, Writing Skills, and Communication Skills. The department will continue to take advantage of low cost or no cost training opportunities.</p>			
3. Purchase Three Microscopes	–	13,500	–
<p>Currently, the ME-C office has only two relatively new full-range microscopes. The one-time purchase of three full-range microscopes will enable all of the pathologists to perform increased numbers of microscopic tissue examinations, benefitting the public and law enforcement agencies.</p>			
	Subtotal	–	–
Total Recommendation	22.0	\$ 2,216,994	\$ 54,800



Section 3: Children & Families–Social Services Agency

Section 3: Children & Families–Social Services





Children and Families - Social Services Agency Mission

The mission of the Social Services Agency is to assist residents to gain and retain competitive employment for a better life for themselves and their children; ensure the well-being of children and adults at risk of abuse, neglect and exploitation; maintain or restore family and kinship ties and help families care for and nurture their children and elders; maintain safe, healthy, and independent lifestyles through specialized and in-home services; and deliver high-quality, professional, financial, and protective services in a culturally sensitive and socially responsible manner.



Cost: \$420,374,875

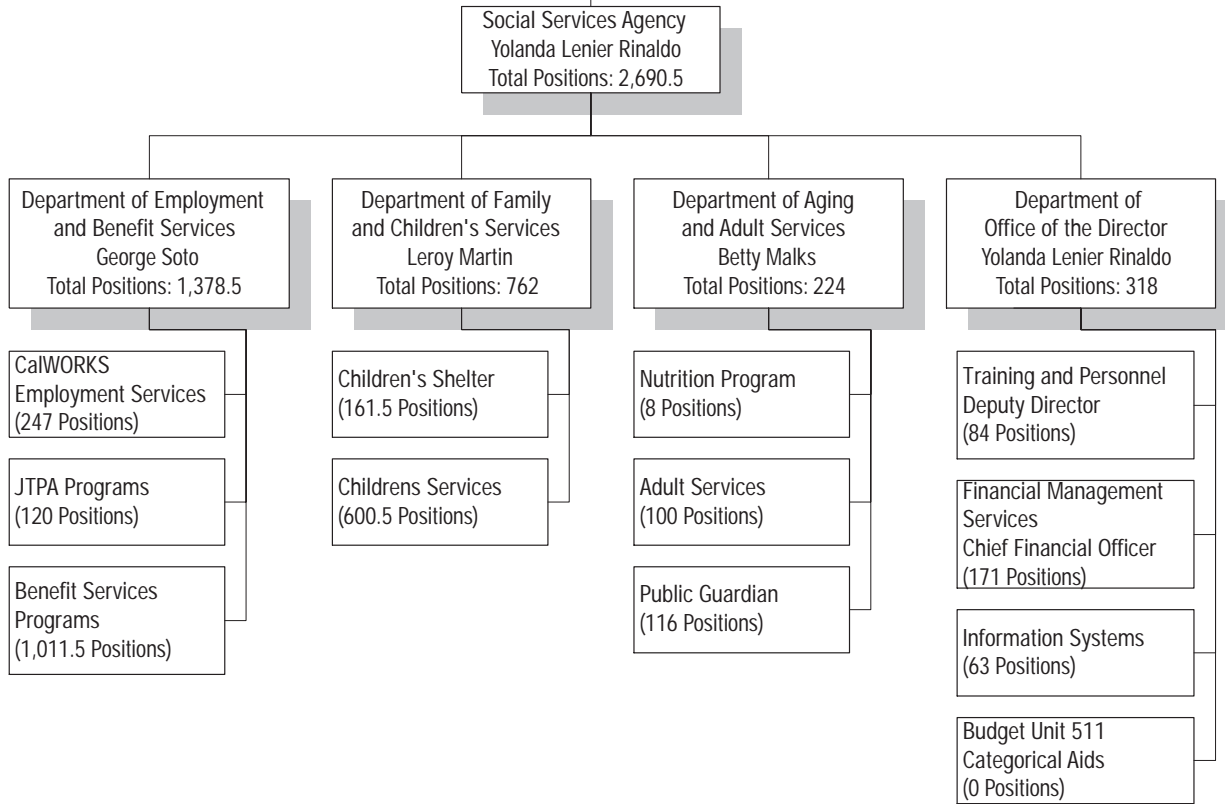
Departments

- ◆ Employment and Benefit Services
- ◆ Family and Children's Services
- ◆ Aging and Adult Services
- ◆ Office of the Director

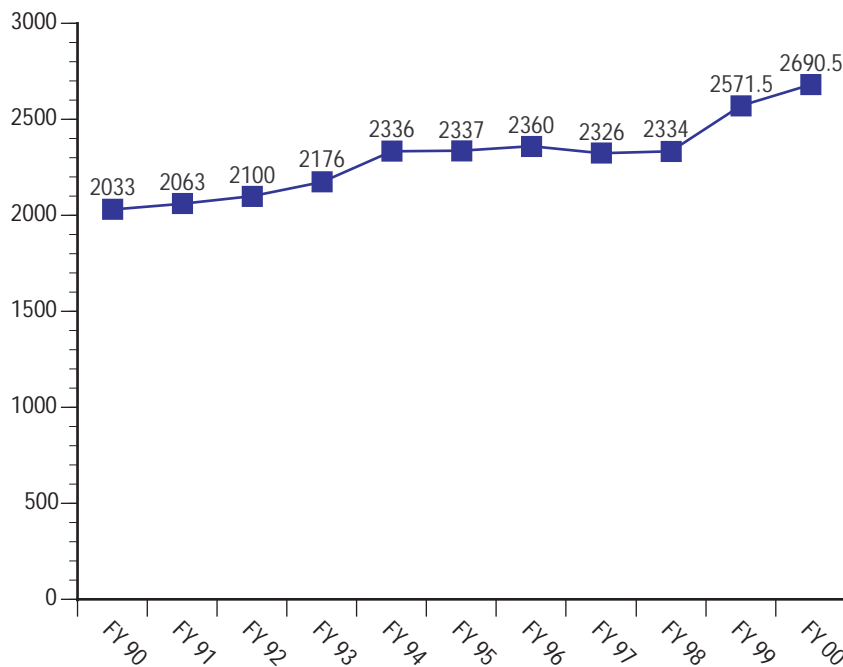


Staff: 2,690.5

Children and Families - Social Services Agency



10 Year Staffing Trend



Expenditures by Department

BU	Department Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
0501	Social Services Administration	\$ 207,787,107	\$ 261,941,639	\$ 267,001,489	\$ 275,899,825	\$ 13,958,186	5
0509	SSA Nutrition Services To The Aged	3,713,977	4,618,410	4,618,410	4,638,673	20,263	-
0511	SSA Categorical Aids Payments	138,765,814	160,713,218	160,613,348	139,836,377	(20,876,841)	-13
Total Expenditures		\$ 350,266,898	\$ 427,273,267	\$ 432,233,247	\$ 420,374,875	\$ (6,898,392)	-13%

Revenues by Department

BU	Department Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
0501	Social Services Administration	\$ 178,230,005	\$ 219,042,012	\$ 220,909,161	\$ 234,014,517	\$ 14,972,505	7
0509	SSA Nutrition Services To The Aged	1,934,407	3,236,030	3,236,030	2,929,354	(306,676)	-9
0511	SSA Categorical Aids Payments	121,928,641	139,272,761	139,627,545	125,268,377	(14,004,384)	-10
Total Revenues		\$ 302,093,053	\$ 361,550,803	\$ 363,772,736	\$ 362,212,248	\$ 661,445	10%



Department of Employment and Benefit Services Mission

The mission of the Department of Employment and Benefit Services is to facilitate the transition of recipients of cash assistance from welfare to work and self-sufficiency, and to provide necessary health, food and vocational assistance to eligible, working poor families.

Goals

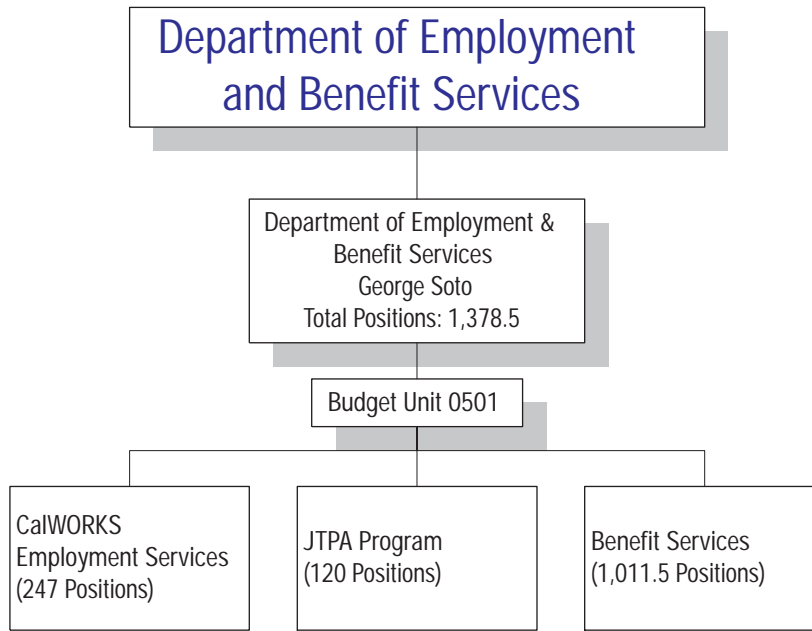
- ◆ Fully develop a post-employment delivery system for California Work Opportunity and Responsibility to Kids (CalWORKs) recipients.
- ◆ Meet CalWORKs participation rates for single parents (40%) and two-parent families (90%).
- ◆ Assist the Santa Clara Valley Health and Hospital System in outreach efforts to increase the number of families who receive health coverage.
- ◆ As partners with both Private Industry Councils, work collaboratively towards implementation of the Workforce Investment Act (WIA).



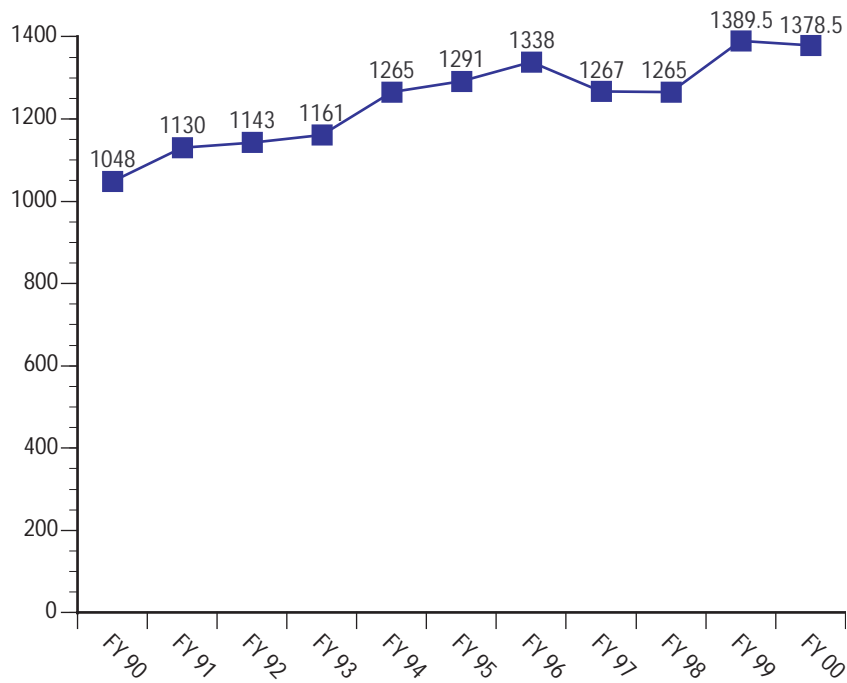
Cost: \$201,351,997



Staff: 1,378.5



10-Year Staffing Trend



Department of Employment and Benefit Services Overview

The Department of Employment and Benefit Services consists of many programs whose task is to provide employment services, training, and benefits to applicants and recipients of public assistance. The Department continues to move forward with efforts to promote the employment focus and to transition customers from welfare to work, as well as to provide health, food and cash benefits to those who are unable to be transitioned.

Job Training Partnership Act

The Job Training Partnership Act (JTPA) program has continued to provide a variety of educational and vocational training services to the displaced worker (Title III funds) and disadvantaged adult and youth populations (Title II funds). Last fiscal year, JTPA served 594 adults and 151 youths through its Title II funding; and 683 in Title III. Title II has 70.9% entered employment rate for adults and a 70.0% rate for youth.

Title II Adult/Youth programs, contracted out to community service providers are expected to serve 611 economically disadvantaged adult/youth participants. The entered employment rate for adults is expected to be 55.9%, and 46.0% for youth. The Career Center, which serves the dislocated worker population, is expected to serve 572 clients this year with a 74.6% entered employment rate.

The program received a total allocation of \$2,882,138 for its Title II Adult/Youth program and \$2,889,922 for its Title III formula allocation for Fiscal Year 1999.

An additional funding of \$2.4 million for welfare-to-work service for California Work Opportunities and Responsibilities to Kids (CalWORKs) recipients has been allocated. The funding and services are anticipated to be made available by the beginning of FY 2000. These funds will serve as capacity building to complement the existing services, which provide an array of existing services to welfare recipients. Further, the funds will be limited to job services activities such as

job preparation, On the Job Training (OJT), and job development/placement services for CalWORKs recipients.

The Summer Youth Program (SPEDY) is expected to serve about 1,200 youth, providing them with paid job experience, academic enrichment and remediation services.

As a result of meeting or exceeding its performance standards for Title II, the JTPA program was awarded \$127,862 in incentive funds for FY 1999.

CalWORKs Employment Services Program

The CalWORKs Employment Services (CWES) Program is currently in its final phase of a three-part implementation work plan, and is expected to complete the transition by June 30, 1999. The conversion of the Greater Avenues for Independence (GAIN) program participants to CWES has been completed and is currently in compliance, as prescribed by the State. CWES achieved 4,890 employment placements in FY 1998. As a result of employment, CWES contributed significantly to Santa Clara County being ranked first amongst the 58 counties for most grant reductions and terminations due to earnings. Currently CWES has enrolled 10,000 participants, and is anticipated to maintain 100% enrollment of the mandatory CalWORKs population in order to meet the State requirements. CWES' goals for FY 1999 are anticipated to be met with an entered employment rate of 70%, maintain 100% enrollment of CalWORKs participants in the required welfare-to-work activities, and meet or exceed the required participation rate for single-parent and two-parent CalWORKs families.

The CalWORKs Employment Services (CWES) program began its expansion of program services and service delivery systems in numerous areas in the latter part of Fiscal Year 1998. These services included expansion of hours of operation to serve the full time employed CWES participants, make available employment retention services to assist in the upgrade of skill sets and/or employment referrals to higher paying posi-

tions, re-placements when job termination occurred, and transition supportive services from California Work Opportunities and Responsibilities to Kids (CalWORKs) to other subsidized programs, specifically in the area of child care.

By the end of the FY 1999, the integration of the Domestic Violence, Mental Health, and Drug & Alcohol services into CWES' program operation will be initiated. These services will be delivered on site at the district offices by multi-disciplinary mobile teams. Six neighborhood self-sufficiency centers (funded by Department of Labor's Welfare-to-Work funds) will provide a multitude of services to eligible CalWORKs families.

Employer linkages have been strengthened through collaborative efforts with the Job Creation Task Force (CREST), and the Employment Connection marketing division. The Employment Connection services have expanded the employer network to more than 800, have co-located in South County within the Employment Services Center, and opened two new sites, one in central/east San Jose and one in North County.

For FY 2000, CWES will complete, in partnership with Employment Support Initiative (ESI's) task group-CREST, the Job Creation Task Force, both private industry councils and the Employment Connection a comprehensive Employment Retention program. This program will assist and measure the effectiveness of efforts to assist the employed CalWORKs participants

to increase skill sets in order to increase earning potential which will lead to self-sufficiency. The introduction of the mandatory community service welfare-to-work activity, required by CalWORKs regulations, is anticipated to be implemented by the end of 1999. This activity, coupled with a subsidized employment community service model, will be the integration of the highly successful Family Conference Model currently used by Department of Family and Children's Services (DFCS).

Refugee Programs

The Targeted Assistance Program/Refugee Employment Social Services (TAP/RESS) Refugee Program served 880 Refugee Cash Assistance (RCA) and CalWORKs clients in Federal Fiscal Year 1998, with 527 having secured full-time employment and 41 having secured part-time employment. The refugee programs are expected to serve 685 clients in FFY 1999 with 443 entered employment.

Employment Support Initiative (ESI)

The Employment Support Initiative continues to develop and expand the broad-based community safety net and a service delivery system to address the emerging needs of the community as a result of the implementation of CalWORKs.

Employment and Training Programs

Employment & Training Programs	Total \$	County \$	County%
Welfare To Work Program	\$26,310,073	\$0	0.0%
County Maintenance of Effort	\$0	\$2,872,646	100.0%
Food Stamp Employment Training Program	\$1,356,961	\$339,493	25.0%
Refugee Employment Services	\$1,247,826	\$0	0.0%
Target Assistance Program	\$1,167,901	\$0	0.0%
Vocational Services	\$484,891	\$484,891	100.0%
Job Training Partnership Act	\$18,247,932		0.0%
Employment & Training Program Total	\$48,815,584	\$3,697,030	7.6%

Child Care

The Child Care Collaborative of Santa Clara County has jointly developed a child care service plan to serve fami-

lies transitioning from county-funded to non-county funded providers of child care.



The Collaborative believes that every family is entitled to accessible, affordable, quality child care based on informed parental choices. We believe these elements are essential to the successful transition of families from welfare to work.

Benefit Services

The general downward trend in the cash aid and Food Stamp programs continued in Fiscal Year 1999. Currently, the Department has 14,200 California Work Opportunities and Responsibilities to Kids (CalWORKs) cases that generally include Medi-Cal and Food Stamps (down from 23,000 last year), 7,700 Non-assistance Food Stamp cases (down from 9,000 last year), and 1,800 General Assistance cases (down from 2,500 last year). Although the Medi-Cal caseload has remained relatively constant this year with 44,500 Medi-Cal cases (down from 46,000 last year), it is likely to increase in FY 2000. The Medi-Cal program is becoming more complex, with new programs emerging to meet the ongoing support needs of those individuals who are discontinued from CalWORKs due to employment. This shift in focus to outreach and retention is likely to increase the total number of Medi-Cal cases.

The new Cash Assistance Program for Immigrants (CAPI) was implemented in November 1998. This 100% state funded program was designed to provide benefits

to immigrants who were legal residents prior to 8/22/96, and who would have qualified for Supplemental Security Income (SSI) if not for their immigrant status. From 1/98 through 2/99 there were 1,380 applications in Santa Clara County, most of which were for individuals who were over the age of 65.

The Department implemented caseload specialization this spring. Each continuing Eligibility Worker (EW) will carry either all CalWORKs cases (including the Food Stamps and Medi-Cal attached to those cases), or all Non-assistance Food Stamps and Medi-Cal cases only. This bifurcated approach provides staff with a clear understanding of their mission, role and expectations, better utilizes resources in relation to job functions, and provides better service to customers.

To ensure that the CalWORKs customer is served appropriately, a clear message is being sent to customers and staff alike that employment is the focus and that assistance is temporary. Comprehensive, direct communication between Benefit Staff and Employment Services staff is the key. This has been, and will continue to be, facilitated by co-location of Benefit and Employment Services staff. Staff have already been successfully co-located at three facilities. All staff are focused on motivating and assisting the customer to find employment and transitioning them from welfare to work.

Benefit Services and Aid Programs

Benefits Programs	Total \$	County \$	County %
CalWORKs Eligibility	\$23,709,031	\$0	0.0%
CalLearn Support Services	\$2,137,220	\$0	0.0%
Statewide Automation Welfare System Project	\$464,818	\$0	0.0%
County Maintenance of Effort	\$0	\$2,588,653	100.0%
Food Stamps	\$23,650,941	\$3,196,849	13.5%
Medi-Cal Program	\$33,317,641	\$0	0.0%
General Assistance Eligibility	\$2,884,989	\$2,884,989	100.0%
General Assistance Technology Project	\$200,000	\$200,000	100.0%
Refugee Program Eligibility	\$582,333	\$0	0.0%
Child Care Programs	\$16,920,614	(\$0)	-0.0%
Benefits Program Total	\$103,867,588	\$8,870,491	8.5%
DEBS Subtotal	\$152,683,174	\$12,567,521	8.2%
BU 511 DEBS Categorical Aid	\$81,800,722	\$3,619,993	4.4%
DEBS Total	\$234,483,896	\$16,187,514	6.9%



FY 1999 Accomplishments

- ◆ Enrolled 100% of California Work Opportunities and Responsibilities to Kids (CalWORKs) recipients population.
- ◆ Achieved a 65% entered-employment rate for CalWORKs recipients who completed a job search activity.
- ◆ Continued to support Valley Health and Hospital System (VHHS) by increasing the number of outstationed Medi-Cal Eligibility Workers.
- ◆ Successfully designed and implemented eligibility caseload specialization.
- ◆ Attained a 70.9% Adult Entered Employment Rate in Job Training Partnership Act (JTPA) programs.

FY 2000 Planned Accomplishments

- ◆ Meet California Work Opportunities and Responsibilities to Kids (CalWORKs) participation rates.
- ◆ Achieve a 70% entered employment rate for CalWORKs recipients who complete a job search activity.

- ◆ Close-out Job Training Partnership Act (JTPA) system, implement Workforce Investment Act.
- ◆ Continue to expand the use of publicly-funded health coverage.

Categorical Aids (BU511)

The financial assistance payments administered by the Social Services Agency are budgeted in Budget Unit 511 (BU 511). The total amount of financial assistance going to California Work Opportunities and Responsibilities to Kids (CalWORKs) participants and other Department of Employment and Benefit Services (DEBS)-related programs (including the Welfare Reform Reserve) are shown in the preceding table as "BU 511 DEBS Categorical Aid." Similarly, the overall amount of categorical aid payments going to Department of Family and Children's Services (DFCS) recipients (Foster Care children, for example) is included in the table in the next section identifying family and children's services costs. The following table itemizes the total costs and the County's contributions to each of the Categorical Aids programs.

Categorical Aid Payment Programs

Categorical Aids Programs	Total \$	County \$	County %
Adoptions	\$5,388,730	\$771,228	14.3%
Special Circumstances - FC	\$15,924	\$0	0.0%
Special Circumstances - SSI	\$174,316	\$0	0.0%
CalWORKs	\$73,934,382	\$1,823,360	2.5%
Emergency Assistance Foster Care	\$1,993,265	\$597,980	29.5%
Foster Care	\$39,086,735	\$15,665,388	40.1%
General Assistance	\$4,941,183	\$4,941,183	100.0%
Realignment Trust Abatement	\$0	(\$18,400,585)	0.0%
Refugee	\$750,841	\$0	0.0%
Seriously Emotional Disturbed Children	\$1,348,119	\$808,872	60.0%
Wrapwound Program	\$10,202,880	\$6,360,576	62.3%
Net Subtotal	\$137,836,375	\$12,568,002	9.12%
Welfare Reform Reserve	\$2,000,000	\$2,000,000	100.0%
Categorical Aids Total	\$139,836,375	\$14,568,002	10.42%



Department of Employment and Benefit Services

County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for the Department of Employment and Benefits Services address the Board of Supervisors' priorities in the areas of focusing on prevention strategies, improving accountability and the quality of services, and enhancing the County's fiscal integrity.

services as emphasized as one of the Board of Supervisor's FY 2000 Budget Strategy Statement priorities. Further, the addition of these positions would strengthen the programs by ensuring that the work is accomplished in a correct and timely fashion, allowing our organization to function efficiently and effectively, consistent with the Board priorities.

Total Cost: \$382,844

Delete a Net of Four Positions from Department of Employment and Benefits Services

Background

In last year's budget, many new positions were added to the Department of Employment and Benefits Services (DEBS) to implement CalWORKs, as a result of Federal Welfare Reform. And during the year, the CalWORKs caseload continued to decline. The recommendation includes staff reduction to adjust for the declining caseload. Similar to welfare reform, effective July 1, 2000, the Workforce Investment Act (WIA) will replace the Job Training Partnership Act (JTPA) as a result of HR 1385. This bill is the U.S. Department of Labor's (DOL) effort to reform current federal law governing the job training, adult education, and vocational rehabilitation programs. It also establishes the framework for a national workforce preparation and employment system.

Ten positions would be added to the CalWORKs Employment Services program to strengthen the infrastructure of the expanded operation and to provide quality services at geographically convenient locations for families. This recommendation is responsive to the FY 2000 Budget Strategy Statement priority on creating conditions that permit at-risk youth to lead safe and healthy lives, achieve their human potential and lessen or preclude their reliance upon County services when they become adults. These positions also support the Board's Budget Strategy Statement priorities by continuing to focus on prevention programs and exploring new initiative for mental health and alcohol and substance abuse programs.

Total Cost: \$385,806

Recommendation

The recommendation includes a total of 26 new positions to be added to the Department of Employment and Benefits Services to implement the Workforce Investment Act (WIA), and to support the expanded CalWORKs operations and services. The cost of these positions are offset by the 30 vacant positions recommended to be deleted to reflect the declining CalWORKs caseload.

Seven unclassified positions would be added to administer the transition of the Job Training Partnership Act to the Work Force Investment Act (WIA), and provide program support funded by the addition of Welfare-to-Work and One Stop grants. The proposed staff will enable the program to provide quality training for all customers and implement the transition efficiently and effectively to the new WIA.

Total Cost: \$344,882

Nine positions would be added to provide management leadership and program support to DEBS Administration and CalWORKs Employment Benefits program to support Comprehensive Performance Management to improve the quality and accountability of County

Lastly, a total of 30 positions would be deleted to adjust for the declining CalWORKs caseload. This results in a net deletion of four positions in DEBS.

Total Cost: (\$1,405,200)

Total Net Cost: (\$291,668)

The expenditures in DEBS are 100% federally reimbursed.



Department of Family and Children's Services Mission

The mission of the Department of Family and Children's Services is to protect children from abuse and neglect, promote their healthy development, and provide services to families which preserve and strengthen their ability to care for their children. The department is responsible for prevention, intervention, advocacy and public education related to the protection of children and their need for consistency in their care and nurturing.

Goals

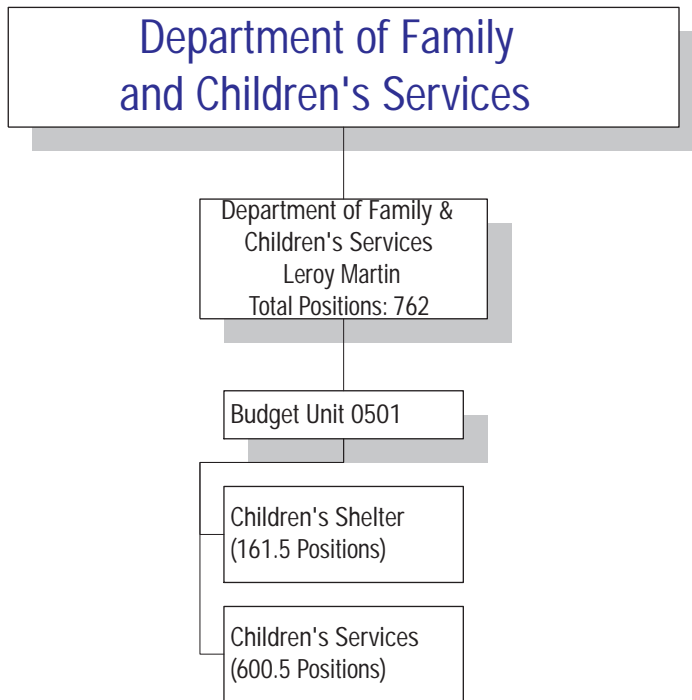
- ◆ Protect at-risk children from harm, prevent further neglect or abuse, and reduce the risks to their safety.
- ◆ Ensure minimal standards of care related to the nutrition, clothing, shelter, health, educational, emotional and psychological needs of children.
- ◆ Help parents and families improve their competency and capacity to safely care for and nurture children, and promote positive interactions between parents and children, and between families and their social support systems.
- ◆ Maintain or restore children's family and kinship ties whenever possible to ensure that children and parents remain together, or are reunited in as short a time period as possible.
- ◆ Provide prevention, intervention, advocacy, and public education related to the protection of children, and to the need for consistency in their care and nurturing.



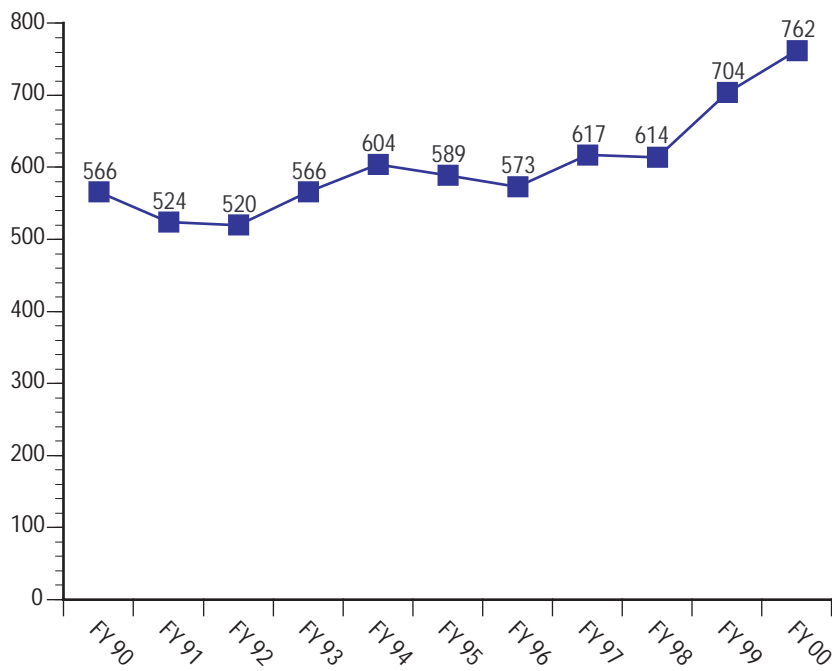
Cost: \$117,159,686



Staff: 762



10-Year Staffing Trend



Department of Family and Children's Services Overview

The Department of Family and Children's Services (DFCS) provides a wide range of social services to maintain a safe home environment for children threatened by abuse, exploitation, or neglect. Among the services provided are: emergency response, family maintenance programs, Children's Shelter services, foster care placement, foster home licensing, child care, family preservation, family reunification, and permanent placement.

Following are highlights of achievements in various programs throughout Fiscal Year 1999:

Wraparound Services

A new service provider, Rebekah Children's Home, was added to the Wraparound Program in September 1998. Together with Eastfield Ming Quong, the two agencies provided wraparound services to 160 children in FY 1999. The addition of Rebekah's Compadres Program not only helps increase the number of slots for children, but also addresses the language and service needs of Spanish speaking families in the South County area.

Domestic Violence Services

A Domestic Violence Research Study was undertaken to develop a family profile and conduct a service analysis. DFCS staff received mandatory training on assessing family violence and developing strategies to intervene while protecting the safety of children and adult victims. Workers continue to be out-stationed with local police departments and provide timely assessment of, and intervention in, family violence matters. DFCS funded a Domestic Violence web-site that is considered to be one of the best in the nation.

Family Conferencing

In June 1998, the County Board of Supervisors directed the DFCS to champion efforts to expand the use of the Family Group Decision Making process to other county departments. The Family Conference Institute was created and is responsible for developing a systematic approach to training facilitators and coordinating Family Conferences for a variety of departments and projects throughout the county.

Children's Shelter

Major improvements can be seen at the Children's Shelter as a result of many innovative programs. Collaborations with Mental Health, Drug and Alcohol Services, and Santa Clara Valley Health Hospital System, combined with significant augmentation of the staff-to-children ratio, provide more comprehensive and more focused services.

- ◆ Early Intervention Program: Steps were taken to expand the current Early Intervention Program that would require an immediate evaluation for all children who come to the Children's Shelter for possible admission. The evaluation is designed to reduce trauma to children, divert inappropriate admissions, make referrals to appropriate community services, reduce unnecessary investigations and referrals, and focus instead on safely returning the children home when possible.

Emergency Shelter Care for Children Ages 0-6

A separate but related effort is underway to meet the licensing regulations governing the care of children under the age of six years in group homes, which includes the Children's Shelter. Every attempt is being made to ensure that children age 0-6, upon removal from their parents, are immediately placed in an emergency satellite home rather than in the Children's Shelter.



Foster Care Eligibility Bureau

Intake staff were added to the bureau to allow for a more timely processing of new foster care applications and subsequent assignment of cases to continuing staff. The Foster Care Bureau also participates in an ongoing work group consisting of staff from San Andreas Regional Center and Department of Family and Children's Services (DFCS) Child Welfare Services, to more effectively coordinate the resources and services provided by both agencies to benefit our mutual customers.

Management Planning

The DFCS management team successfully met in a three-day offsite focused workgroup to develop future direction and structure for the Department. Discussions centered around defining priorities within Child Welfare Services, program planning and development, infrastructure planning, and budget strategy for Fiscal Year 2000. The critical shortage of licensed foster homes was addressed and the department's goal was to increase recruitment and licensing of these homes. This is particularly significant because these foster homes can become potential adoptive homes for children whose return to their families are not possible, in which case, less changes will create a feeling of continuity, stability, and permanency for the children.

In addition, the concept of Family Centered Practice was introduced at this offsite. The philosophy for this practice is based on the assumption of family competency, for protecting children and preserving families. This service delivery approach seeks to:

- ◆ address the family unit as the client, rather than focus on any one individual
- ◆ build on family and individual strengths
- ◆ assist families through a participatory approach
- ◆ ensure that a "Partners in Parenting" role for caretakers, social workers, and other professionals exists, and emphasize the importance of providing services primarily in the home, whenever possible

Court Related Accomplishments

Many of DFCS' programs were showcased, at the local Beyond the Bench Conference. The development of the infrastructure to support the Juvenile Dependency Court's Drug Court has been started. Staff has been dedicated to this program and clients are being identified and are receiving services. The intended outcome of Drug Court is to more efficiently provide drug treatment to families in order to reunify them at a faster pace.

Other Accomplishments

We increased our use of the Family Resource Centers (FRC's) and relocated the Gilroy FRC to a much improved facility. We moved closer to true preventive services to children in the school setting; creatively engaged youth in a variety of youth focused services; and make it our priority to create a nurturing permanency for every child in out-of-home placement.

1999 Accomplishments

- ◆ Re-configured the plan for regionalization based on client needs and more efficient use of facility and staff resources.
- ◆ Effectively utilized concurrent planning to finalize 209 adoptions, a 10% increase from the previous fiscal year.
- ◆ Developed the Family Conference Institute and trained an additional 44 individuals as Family Conference Facilitators, bringing the total number trained to 105.
- ◆ Placed 30 children with 26 kinship placement providers.

FY 2000 Planned Accomplishments

- ◆ Implement Family Centered Practice as the overall philosophy for serving children and families.
- ◆ Provide for timely, suitable out-of-home placement of children by developing additional placement resources, focusing on the needs of children of color.



- ◆ Expand Independent Living Program (ILP) services to youth by developing a transitional housing component.
- ◆ Expand utilization of Drug Court for the rehabilitation and stabilization of families impacted by substance abuse.
- ◆ Augment the timely developmental and medical assessment of all children placed in out-of-home care.
- ◆ Expand the Family Conference Institute to include Probation, Mental Health, Drug and Alcohol, and the community.

The following table lists the programs administered by the Department of Family and Children Services (DFCS), their costs and county share of costs.

Categorical Aid payments benefit some of the recipients of DFCS services: foster care children and families receiving Wraparound services are examples. The following table of Family and Children's Services program costs displays a row labeled "BU 511 DFCS Categorical Aids" which includes such costs.

Family & Children's Services Program

Programs	Total \$	County \$	County%
Adoptions Services	\$3,109,593	\$72,260	2.3%
Child Welfare Services	\$47,163,916	\$13,016,802	27.6%
Foster Home Licensing	\$1,500,792	\$429,375	28.6%
Child Development Program (Department of Education)	\$2,404,258	\$87,221	3.6%
State Family Preservation Program	\$2,193,170	\$708,191	32.3%
Child Abuse Prevention (AB1733)	\$457,843	\$0	0.0%
Child Abuse Prevention (AB2994)	\$420,000	\$0	0.0%
Foster Care Eligibility	\$3,345,298	\$465,604	13.9%
Adoptions Assistance Eligibility	\$195,806	\$40,313	20.6%
Independent Living Skills Prog.	\$533,110	\$0	0.0%
Federal Family Preservation Support Program	\$908,924	\$0	0.0%
Domestic Violence Contracts (Marriage License Fees)	\$250,000	\$0	0.0%
Domestic Violence Advocate	\$240,000	\$240,000	100.0%
Status Offender System Contracts	\$536,104	\$232,350	43.3%
Gilroy Community Juvenile Justices Grant	\$818,439	\$0	0.0%
Children's Shelter Program	\$9,809,841	\$4,338,892	44.2%
Kinship Grant	\$180,000	\$0	0.0%
DFCS Subtotal	\$74,067,094	\$19,631,008	26.5%
BU 511 DFCS Categorical Aids	\$58,035,654	\$10,948,007	18.9%
DFCS Total	\$132,102,748	\$30,579,015	23.1%



Department of Family and Children's Services

County Executive's Recommendation

Advancement of Board Priorities

The Department of Family and Children's Services (DFCS) recommendations continue to reflect its commitment to enhancing services to children while promoting the Board priorities. These priorities, identified in the Board's Fiscal Year 2000 Budget Strategy Statement, include: enabling at-risk youth to lead safe and healthy lives so they can achieve their human potential and not having to rely on County services as adults; focusing and expanding on new prevention initiatives such as violence prevention, drug/alcohol abuse, and mental health; improving county's accountability through continued implementation of Comprehensive Performance Management (CPM); and continuing efforts to maximize cost-savings.

and their parents. Twenty-seven new positions are recommended and one position will be deleted and replaced by a more appropriate job classification. All cost increases in DFCS are partially offset by additional Title IVE revenue, with the exception of the Children's Shelter Augmentations. In this case, one half of the cost is offset with Children's Shelter Foundation revenue.

Seventeen positions would be added and one position deleted to enhance services and support to children and at risk youth. This includes four positions to develop and manage 200 additional licensed foster homes. The enhanced services will create safe and healthy environments for at risk youth and help them achieving their human potential as emphasized in the Board's priorities.

Total Cost: \$609,776

plus \$50,285 for professional services

Add a Net of Twenty-Six Positions to the Department of Family and Children's Services

Background

DFCS continues expanding its services into a neighborhood based model which has proven successful in the previous year. This model allows families an opportunity to create their own service plan using the strengths of their family, friends, and community. The department also focuses on ways to create the most caring, nurturing, safest, and least disruptive environment to children awaiting adoptions or returns to their own families.

Two positions would be added to focus and expand on prevention initiatives such as violence prevention, mental health, alcohol and substance abuse. This will help prevent and protect children from further neglect or abuse.

Total Cost: \$84,139

Five positions would be added to provide support to DFCS administration in researching and monitoring program outcomes to ensure maximum cost savings for the county.

Proposition 10 Tobacco Tax Funding

One of the Board priorities is to be properly prepared to direct this funding source into early childhood programs. This recommended budget includes measures to strategically position the DFCS department for possible availability of Proposition 10 funds pending a Board-adopted strategic plan prepared by the County Children and Families First Commission.

Total Cost: \$255,538

Three Social Worker Supervisor positions would be added so that worker to supervisor ratio can be reduced. This would support the Board's priority in continuing to implement and support Comprehensive Performance Management to improve the accountability of county services.

Recommendation

This year, DFCS increases emphasis on recruitment, retention, and licensing of foster parents, and augments staff to provide strong supportive services to children

Total Cost: \$193,896



Department of Aging and Adult Services Mission

The mission of the Department of Aging and Adult Services is to promote a safe and independent lifestyle for seniors, dependent adults, and the disabled through timely and responsive systems of protective services, quality nutrition, and supportive in-home services, advocate for veterans and their dependents; as well as to safeguard the lives and property of conservatees and manage the assets of conservatees and decedent estates.

Goals

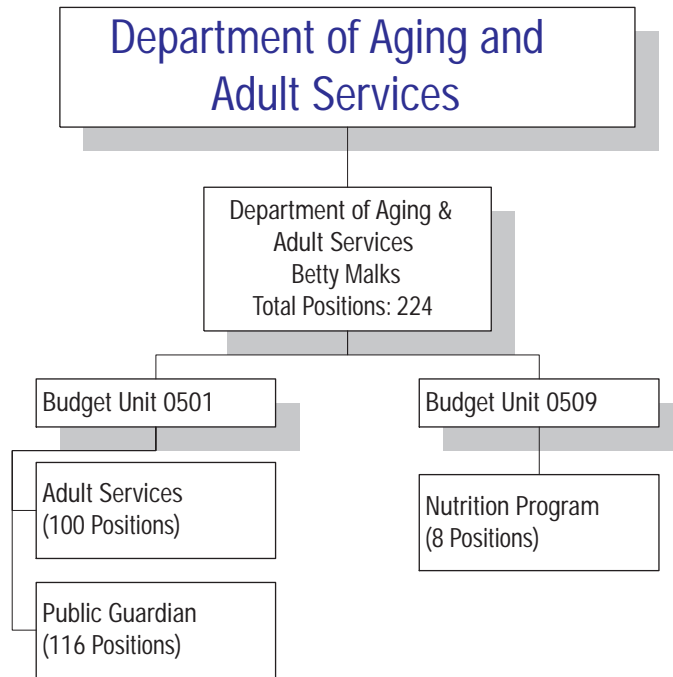
- ◆ Maintain independence and prevent or delay institutionalization through timely and responsive systems of protective services, quality nutrition services, and supportive in-home care and conservatorship services.
- ◆ Safeguard conservatees and their estates by ensuring their medical, physical, and financial well-being.
- ◆ Marshall, manage and maximize the assets of conservatees and decedent estates through quality cost effective financial services in accordance with State law and Probate Court orders.
- ◆ Provide a coordinated and comprehensive service delivery system for veterans and their dependents.



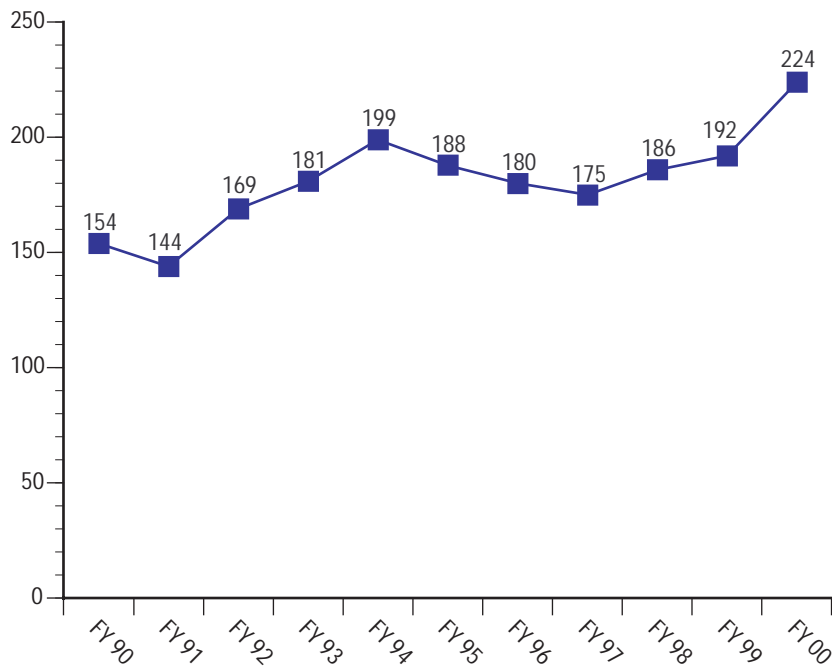
Cost: \$43,908,705



Staff: 224



10-Year Staffing Trend



Department of Aging and Adult Services Overview

Much activity has occurred in the Department of Aging and Adult Services (DAAS) in Fiscal Year 1999. As the population in the United States ages, it is anticipated that there will be increased focus on programs and funding in the adult services arena by both the State and the Federal government.

The Department continues to blend its five programs: Adult Protective Services, In- Home Supportive Services, Public Administrator/Guardian/Conservator, Veteran Services, and Senior Nutrition. The Department focuses its efforts toward achieving the goals of providing a continuum of care to the frail and vulnerable elder and dependent adults of Santa Clara County.

Adult Protective Services (APS)

Adult Protective Services investigates reports of abuse and neglect of elders and dependent adults, assesses their needs, and provides brief services to reduce further risks to this frail and vulnerable population.

In FY 1999, APS has had direct participation in state-wide efforts through the County Welfare Director's Association to create enhancements in Adult Protective Services. These efforts were successful as Senate Bill 2199 was enacted into law. Attached to the bill are augmentations in state funding which result in greatly expanded adult protective services in Santa Clara County beginning May 1, 1999. These enhanced services include the capacity for 24 hour in-person response to immediate life threats and crises.

Plans in FY 1999 include the training of APS staff in the Family Conferencing Model, and increased out-stationing of staff throughout Santa Clara County. Plans for FY 2000 focus on the implementation of the redesign of Adult Protective Services.

In-Home Supportive Services (IHSS)

During FY 1999, the Public Authority was implemented and the Interagency Agreement between the County Board of Supervisors and the Public Authority Governing Body was enacted. A fifty cent an hour

increase for the providers of IHSS was successfully concluded this Spring. An additional fifty cents will be effective next Spring.

A Request For Proposal (RFP) was issued for a new contract for Recipient Assistance Services and Registry Services. There will be two separate contracts resulting from the RFP. The Public Authority will administer the contract for Registry Services, and the Social Services Agency will administer the contract for Recipient Assistance Services.

Looking forward to the future, IHSS will continue with the initiatives stated in FY 1999 and focus on enhanced client service, input and communication, establish procedures and working relationships with the Public Authority, and expand in-service professional development for all staff.

Public Administrator/Guardian/Conservator (PA/G)

In FY 1999, the Public Guardian staff have continued to be successful in protecting and preventing elder financial abuse.

In FY 1999, DAAS has developed a unique Fiduciary Abuse Specialist Team which includes staff from the Public Administrator/Guardian program, Adult Protective Services, District Attorney's Office, and County Counsel. This rapid response team possesses the capability to more quickly respond and intervene in the ever increasing incidents of fiduciary abuse. The team will be fully implemented in May 1999. In addition, we implemented changes in our personal property inventory and management procedures in response to the Grand Jury findings.

In Fiscal Year 2000, plans include the development of a consultative fiduciary abuse team. This 60-75 member team will be formed with members from the community who will bring their expertise to the group in the areas of real estate, banking, stocks, trusts, legal expertise, etc. With the formation of this consultative team, Department of Aging and Adult Services (DAAS) can further reduce/prevent incidents of fiduciary abuse.



Veterans Services

In FY 1999, the Veterans Services Office installed and implemented the state-approved data processing system called Vet Pro, which improves efficiency.

Services have been provided to over 4,500 veterans and their dependents in FY 1999.

The Veterans Task Force, which was established by the Board of Supervisors, has issued a report outlining potential unmet needs for veterans.

A portion of the report addresses the need for a one-stop veterans services center. We are currently negotiating with the State Department of Veterans Affairs to implement a center that would include Employment Development Department (EDD), Job Training Partnership Act (JTPA), and other agencies that provide services to veterans.

In addition, Veterans Services is collaborating with the Emergency Housing Consortium, a recipient of a grant to serve 1,525 homeless veterans, in order to provide these veterans with services.

In FY 2000, Veterans Services will continue to focus on outreach into the community. Veterans Services hopes to sponsor a "Stand Down"/Resource Fair for veterans.

Nutrition Services

In FY 1999 the Senior Nutrition Program changed the Meals on Wheels program from providing one hot meal per weekday to providing seven entrees and seven breakfasts delivered on a weekly basis. This year, 1,500 meals daily (one lunch or dinner entree and one breakfast) seven days per week have been provided to home bound seniors. This new program, which began July 1, 1998, received an average of 95% satisfaction rate based on a recent survey of seniors receiving meals from the program.

In FY 2000, the Senior Nutrition Program will provide an average of 4,085 meals each weekday. In addition to the 1,500 meals delivered to home bound seniors, 2,265 will be provided by the 26 congregate site facilities and the remaining 320 will be bulk delivered to six community centers and three Adult Day Care sites. This represents an increase of six new ethnic groups serving

an additional 356 meals at seven locations to help meet the needs of the County's diverse population. This expansion resulted from a budget augmentation provided by the Board of Supervisors during FY 1999.

FY 1999 Accomplishments

- ◆ Continued organizational change process to consolidate department, involving staff and community.
- ◆ Defined Departmental Comprehensive Performance Management (CPM) Goals.
- ◆ Redesigned a comprehensive Adult Protective Services system involving staff, providers, and community members to address elder and dependent adult abuse and neglect.
- ◆ Created an interdisciplinary Fiduciary Abuse Specialist Team
- ◆ Implemented an In-Home Supportive Services (IHSS) Public Authority model.

FY 2000 Planned Accomplishments

- ◆ Complete organizational change process to consolidate the department utilizing a Steering Team and Cross-Functional teams.
- ◆ Implement redesign of Adult Protective Services from recommendations developed by a community collaborative effort.
- ◆ Implement Financial Abuse Specialist Consultative and Rapid Response Teams.
- ◆ Expand Senior Nutrition Program with seven new ethnic, catered congregate sites coupled with a major outreach program to isolated and frail seniors.
- ◆ Sponsor "Stand Down"/Resource Fair for veterans in the community, and increase collaboration and coordination of veterans services.
- ◆ Continue to provide high quality in-home care services to effectively prevent premature institutionalization of over 4,000 In-Home Supportive Services recipients, and work collaboratively with



the Public Authority to enhance the services and training for IHSS recipients and individual providers.

The following table lists the programs administered by the Department of Aging and Adult Services (DAAS), their costs and the County's share of costs.

Adult and Aging Programs

Programs	Total \$	County \$	County%
IHSS Contract/Provider Costs	\$25,702,008	\$6,703,554	26.1%
In Home Supportive Services (IHSS Admin)	\$3,848,416	\$962,897	25.0%
Adult Protective Services	\$5,916,367	\$1,703,684	28.8%
Veterans Services	\$813,680	\$651,343	80.0%
Council On Aging	\$130,118	\$130,118	100.0%
PAG/C Health Related Service	\$2,786,477	\$1,393,239	50.0%
PAG/C Non Health Related Services	\$2,616,731	\$2,616,731	100.0%
Estate Administration	\$1,189,976	\$494,976	41.6%
DAAS Subtotal	\$43,003,773	\$14,656,542	34.1%
BU 509 Senior Nutrition	\$4,638,673	\$1,709,319	36.8%
DAAS Total	\$47,642,446	\$16,365,861	34.4%



Department of Aging and Adult Services

County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for the Department of Aging and Adult Services advance the Board of Supervisors' priorities by focusing on prevention programs, and improving quality of services. The Board's Budget Strategy Statement emphasizes its intent to increase commitment to seniors to assure they maintain their quality of life, and have the opportunity to continue contributing to the community

Add Thirty-Four Positions to Department of Aging & Adult Services

Background

The enactment of new legislation provides the establishment of a comprehensive Adult Protective Services (APS) program statewide. The new APS law requires that enhanced services are to be implemented by May 1, 1999. Mandates of Senate Bill 2199 include, but are not limited to, 24 hour response to immediate life threats and crises.

Recommendation

A major staffing proposal is recommended for the Department of Aging and Adult Services (DAAS) to meet the mandates of the APS law which enhances Adult Protective Services and expands mandated reporting. A total of 35 positions would be added, and one Administrative Services Manager I position deleted. The DAAS recommendations also will strengthen the department's ability to protect frail and dependent adults and reduce the incidence of abuse, neglect, and exploitation. The staffing recommendation for Senior Nutrition Program, a part of DAAS, is also included. The Senior Nutrition Program is often the entry point to a continuum of services that enables

older persons to maintain and prolong optimal functioning, and to avoid or delay the need for more costly and intrusive health and social services.

Fourteen positions and four unfunded Social Worker III codes would be added to Adult Protective Services (APS) to provide direct 24 hour services to APS clients.

Total Cost: \$623,575

plus \$250,000 for emergency services mandated by SB 2199

Six APS funded positions would be added to Fiduciary Abuse Specialist Team in Public Administrator/Guardian/Conservator to more quickly respond and intervene in the ever increasing incidents of fiduciary abuse.

Total Cost: \$279,905

Seven positions would be added to provide management leadership, support staff, and to strengthen services in Public Administrator/Guardian/Conservator (PA/G/C).

Total Cost: \$308,898

One position would be added to provide outreach and expand services to veterans.

Total Cost: \$46,612

One position would be added to provide clerical support to the In-Home Supportive Services (IHSS) program.

Total Cost: \$29,722

One dietician position is needed for the seven new nutrition sites that will be added as a result of the Board augmentations in the Approved Budget for Fiscal Year 1999. The funding of the new nutrition sites will greatly aid those ethnic minorities who are seriously underserved here in Santa Clara County. Nutrition Services in



a congregate setting enable program participants to access other health and social services designed to improve health and social functioning.

Total Cost: \$59,952

plus \$40,000 increase in transportation costs and \$4,000 for staff training

One Social Services Manager position would be added to Senior Nutrition Program to provide management leadership. An Administrative Services Manager position is being deleted in BU 501 to create this new management position for the Nutrition Program. The

staffing request is consistent with the Fiscal Year 2000 Budget Strategy Statement on improving efficiency, and focusing the service outcomes on the well-being of families and seniors.

Total Cost \$6,299

The revenue from the statewide Adult Protective Services expansion will be sufficient to fund all of the above positions recommended.



Office of the Director Mission

The mission of the Office of the Director is to provide the highest level of administrative, financial information services, and operational support to agency departments. In addition, the office provides leadership for agency-wide legislative development, community relations, project planning, human resource management and training and staff development. This guidance and support is essential to the delivery of high quality services that meet the needs of Social Services Agency (SSA) customers.

Goals

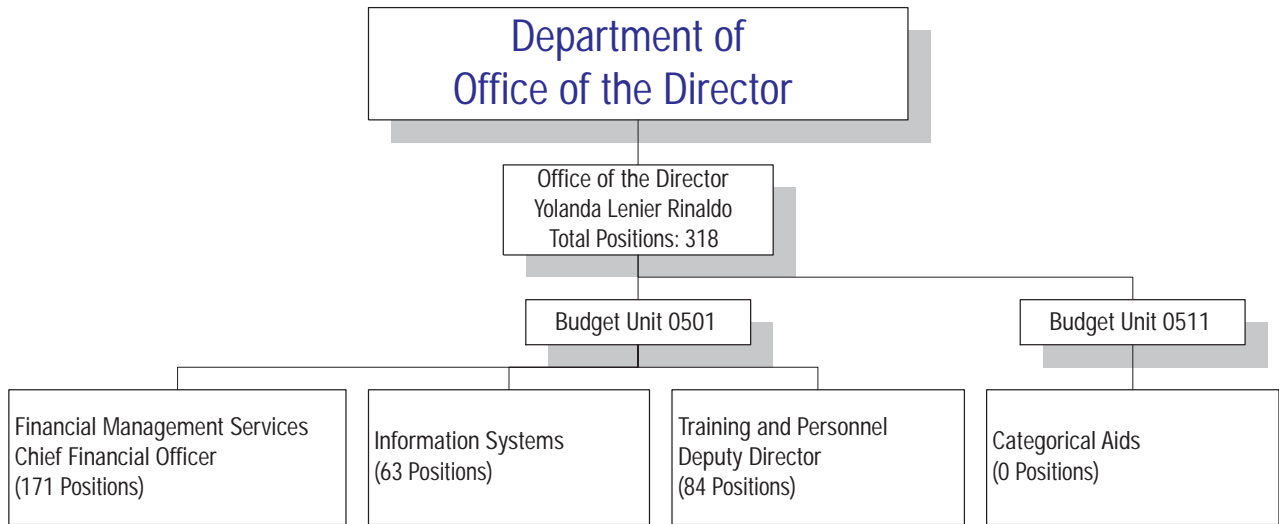
- ◆ Information Systems. Enhance equipment maintenance, and invest in technology to improve the efficiency of the growing number of SSA computer users.
- ◆ Comprehensive Performance Management (CPM). Improve accountability by downloading reports and performance measures from the Child Welfare System Case Management System.
- ◆ Administration and Financial Management. Ensure quality services to clients by requiring performance criteria in all contracts for services.
- ◆ Diversity. Ensure the delivery of culturally competent services to the diverse community.
- ◆ Personnel and Training. Improve the efficiency, service quality, and effectiveness of County operations by investing in training and professional development.
- ◆ Legislative Policy, Community Relations, Special Projects. Ensure development of legislative proposals, improve communication with internal and external customers, and ensure the planning implementation of special projects.



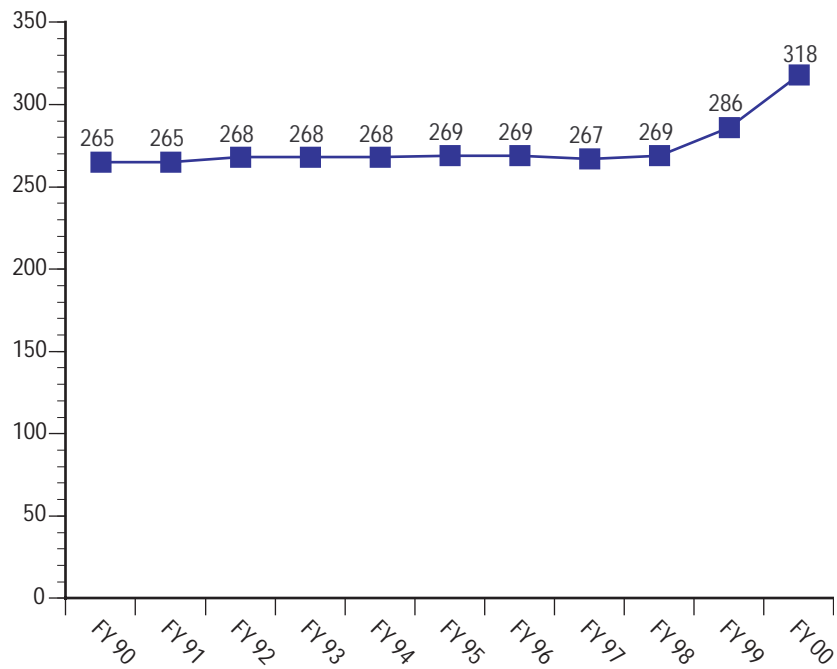
Cost: \$57,955,476



Staff: 318



10-Year Staffing Trend



Office of the Director Overview

Office of the Director

The Office of the Director has begun the difficult process of changing how government delivers its services. Staff in this office work to develop mutually respectful partnerships with Silicon Valley businesses and corporations; and with labor and other public and non-profit agencies in the valley's human services network. Her office is also responsible for making decisions which increase the Agency's accountability to the Board of Supervisors and the community through efforts such as Comprehensive Performance Management (CPM).

The Office of the Director is organized in the following functional areas:

Agency Administration

The Agency's director and her staff provide leadership and direction to enhance the Social Services Agency's responsiveness to the needs of a diverse, dynamic, and multi-cultural community. Its staff perform administrative support activities such as legislative policy development and analyses, community development, public relations and special projects that have agency-wide benefits. These activities increase public understanding of agency programs and expenditures, and maximize the number of clients served with the most efficient use of funds.

The Administrative staff also provide the following central support functions for the Agency: fiscal, budget, personnel, collection activities, facility management, supply, mail room operations, and case file retention operations.

Financial Management Services

Financial Management Services is responsible for centrally collecting Federal and State revenues used to fund the departmental programs in the Social Services Agency. The Social Services Agency is heavily reimbursed or subvented by State and Federal funds. These revenues are received based on prescribed criteria, both as to the manner in which program costs are calculated and how the program is actually administered. As a result of these mandated rules, all agency overhead costs are included in the program costs tabulated in the earlier sections by department.

Information Systems

Through on-going technology investments, the agency has been and will continue to be improving services to customers and the community, handling increased caseloads and eliminating repetitive tasks. The Information Services Division ensures systems availability for users at all times based on business requirements, and provides secure remote access to systems, wherever users are working. It is responsible for developing and enhancing applications and managing information. The Agency's computer network has grown exponentially. Recent infrastructure investment has positioned the Agency to deploy future applications more easily, and take advantage of new tools as the business environment changes.

Staff Development and Training

This division provides Agency-wide staff development and training. Orientation, induction and in-services training activities are provided for all classifications and levels of staff. Staff development activities include course preparation and design, planning, needs assessment, monitoring, evaluation and training.

Legislative Policy, Community Relations, Special Projects

These services ensure the development and tracking of critical legislative proposals that impact the delivery of social services. In addition, the Office of Community Relations and Development responds to inquiries from the media and coordinates other press related activities to ensure the Agency's involvement in a variety of community based planning strategies. The Special Project activities have included the development of the Cultural Competency Orientation Assessment, the Child Welfare Preventative Services Plan, and the Asian Pacific Strategic Plan.

FY 1999 Accomplishments

- ◆ Provided training for Agency staff to implement California Work Opportunity and Responsibility for Kids (CalWORKs).
- ◆ Expanded Staff Development and Training focus to include staff from community-based organizations.



- ◆ Implemented systems modifications and replacements to support Year 2000 processing requirements.
- ◆ Developed and implemented a Child Welfare Decision Support System to facilitate access and reporting of data in all major Agency systems.
- ◆ Inventories computer hardware and software to determine Year 2000 modification and replacement needs.
- ◆ Implemented network, hardware, and software upgrades to support Year 2000 processing requirements.
- ◆ Testing and certifying computer applications for Year 2000 readiness.
- ◆ Began implementation of contingency and continuity planning to ensure business services will continue through the millennium change.
- ◆ Implemented enterprise network management software to prepare for Year 2000 readiness and provide efficient network management.
- ◆ Implemented an automated Help Desk to support all of the Agency's computer users.
- ◆ Implemented a Decision Support System for Department of Employment & Benefit Services (DEBS).

FY 2000 Planned Accomplishments

- ◆ Implement recommendation of the Asian Pacific Strategic Plan and the Cultural Competency Organizational Assessment
- ◆ Implement at least three (3) legislative proposals from the 1999 session and introduce two (2) legislative concepts for County sponsorship.
- ◆ Conduct an Agency-wide Customer Satisfaction Survey.
- ◆ Initiate a professional development program for the Agency.
- ◆ Refine and implement network security policies.
- ◆ Implement desktop software standards.
- ◆ Begin implementation of network software delivery.
- ◆ Develop network design plan for California Welfare Information (CalWIN) system.
- ◆ Implement a Child Welfare Decision Support System to facilitate access and reporting of data from the Child Welfare System.
- ◆ Develop and implement an automated Supplemental Security Income (SSI) Advocacy system for the General Assistance Program.



Office of the Director

County Executive's Recommendation

Advancement of Board Priorities

The Office of the Director has implemented several changes in the way the Agency delivers services in light of welfare reform and the Board's goals and priorities. Among them are, better integration of information system applications, better contract monitoring, and improved training and staff development. These changes in the Office of the Director will provide Agency-wide service improvements which will enhance the accountability, fiscal integrity, quality and efficiency of Social Services Agency (SSA) services.

Add Twenty-Three Positions to the Office of the Director

Background

Welfare reform has changed the focus of the Agency and the Office of the Director must provide leadership for the Agency in implementing these changes. In order to continue to provide the highest level of administrative and operational support for the Agency, and support the Board's priorities, the Office of the Director must implement changes in its own delivery of services. The Office wants to embark on a focused effort at developing and monitoring performance measures for the Agency. There is a continuing need for network expansion, systems development and integration, particularly for systems integration that improves accounting for revenue disbursement and collection. Expansion of the Office of Human Resources to support hiring for positions unique to the Agency is needed. Welfare reform requires expanded Agency-wide infrastructure support due to increased community involvement and more distributed services. In light of these changes, the Office of the Director must continue to change and improve the way it serves the Agency's departments.

Recommendation

The recommendation includes 23 new positions for the Department. The cost for these positions are heavily subvented by State and Federal revenues. All of these

extra positions are in line with the Board of Supervisors' priorities of investment in technology, effective and efficient service delivery, and improved accountability for quality of service.

The Agency has created the new unit of "Office of Planning and Evaluation". Two new positions are recommended. It will be responsible for identifying needs and service improvements in the Agency, establishing linkages for assessing and evaluating our performance to actual goals set by the Agency, and to monitor results. This supports the Boards' goals of improved accountability and quality of service.

Total Cost: \$104,545

Revenue offset is approximately 80%

Information Systems recommends ten new positions. One of the positions is being added at the request of the Department of Revenue. This additional resource will be able to identify Medi-Cal eligible persons and resolve issues that have prevented payment to the county hospital. Eight positions will support our growing network administration needs, new and enhanced database and systems applications, and better administration of software inventory and licenses. One position is for the Board's directed integration of the Agency's Child Welfare Services/Case Management System (CWS/CMS) with the State's system. All of these positions relate to implementation of welfare reform and the Boards' goals of improved service through investments in technology.

Total Cost: \$479,067

Revenue offset is greater than 85%

Seven positions are related to the Agency's infrastructure support and service improvements. This supports the goals of enhanced fiscal integrity, and improved accountability and quality of service. These include:

- ◆ A messenger driver to maintain past service levels in light of our expanded number of facilities.



- ◆ Three telecommunication positions to improve telephone services and provide improved integration with our local and wide area network installations.
- ◆ Three positions are for improved billing and invoice processing to accommodate system enhancements, and minimize late payments and uncollected fees.

Total Cost: \$270,998

Revenue offset is greater than 80%

Finally, four other positions are recommended for the Office of Director: new position of Management Analyst Program Manager III, and three positions for the Office of Human Resources, which will provide specialized recruitment to critical positions, and assistance in equal opportunity/civil rights administration. These additions will improve accountability and quality of service to other Agency departments by providing training, development and greater sensitivity to cultural and ethnic diversity issues.

Total Cost: \$224,289

Revenue offset is approximately 80%

Supplemental Security Income/Cash Assistance Program for Immigrants Technology Project

Development of the Supplemental Security Income/Cash Assistance Program for Immigrants (SSI/CAPI) Tracking and Interim Assistance Reimbursement module of the General Assistance system is requested for the current year. This module will track Social Security Administration clients through all five levels of Social Security Administration appeals and increase the number of potential customers we serve. By assisting a larger number of SSI/CAPI customers to make the transition from General Assistance to a Federal or State program will improve accountability, and reduce demand on the County's General Fund.

Total Cost: \$200,000

One-time funding

Summary of Agency Staff Augmentations and Deletions

The following table summarizes all recommended staff augmentations and deletions for each of the four departments in the social Services Agency.

Summary of Social Services Departments' Staff Augmentations and Deletions

Description	FTE's	Positions Title
Department of Employment and Benefit Services		
Adds and Deletes - CalWORKs		
	1	Management Aide
	-1	Clerk Typist
	1	Program Coordinator
	-1	Eligibility Supervisor
Reductions - CalWORKs		
	-4	Advanced Clerk Typist
	-1	Advanced Clerk Typist (U)
	-2	Employment Technician II (U)
	-17	Employment Technician II
	-4	Employment Counselor
Reduction Total	-30	
Augmentations - CalWORKs		
	1	Management Analyst
	3	Office Management Coord.
	3	Secretary I
	3	Advanced Clerk Typist
	1	Cust. Services Technician
	1	Program Coordinator
	1	Employment Program Manager
	1	Management Analyst (U)



Summary of Social Services Departments' Staff Augmentations and Deletions

Description	FTE's	Positions Title
Augmentations - JTPA	3	Management Analyst (U)
	2	Employment Analyst (U)
	2	Employment Counselors (U)
Augmentation - SAWS	1	Eligibility Work Supervisor
Augmentation - SSI/CAPI	2	Social Worker II
Augmentations Total	26	
Total Positions DEBS	-4	
Department of Family and Children's Services		
Adds and Deletes - Shelter	1	Associate Management Analyst
	-1	Senior Counselor
Augmentations - DFCS Support	3	Management Analyst
	3	Office Clerk
	1	Clerk Typist
	4	Program Services Aide
	3	Social Work Supervisor
	2	Social Work Coordinator II
Augmentations - Emergency Res.	1	Social Worker I
	2	Social Worker II
Augmentations - Foster Care Lic.	2	Social Worker II
	2	Social Work Coordinator I
Augmentation - ILP	1	Social Work Coordinator II
Augmentation - Shelter	1	Resident Artist
Augmentations - Southern Region	1	Transportation Officer
	1	Social Worker III
Augmentations Total	27	
Total Positions DFCS	27	
Office of the Director		
Adds and Deletes - Staff Dev.	1	Training & Staff Dev Spec.
	-1	Training & Staff Dev Associate
Adds and Deletes - Information Ser.	1	Project Manager
	-1	Dept. Info. Systems Analyst
Augmentations - Administrative Ser.	1	Messenger Driver
	1	Telephone Services Engr.
	2	Telephone Comm. Technicians
Augmentations - Financial Man. Ser.	1	Man. Analyst Prog. Manager III
	2	Advanced Clerk Typist
	1	Accountant Assistant
Augmentations - Human Resources	1	Management Analyst
	1	Equal Opportunity Analyst II
	1	Program Manager I
Augmentations - Information Ser.	1	Management Aide
	1	Customer Services Technician
	2	Program Coordinator



Summary of Social Services Departments' Staff Augmentations and Deletions

Description	FTE's	Positions Title
	6	Dept. Info. Systems Specialist I
Augmentation - Office of Eval & Planning	2	Management Analyst
Augmentation Total	23	
Total Positions Office of the Director	23	
Department of Aging and Adult Services		
Adds and Deletes - Nutrition	1	Social Services Program Man.
	-1	Admin. Services Manager
Augmentations - Adult Protect. Ser.	1	Management Analyst
	3	Advanced Clerk Typist
	1	Social Work Supervisor
	12	Social Worker III (4 unfunded)
	1	Social Work Coordinator II
Augmentation - IHSS	1	Advanced Clerk Typist
Augmentation - Nutrition	1	Dietician II
Augmentations - P/G/C	1	Management Analyst
	1	Dep. Public Guardian Invest.
	1	Program Manager I
	2	Advanced Clerk Typist
	1	Accountant Assistant
	3	Estate Administrator
	2	Estate Administrator Assistant
	2	Supv. Deputy Public Guardian
Augmentation - Veteran Services	1	Social Work Coordinator I
Augmentation Total	34	
Total Positions DAAS	34	
TOTAL POSITIONS SSA	80	

Social Services Administration — Budget Unit 0501

Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Appropriations			FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
		FY 1998 Actual	Approved	Adjusted			
4700	Aging and Adult Administration	\$ 3,818,361	\$ 5,249,983	\$ 5,484,587	\$ 6,210,033	\$ 960,050	18
4710	Aging and Adult Program	\$ 4,542,567	\$ 28,642,460	\$ 28,642,460	\$ 33,413,795	\$ 4,771,335	17
4715	Aging and Adult Support Staff	\$ 452,163	\$ 936,991	\$ 936,991	\$ 1,071,422	\$ 134,431	14
4755	PA/G/C Information Systems	\$ 76,581	\$ 62,680	\$ 85,730	\$ 374,655	\$ 311,975	498
4800	Agency Administration	\$ 40,965,895	\$ 44,896,218	\$ 45,233,043	\$ 51,068,875	\$ 6,172,657	14
4810	Program Support	\$ 11,895,665	\$ 13,023,962	\$ 13,173,515	\$ 12,899,218	\$ (124,744)	-1



Social Services Administration — Budget Unit 0501

Expenditures by Cost Center (Continued)

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
4831	Gilroy Community Juvenile Justice Grant	\$ 862,488	\$ 745,995	\$ 745,995	\$ 776,838	\$ 30,843	4
4861	Staff Development	\$ 1,488,860	\$ 1,984,203	\$ 1,984,203	\$ 1,919,340	\$ (64,863)	-3
4862	Staff Development Trainees	\$ -	\$ 816,873	\$ 816,873	\$ 607,861	\$ (209,012)	-26
4870	Children's Shelter	\$ 8,305,577	\$ 10,431,881	\$ 10,206,881	\$ 9,809,841	\$ (622,040)	-6
4871	Children's Shelter Social Services	\$ 87,777	\$ -	\$ -	\$ -	\$ -	-
4874	Clover House	\$ 20,371	\$ -	\$ -	\$ -	\$ -	-
4903	Electronic Data Processing	\$ 8,918,789	\$ 10,990,853	\$ 12,472,320	\$ 11,705,680	\$ 714,827	7
4904	PA/G/C Operating Administrative Charges	\$ 1,665,057	\$ -	\$ -	\$ -	\$ -	-
5000	Child Development Services	\$ 1,864,877	\$ 1,921,188	\$ 1,966,054	\$ 2,094,672	\$ 173,484	9
5010	JTPA Administration	\$ 1,639,575	\$ 2,338,909	\$ 2,338,909	\$ 2,467,626	\$ 128,717	6
5012	JTPA Office Professional Staff	\$ 163,883	\$ 385,338	\$ 385,338	\$ 287,862	\$ (97,476)	-25
5020	JTPA Direct Program - Prior Year	\$ 6,827,193	\$ 6,512,591	\$ 6,512,591	\$ 9,278,981	\$ 2,766,390	42
5040	Management Information Systems Unit	\$ 395,455	\$ 491,021	\$ 491,021	\$ 539,180	\$ 48,159	10
5042	Summer Youth Program	\$ 2,675,059	\$ 3,737,763	\$ 3,737,763	\$ 3,180,412	\$ (557,351)	-15
5044	Job Training and Partnership (JTPA) Programs	\$ 1,656,748	\$ 2,188,153	\$ 2,188,153	\$ 2,176,979	\$ (11,174)	-1
5100	Refugee Targeted Assistance Program	\$ 2,284,680	\$ 2,430,795	\$ 2,430,795	\$ 2,471,567	\$ 40,772	2
5200	Employment Services Program	\$ 11,783,115	\$ 17,214,384	\$ 17,771,579	\$ 17,829,006	\$ 614,622	4
5202	Employment Services Support Staff	\$ 1,925,220	\$ 4,554,618	\$ 4,554,618	\$ 4,558,995	\$ 4,377	-
5203	Employment Services Office Professional Staff	\$ 939,546	\$ 1,625,759	\$ 1,625,759	\$ 1,632,221	\$ 6,462	-
5300	Benefit Services Program	\$ 50,875,285	\$ 65,707,477	\$ 66,898,741	\$ 64,672,343	\$ (1,035,134)	-2
5400	Children's Services Programs	\$ 41,656,320	\$ 35,051,544	\$ 36,317,570	\$ 34,852,423	\$ (199,121)	-1
Total Expenditures		\$ 207,787,107	\$ 261,941,639	\$ 267,001,489	\$ 275,899,825	\$ 13,958,186	5%



Social Services Administration — Budget Unit 0501

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
4700	Aging and Adult Administration	\$ 975,838	\$ 710,000	\$ 710,000	\$ 695,000	\$ (15,000)	-2
4710	Aging and Adult Program	\$ 622,880	\$ 16,697,802	\$ 16,697,802	\$ 19,534,454	\$ 2,836,652	17
4755	PA/G/C Information Systems	\$ -	\$ -	\$ 23,035	\$ -	\$ -	-
4800	Agency Administration	\$ 146,424,967	\$ 174,343,676	\$ 175,405,729	\$ 182,322,793	\$ 7,979,117	5
4831	Gilroy Community Juvenile Justice Grant	\$ 949,184	\$ 779,645	\$ 779,645	\$ 818,439	\$ 38,794	5
4861	Staff Development	\$ 16,098	\$ -	\$ -	\$ -	\$ -	-
4870	Children's Shelter	\$ 190,686	\$ 154,000	\$ 154,000	\$ 196,771	\$ 42,771	28
4903	Electronic Data Processing	\$ 714,851	\$ 324,779	\$ 324,779	\$ 464,818	\$ 140,039	43
4904	PA/G/C Operating Administrative Charges	\$ 1,684	\$ -	\$ -	\$ -	\$ -	-
5000	Child Development Services	\$ 2,204,882	\$ 2,032,810	\$ 2,077,676	\$ 2,316,917	\$ 284,107	14
5010	JTPA Administration	\$ 2,047,850	\$ 2,768,541	\$ 2,768,541	\$ 2,904,614	\$ 136,073	5
5020	JTPA Direct Program - Prior Year	\$ 9,139,648	\$ 8,761,607	\$ 8,761,607	\$ 11,797,603	\$ 3,035,996	35
5042	Summer Youth Program	\$ 2,921,883	\$ 4,219,914	\$ 4,219,914	\$ 3,545,716	\$ (674,198)	-16
5100	Refugee Targeted Assistance Program	\$ 2,191,975	\$ 2,365,855	\$ 2,365,855	\$ 2,415,727	\$ 49,872	2
5200	Employment Services Program	\$ -	\$ 866,612	\$ 1,423,807	\$ 966,976	\$ 100,364	12
5202	Employment Services Support Staff	\$ 482,875	\$ -	\$ -	\$ -	\$ -	-
5300	Benefit Services Program	\$ 2,624,622	\$ -	\$ -	\$ -	\$ -	-
5400	Children's Services Programs	\$ 6,720,082	\$ 5,016,771	\$ 5,196,771	\$ 6,034,689	\$ 1,017,918	20
Total Revenues		\$ 178,230,005	\$ 219,042,012	\$ 220,909,161	\$ 234,014,517	\$ 14,972,505	7%

Aging and Adult Administration — Cost Center 4700

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	62.0	5,249,983	710,000
Board Approved Adjustments During FY 1999	1.0	234,604	-
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	8,280	-
Internal Service Funds Adjustment	-	124,051	-
Other Required Adjustments	-	(163,300)	(15,000)
	Subtotal	\$ 64.0	\$ 5,453,618
Recommended Changes for FY 2000			



Aging and Adult Administration — Cost Center 4700

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments		2,135	–
PA/G Reimbursement for Attorney + Overhead		224,790	–
1. Add One Management Analyst to APS	1.0	48,855	–
<p>This position will allow the department to write and monitor all contracts, service agreements, memorandum of understanding, requests for proposals, plus complete data collection. SB 2199 requires expansion into this area of direct 24 hour services to Adult Protective Services clients (none exists today).</p>			
2. Add Support Positions to Adult Protective Services	2.0	71,192	–
<p>◆ One Social Work Coordinator II (Y48)</p> <p>This position will coordinate a Fiduciary Abuse Specialist Team, and will function as an Elder Abuse Public Awareness Coordinator. This large, multidisciplinary team will bring together experts in various fields from both the public and the private sectors including real estate, banking, insurance, medical, psychiatric, Adult Protective Services and others to combat increasing incidents of elder abuse. Currently, there are several different elder abuse/domestic violence committees throughout the County and cities within the County. The Public Awareness Coordinator will represent the Department at these various committees to provide a coordinated effort on the issue.</p> <p>◆ One Advanced Clerk Typist (D36)</p> <p>This position is needed to provide clerical support to the Social Work Coordinator II recommended above.</p>			
3. Add One Estate Administrator to the FAST Team	1.0	47,940	–
<p>New positions are recommended for the Fiduciary Abuse Specialist Team (FAST). The expansion of FAST will allow immediate response to the community on a constant rotation basis. It will also permit the immediate securing of assets at risk, taking control of both estate and legal issues to prevent further loss.</p> <p>◆ One Estate Administrator (V37), Cost Center 4700</p> <p>◆ One Deputy Public Guardian Investigator (V62), Cost Center 4710</p>			
4. Add APS-Funded Positions to Estate Administration And Litigation Unit	2.0	95,999	–
<p>◆ Add Two Estate Administrators (V37)</p> <p>These positions will provide sufficient staff to accommodate the increased workload generated by conservatorships and decedent estates. The nature of these cases is such that it is critical to quickly involve the Estate Administrator staff to identify, secure, and control assets at risk and prevent future loss by victims of financial abuse.</p>			
5. Add APS-Funded Positions to Real And Property Management Division	2.0	87,819	–
<p>◆ Add Two Estate Administrator Assistants (V38)</p> <p>Currently the staffing levels are inadequate to marshal and inventory all real and personal property of clients, or of estates determined by the Superior Court of Santa Clara County to be unable of handling their own affairs due to physical or mental incapacity or death. The addition of these positions will ensure the security of real and personal property assets.</p>			
6. Add Support Positions to Public Guardian's Office	4.0	143,059	–



Aging and Adult Administration — Cost Center 4700

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
◆ One Management Analyst (B1P)			
This position will provide the staff resource to update Public Administration/Guardian procedures as recommended by a recent Grand Jury report. This analyst will also provide program analysis and coordination of activities for service delivery programs to frail and dependent adults, as well as public administration/guardian work with decedent cases in the community.			
◆ One Accountant Assistant (D96)			
This position is needed to curb the growing backlog in the preparation of court-ordered accountings.			
◆ Two Advanced Clerk Typists (D36)			
These positions will provide the necessary clerical staff to meet the demands of multiple timelines developed by the court, as well as increased workloads.			
7. Add Veterans Outreach Coordinator	1.0	46,610	–
This position (Y49) will implement the recommendations in the Veterans' Task Force Report and to act as a Veterans' Outreach Coordinator. This position will replace a one-time coordinator (\$50,000) appropriated for FY 1999. The coordinator will develop a comprehensive, One-Stop Veterans Service Center to identify unmet needs in the veterans' community.			
8. Delete One Administrative Services Manager I (B2L)	-1.0	(68,304)	–
This position is being deleted to create a Social Services Program Manager (Y21) position in the Senior Nutrition Program. Due to the expansion of the Nutrition and Adult Protective Services Programs, a new position is added in Nutrition for effective program management.			
9. Add Program Manager I (B3P) to Estate & Legal Unit	1.0	56,320	–
The volume and complexity of legal and estate issues generated by conservatorships and decedent estates in this County has escalated in recent years, and the trend is expected to continue. A Program Manager I is recommended for this unit. This position will have management responsibility over two Supervising Estate Administrators, seven Estate Administrators, and two Estate Administrator Assistants, and will handle complex legal and estate issues.			
	Subtotal	756,415	–
Total Recommendation	77.0	\$ 6,210,033	\$ 695,000

Aging and Adult Program — Cost Center 4710

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	96.5	28,642,460	16,697,802
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-4.0	(483,672)	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	4,403,252	2,836,652
	Subtotal	\$ 32,562,040	\$ 19,534,454
Recommended Changes for FY 2000			
1. Add Thirteen Positions to Expanded APS Program	13.0	444,089	–



Aging and Adult Program — Cost Center 4710

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
<p>An increase in staff is recommended to provide enhanced services and to meet the 24 hour response mandated by Senate Bill 2199.</p> <ul style="list-style-type: none"> ◆ Eight Social Worker III's - Cost Center 4710 (Y3C) <p>The addition of the eight positions would give Adult Protective Services (APS) social workers the ability to provide 24 hour immediate response to life-threatening situations, as well as to meet the mandates of enhanced services in the bill.</p> <ul style="list-style-type: none"> ◆ Four unfunded Social Worker IIIs - Cost Center 4710 (Y3C) <p>These unfunded codes are requested to be held in reserve in order to provide staffing if the new law expands services faster than originally estimated.</p> <ul style="list-style-type: none"> ◆ One Social Work Supervisor - Cost Center 4710 (Y23) <p>This position is needed to supervise the eight additional Social Work staff recommended above.</p> <ul style="list-style-type: none"> ◆ Two Advanced Clerk Typists - Cost Center 4715 (D36) <p>These positions will provide support staff to the new Adult Protective Services (APS) Social Worker unit.</p>			
2. Add One Deputy Public Guardian Investigator	1.0	48,147	–
<p>New positions are recommended for the Fiduciary Abuse Specialist Team (FAST). The expansion of FAST will allow immediate response to the community on a constant rotation basis. It will also permit the immediate securing of assets at risk, taking control of both estate and legal issues to prevent further loss.</p> <ul style="list-style-type: none"> ◆ One Estate Administrator (V37), Cost Center 4700 ◆ One Deputy Public Guardian Investigator (V62), Cost Center 4710 			
3. Add Two Supervisory Positions to Public Guardian	2.0	109,519	–
<p>These positions (V45) will reduce the current staff -to-supervisor ratio from 18:1 to 10:1 to better align with the Agency standard. The addition will also allow for the re-design and restructuring of the units within the Public Administration/Guardian office.</p>			
4. Fund emergency services mandated by SB 2199	–	250,000	–
<p>New State law mandates both emergency response and 24 hour, 7 day-a-week coverage by the Adult Protective Services program. Enhanced services will include the capacity for 24 hour reporting of adult abuse, 24 hour in-person response to immediate life threats and crises on existing cases, with an emphasis on prevention through case management services, and the use of a multidisciplinary team.</p>			
Subtotal	16.0	851,755	–
Total Recommendation	108.5	\$ 33,413,795	\$ 19,534,454

Aging and Adult Support Staff — Cost Center 4715

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	22.5	936,991	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	45,272	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	–	–
Subtotal	23.5	\$ 982,263	\$ –
Recommended Changes for FY 2000			
1. Add Two Advanced Clerk Typists to Expanded APS Program	2.0	59,439	–



Aging and Adult Support Staff — Cost Center 4715

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
<p>An increase in staff is recommended to provide enhanced services and to meet the 24 hour response mandated by Senate Bill 2199.</p> <ul style="list-style-type: none"> ◆ Eight Social Worker III's - Cost Center 4710 (Y3C) <p>The addition of the eight positions would give Adult Protective Services (APS) social workers the ability to provide 24 hour immediate response to life-threatening situations, as well as to meet the mandates of enhanced services in the bill.</p> <ul style="list-style-type: none"> ◆ Four unfunded Social Worker IIIs - Cost Center 4710 (Y3C) <p>These unfunded codes are requested to be held in reserve in order to provide staffing if the new law expands services faster than originally estimated.</p> <ul style="list-style-type: none"> ◆ One Social Work Supervisor - Cost Center 4710 (Y23) <p>This position is needed to supervise the eight additional Social Work staff recommended above.</p> <ul style="list-style-type: none"> ◆ Two Advanced Clerk Typists - Cost Center 4715 (D36) <p>These positions will provide support staff to the new Adult Protective Services (APS) Social Worker unit.</p>			
2. Add Advanced Clerk Typist to IHSS	1.0	29,720	-
<p>This position (D36) will provide a variety of administrative support functions to In Home Supportive Services (IHSS) eligibility and social work staff.</p>			
Subtotal	3.0	89,159	-
Total Recommendation	26.5	\$ 1,071,422	\$ -

PA/G/C Information Systems — Cost Center 4755

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	-	62,680	-
Board Approved Adjustments During FY 1999	-	23,050	23,035
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	5.0	295,905	-
Internal Service Funds Adjustment	-	-	(23,035)
Other Required Adjustments	-	(6,980)	-
Subtotal	5.0	\$ 374,655	\$ -
Recommended Changes for FY 2000			
Total Recommendation	5.0	\$ 374,655	\$ -



Agency Administration — Cost Center 4800

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	308.5	44,896,218	174,343,676
Board Approved Adjustments During FY 1999	10.0	336,825	1,062,053
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	30.0	3,003,199	–
Internal Service Funds Adjustment	–	1,075,974	–
Other Required Adjustments	–	268,072	3,504,413
Subtotal	348.5	\$ 49,580,288	\$ 178,910,142
Recommended Changes for FY 2000			
Internal Service Fund Adjustments		17,172	–
1. Add One Advanced Clerk Typist	1.0	29,720	–
<p>This action adds one Advanced Clerk Typist in Publishing Services (Cost Center 4800) and one in the Program Bureau (Cost Center 4810). With increased demand on Publishing Services over the last year, and only one person currently providing this function, an additional Advanced Clerk Typist is needed. A second ACT is necessary due to increased public contact with the Program Bureau over the last five years.</p>			
2. Administrative Support Staff	1.0	32,760	–
<p>Add one (1) Accountant Assistant position that will oversee the processing of travel and mileage requests, all telephone billing, payroll issuance, and coordinate payroll distribution. More timely processing of telephone bills and expense claims will reduce late charges and overtime costs.</p>			
3. Add One Agency Messenger Driver	1.0	28,260	–
<p>Six new facilities have been added to SSA in the past 18 months. This position is needed in order to assure that the Messenger Drivers can provide timely case and mail movement between offices.</p>			
4. Administrative Program Manager	1.0	67,870	–
<p>This action creates a new position of Management Analyst Program Manager III. The financial complexity of Social Services Agency programs has become increasingly complex over the years, with no projected end in sight. The Agency's Chief Financial Officer needs an assistant who can provide additional financial and budgetary resources, both within the Agency and to other County departments. The financial relationships between Federal, State and local programs require increasing time and effort. Also important are the collaborative financial arrangements between Social Services, Mental Health, Probation, Drug and Alcohol, the District Attorney and County Counsel, which have grown each year, and are becoming more complicated.</p>			
5. Augment Communications Technical Staff	3.0	150,539	–
<p>The Social Services Agency's (SSA) number of facilities and employees requires a more coordinated and efficient system of support for computers, telephones, and cabling. This action adds staff to the SSA Information Systems Technical Unit to allow SSA to do more of its own cabling, phone installation, and speed up the relocation of staff and equipment. It will also allow the proposed new Telephone Services unit and Technical Information Systems Services unit to better share and benefit from each other's respective knowledge and expertise.</p> <ul style="list-style-type: none"> ◆ One (1) Telecommunications Engineer ◆ Two (2) Telecommunications Technicians 			
6. Social Services Revenues	–	–	3,412,651
<p>Program revenues have been adjusted based on recommended expenditures.</p>			
7. Increase Interpreters' Hourly Rate	–	63,000	–
<p>The Social Services Agency has not provided an increase in the hourly rate for its contract interpreters in many years. As a result, the Agency's interpreters are not being paid market rate, which makes it difficult to attract and retain interpreters for Social Services. This provides a 25 % increase in the hourly amount. While it does not bring the Agency in line with the market rate, which is even higher, it is a significant increase, and will make it easier to hire interpreters.</p>			
8. One-Time Programs	–	170,000	–



Agency Administration — Cost Center 4800

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
<p>The Social Services Agency has three one-time projects recommended for funding in FY 2000. They are:</p> <ul style="list-style-type: none"> ◆ \$60,000 to complete the Cultural Competency Organizational Assessment, which was started in the current year's budget; ◆ \$60,000 to implement the domestic violence portion of the Asian Pacific Islander Strategic Plan; and ◆ \$50,000 to fund a feasibility study for a Gilroy Child Interview Center. 			
9. Department of Revenue Support	1.0	31,130	–
<p>This action adds one Customer Service Technician position to provide enhanced revenue collections through a coordinated effort with the Department of Revenue (DOR). This additional clerical resource will research Medi-Cal eligibility for Santa Clara Valley Medical Center accounts referred to DOR. This enhanced effort is expected to achieve increased revenue in an amount sufficient to offset the cost of the position. DOR staff, who presently research Medi-Cal eligibility, will be redirected to other collection activities.</p>			
10. Add Two Social Work Coordinator Is	2.0	93,155	–
<p>This action will add two Social Worker II's (Cost Center 5400) and two Social Work Coordinator I's (Cost Center 4800) to the Licensing/Recruitment School-Based Linked Services Unit. The two Social Worker II's are needed to manage and monitor newly recruited licensed foster homes. Social Work Coordinator I's will assist in the development and implementation of a major recruitment campaign for at least 200 additional licensed foster homes.</p>			
11. Department of Family and Children's Services Administrative Staff	2.0	102,959	–
<p>This action adds two Social Work Coordinator II's to the Department of Family and Children Services Administration. The two Social Work Coordinator II's will provide support to a Social Services Program Manager in the area of grant writing, contract monitoring, service agreements, and other administrative functions. Additional duties include reviewing State regulations, measuring outcomes, and developing programs.</p>			
12. Department of Family and Children's Services Administrative Staff	3.0	152,579	–
<p>This action adds three Management Analysts to the Department of Family and Children Services Administration. The analysts are needed to prepare and monitor our County contracts, service agreements, grant requests, and to research and evaluate program outcomes. Their other functions will include coordinating resources with other agencies and analyzing state directives and regulations.</p>			
13. Independent Living Program Coordinator	1.0	51,480	–
<p>A new position, Social Work Coordinator II, is recommended in the Independent Living Program. The Social Coordinator II position is needed to provide the additional resources to expand this program to youth eighteen to twenty-one years of age. This program has received additional funds for this program expansion.</p>			
14. DEBS Administrative Staff	1.0	50,861	–
<p>This action adds one Management Analyst to support the current Program Manager in providing data and statistics to assist in planning and presentations for the Department of Employment & Benefits Services.</p>			
15. Add CalWORKs Administrative Staff	2.0	83,429	–
<p>This action is part of a Agencywide plan to add administrative support to the CalWORKs program. In Center 4800, 2 positions are added: one Management Aide and one Program Coordinator. The Management Aide will provide administrative support and the Program Coordinator will act as the Agency's representative and liaison for assigned programs or specialties within, and outside of, the Agency. This addition is offset by the deletion of two vacant positions: one vacant Clerk Typist in Cost Center 4810 and one vacant Eligibility Work Supervisor in Cost Center 5300.</p>			
16. CALWORKs Benefits Services Support Staff	1.0	43,270	–
<p>This action adds one Office Management Coordinator (OMC) in the East Valley CalWORKs office to share management responsibilities over a large workload and numerous clerical staff. Currently, the office has one OMC who oversees 15 units, with over 143 staff, housed in two separate buildings.</p>			
17. Planning and Evaluation Administrative Staff	2.0	104,545	–



Agency Administration — Cost Center 4800

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues	
<p>This actions adds two (2) Management Analyst positions to the Office of Planning and Evaluation to identify customer needs and service improvements in the Agency. This will be done by establishing linkages between the Agency's performance to actual goals set by the Agency, and monitoring the results. This enhances the Agency's effectiveness by better understanding the outcomes of services provided by the Agency.</p>				
18. Human Resources Administrative Staff	3.0	156,419	–	
<p>Due to the size of the Agency, improved coordination is needed with the Employee Services Agency in the hiring of critical positions. Delay in filling critical positions has impacted the Agency. This actions adds three positions to the Office of Human Resources;</p> <ul style="list-style-type: none"> ◆ One (1) Program Manager, ◆ one (1) Management Analyst and ◆ one (1) Equal Opportunity Analyst II. <p>The requested positions will be responsible for recruitment of specialized classifications hired only by the Agency, and will support the three Agency departments that do most of the hiring. The Equal Opportunities Analyst II will also assist with equal opportunity/civil rights administration.</p>				
19. Administrative Support Staff	2.0	59,439	–	
<p>This action adds two (2) Advanced Clerk Typists. In FY 2000 the Welfare Case Data System-to-Ventura Automated Collection System (WCDS-to-VACS) interface will be initiated; this will automate the identification and communication of overpayment and collection information between collection and eligibility staff. This enhancement will result in a large increase in the volume of overpayments collected and referrals that must be processed. These positions enable the Agency to process and setup the backlog of referrals in VACS, clean-up the database, and have a fully trained staff in place, prior to implementation of the interface.</p>				
	Subtotal	27.0	1,488,587	3,412,651
Total Recommendation	375.5	\$ 51,068,875	\$ 182,322,793	

Program Support — Cost Center 4810

Major Changes to the Budget

	Positions	Appropriations	Revenues	
General Fund (Fund Number 0001)				
FY 1999 Approved Budget	323.0	13,023,962	–	
Board Approved Adjustments During FY 1999	7.0	149,553	–	
Cost to Maintain Current Program Services				
Salary and Benefit Adjustments	-16.0	(569,957)	–	
Internal Service Funds Adjustment	–	–	–	
Other Required Adjustments	–	–	–	
	Subtotal	314.0	\$ 12,603,558	\$ –
Recommended Changes for FY 2000				
1. Delete One Vacant Advanced Clerk Typist	-1.0	(33,096)	–	
<p>This action is part of a Agencywide plan to add administrative support to the CalWORKs program. In Center 4800, 2 positions are added: one Management Aide and one Program Coordinator. The Management Aide will provide administrative support and the Program Coordinator will act as the Agency's representative and liaison for assigned programs or specialties within, and outside of, the Agency. This addition is offset by the deletion of two vacant positions: one vacant Clerk Typist in Cost Center 4810 and one vacant Eligibility Work Supervisor in Cost Center 5300.</p>				
2. Add One Advanced Clerk Typist	1.0	29,720	–	



Program Support — Cost Center 4810

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
This action adds one Advanced Clerk Typist in Publishing Services (Cost Center 4800) and one in the Program Bureau (Cost Center 4810). With increased demand on Publishing Services over the last year, and only one person currently providing this function, an additional Advanced Clerk Typist is needed. A second ACT is necessary due to increased public contact with the Program Bureau over the last five years.			
3. Department of Family and Children's Services Office Support Staff	4.0	156,199	–
This action will add four Program Service Aide positions to the Department of Family and Children Services. These positions will be assigned to different units in the Specialized Services Bureau, the Gilroy Family Center, and the Continuing Services Bureau to provide routine case support functions, which will allow Social Workers more time to devote to their professional duties.			
4. Child Welfare Program's Support Staff	4.0	108,937	–
This action adds one Clerk Typist and three Office Clerks to the Child Welfare Program. The Clerk Typist is needed to provide clerical support for the continuing Child Welfare Social Workers. The three Office Clerks will do case filing and other related clerical work for the 160 Social Workers in the Continuing units, to allow these workers more time to perform the professional parts of their jobs.			
5. Add One Transportation Officer	1.0	33,900	–
The southern region of the County requires additional staff in two areas:			
◆ A Transportation Officer to deliver time-critical documents from the South County Region to the Juvenile Court and County Counsel (Cost Center 4810), and			
◆ A Social Worker III for the Continuing Unit, due to an increase in caseload (Cost Center 5400).			
	Subtotal	9.0	295,660
Total Recommendation	323.0	\$ 12,899,218	\$ –

Gilroy Community Juvenile Justice Grant — Cost Center 4831

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	2.0	745,995	779,645
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	30,843	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	–	38,794
	Subtotal	3.0	\$ 776,838
Recommended Changes for FY 2000			
Total Recommendation	3.0	\$ 776,838	\$ 818,439



Staff Development — Cost Center 4861

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	29.0	1,984,203	–
Board Approved Adjustments During FY 1999	1.0	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(65,261)	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	–	–
Subtotal	30.0	\$ 1,918,942	\$ –
Recommended Changes for FY 2000			
1. Add/Delete for CalWORKs Training	–	398	–
A higher level of training classification is needed to provide training in the CalWORKs Program.			
a. Add one Training and Staff Development Specialist/Delete one vacant Associate Training and Staff Development Specialist.			
Subtotal	–	398	–
Total Recommendation	30.0	\$ 1,919,340	\$ –

Staff Development Trainees — Cost Center 4862

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	15.0	816,873	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(209,012)	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	–	–
Subtotal	15.0	\$ 607,861	\$ –
Recommended Changes for FY 2000			
Total Recommendation	15.0	\$ 607,861	\$ –

Children's Shelter — Cost Center 4870

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	140.0	10,431,881	154,000
Board Approved Adjustments During FY 1999	1.0	(225,000)	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-5.0	(657,941)	–
Internal Service Funds Adjustment	–	249,427	–
Other Required Adjustments	–	(75,000)	–



Children's Shelter — Cost Center 4870

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Subtotal	136.0	\$ 9,723,367	\$ 154,000
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	371	–
1. Add An Artist Position to Children's Shelter	1.0	43,782	–
◆ Resident Artist (Y22)			
<p>The art program has demonstrated tremendous success as both an expressive medium, as well as a therapeutic environment, for the children at the shelter. Currently, the New Children's Shelter Fund and the Arts Commission of San Jose provide the funding for 30 hours/week of the artist's time. Both entities have expressed the desire to see this program established as an on-going program, which has been heralded as one of the finest art programs in the State. They will continue to support the Shelter Arts Program with 50% of the Resident Artist's salary, and over \$150,000 in stipends and supplies.</p>			
2. Add/Delete for Coordination of Personnel	–	(7,964)	–
◆ Add one Associate Management Analyst (B1R)			
◆ Delete one Senior Children's Counselor (X24)			
<p>The Shelter's hiring is extensive and complex with its 24 hour, seven day-a-week operations. The new position will be responsible for providing the coordination necessary to keep shelter codes filled and properly trained. This action is necessary to obtain administrative resources required to perform this function.</p>			
3. Contract for Pre-School Teacher	–	50,285	–
<p>A full time teacher is needed to operate the pre-school program five days a week. The pre-school program is currently operated three mornings a week by the individual who also runs the Volunteer Program at the Shelter. Funding a full time teacher will extend the hours that the children can participate in the program, as well as provide opportunities to conduct assessments for toddlers and pre-schoolers who remain at the Children's Shelter beyond 72 hours. One-half of this cost will be provided by the Children's Shelter Foundation.</p>			
4. Shelter Miscellaneous Revenue	–	–	42,771
<p>Program revenues have been adjusted based on recommended expenditures.</p>			
Subtotal	1.0	86,474	42,771
Total Recommendation	137.0	\$ 9,809,841	\$ 196,771

Electronic Data Processing — Cost Center 4903

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	76.0	10,990,853	324,779
Board Approved Adjustments During FY 1999	3.0	1,481,467	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-5.0	(192,527)	–
Internal Service Funds Adjustment	–	(195,328)	–
Other Required Adjustments	–	(1,465,784)	82,595
Subtotal	74.0	\$ 10,618,681	\$ 407,374
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	–	–
Increase Support for SSA LAN Expansion	–	216,717	–
1. Add Positions to Network Administration Section	2.0	115,259	–



Electronic Data Processing — Cost Center 4903

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
<ul style="list-style-type: none"> ◆ Add Two Department Information Systems Specialist I's (G39) <p>These positions are needed to provide support for growing network administration needs and to help the department prepare for the California Welfare Information System (CalWIN) network integration project, which will replace the Welfare Case Data System (WCDS) in the future.</p>	5.0	277,859	–
2. Add Positions to Systems Application Development			
<ul style="list-style-type: none"> ◆ Add Four (4) Department Information Systems Specialist Is (G39) <p>These positions are needed for Systems Application Development. One database administrator will provide support for proposed new database projects, and three others will enhance staff resources for handling the increased demands in applications and programming, as the Agency expands computing and networking services.</p> <ul style="list-style-type: none"> ◆ Add One Management Aide (B1W) <p>This position is required for the increasing administrative duties and contract monitoring in this division.</p>	2.0	99,719	–
3. Add Two Program Coordinator Positions to CDS/MEDS			
<p>These positions (E51) are needed to provide support to the Department of Employment and Benefits Services in its increasing need for Information Services related to the continual changes to the Welfare Case Data System (WCDS) application, CalWORKs, Food Stamps, Medi-Cal and General Assistance, as a result of welfare reform.</p>	–	200,000	–
4. SSI/CAPI Technology Project - ITEC			
<p>Development of the SSI/CAPI (Supplemental Security Income/Cash Assistance Program for Immigrants) Tracking and Interim Assistance Reimbursement Module of the General Assistance (GA) system will allow the Social Work Advocates to track their clients through all 5 levels of Social Security Administration appeals and increase the number of potential SSI/CAPI customers who can be served. This will assist many customers to make the transition from GA to a Federal or State program. This project has been approved by Information Technology Committee (ITEC) for funding.</p>	–	11,606	–
5. Add and Delete Information Systems Positions			
<ul style="list-style-type: none"> ◆ Add one Project Manager ◆ Delete one Department Information System Analyst <p>The Project Manager position is a deep range position which provides greater flexibility in recruiting and retaining of key staff assigned to complex projects. The staff may be able to be promoted as their job duties and responsibilities increase, providing the department with the ability to retain experienced workers.</p>	1.0	50,765	–
6. Add One Unclassified Management Analyst			
<p>An Unclassified Management Analyst (W1P) is recommended for addition to provide maintenance of the Greater Avenues to Independence (GAIN) Information Systems application. This addition will strengthen the infrastructure of the CalWORKs Employment Services Operations.</p>	–	–	57,444
7. Statewide Automated Welfare System Revenues			
<p>Program revenues have been adjusted based on recommended expenditures.</p>	1.0	57,444	–
8. Add One Eligibility Work Supervisor			



Electronic Data Processing — Cost Center 4903

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues	
This action adds staff to the CalWORKs Benefits Services Program:				
a. Add One (1) Eligibility Work Supervisor to replace a current General Assistance EW Supervisor who has been selected to work on the new California Welfare Information System network (CalWIN) project (Cost Center 4914)				
b. Add Two (2) Social Worker II's for the SSI Advocacy Unit. (Cost Center 5400) The role of the SSI Advocacy Unit has expanded to include not just serving GA clients, but also those clients who are applying for the Cash Assistance Program for Immigrants (CAPI) program. This unit will also work with incapacitated CalWORKs clients who may be SSI-eligible.				
9. Add Position to CWS/CMS	1.0	57,630	–	
◆ Add One Department Information Systems Specialist I (G39)				
In FY 1999, the Board provided funding for the software application and hardware to download information from the State Case Welfare System/Case Management System (CWS/CMS) to the Agency system. A staff person with data management and programming skill is needed to support the data needs of the Department of Families and Children Services (DFCS) component of the Social Services Agency. This position is needed for the CWS/CMS project and to provide resources to projects such as Cross System Evaluation.				
	Subtotal	12	1,086,999	57,444
Total Recommendation	86.0	\$ 11,705,680	\$ 464,818	

Child Development Services — Cost Center 5000

Major Changes to the Budget

	Positions	Appropriations	Revenues	
General Fund (Fund Number 0001)				
FY 1999 Approved Budget	–	1,921,188	2,032,810	
Board Approved Adjustments During FY 1999	–	44,866	44,866	
Cost to Maintain Current Program Services				
Salary and Benefit Adjustments	–	–	–	
Internal Service Funds Adjustment	–	–	–	
Other Required Adjustments	–	128,618	237,250	
	Subtotal	–	\$ 2,094,672	\$ 2,314,926
Recommended Changes for FY 2000				
1. State Department Of Education	–	–	1,991	
Program revenues have been adjusted based on recommended expenditures.				
	Subtotal	–	–	1,991
Total Recommendation	–	\$ 2,094,672	\$ 2,316,917	



JTPA Administration — Cost Center 5010

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	32.0	2,338,909	2,768,541
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	(45,389)	–
Internal Service Funds Adjustment	–	20,368	–
Other Required Adjustments	–	–	(46,229)
Subtotal	33.0	\$ 2,313,888	\$ 2,722,312
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	1,444	–
1. Add Three (3) Unclassified Management Analysts	3.0	152,294	–
<p>Effective July 1, 2000, the Workforce Investment Act (WIA) will replace JTPA. This action is part of the addition of seven unclassified positions to assist with the transition to the new system, and to provide program support funded by the addition of Welfare-to-Work and One-Stop grants. These positions are being requested as unclassified due to the transitional nature of JTPA in FY 2000. The positions include the following:</p> <ul style="list-style-type: none"> a. 3 Unclassified Management Analysts, Cost Center 5010 b. 2 Unclassified Employment Counselors, Cost Center 5044, and c. 2 Unclassified Employment Analysts, Cost Center 5044 			
2. Federal CETA Revenue	–	–	182,302
Program revenues have been adjusted based on recommended expenditures.			
Subtotal	3.0	153,738	182,302
Total Recommendation	36.0	\$ 2,467,626	\$ 2,904,614

JTPA Office Professional Staff — Cost Center 5012

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	10.0	385,338	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	(97,476)	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	–	–
Subtotal	8.0	\$ 287,862	\$ –
Recommended Changes for FY 2000			
Total Recommendation	8.0	\$ 287,862	\$ –



JTPA Direct Program - Prior Year — Cost Center 5020

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	–	6,512,591	8,761,607
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	–	–
Internal Service Funds Adjustment	–	(12)	–
Other Required Adjustments	–	2,766,402	2,854,568
Subtotal	–	\$ 9,278,981	\$ 11,616,175
Recommended Changes for FY 2000			
1. JTPA Revenues	–	–	181,428
Program revenues have been adjusted based on recommended expenditures.			
Subtotal	–	–	181,428
Total Recommendation	–	\$ 9,278,981	\$ 11,797,603

Management Information Systems Unit — Cost Center 5040

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	8.0	491,021	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(54,084)	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	102,243	–
Subtotal	7.0	\$ 539,180	\$ –
Recommended Changes for FY 2000			
Total Recommendation	7.0	\$ 539,180	\$ –

Summer Youth Program — Cost Center 5042

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	17.0	3,737,763	4,219,914
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	14.0	(10,612)	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	(546,739)	(640,819)
Subtotal	31.0	\$ 3,180,412	\$ 3,579,095



Summer Youth Program — Cost Center 5042

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Recommended Changes for FY 2000			
1. SPEDY Program Revenue	–	–	(33,379)
Program revenues have been adjusted based on recommended expenditures.			
Subtotal	–	–	(33,379)
Total Recommendation	31.0	\$ 3,180,412	\$ 3,545,716

Job Training and Partnership (JTPA) Programs — Cost Center 5044

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	33.0	2,188,153	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-3.0	(203,762)	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	–	–
Subtotal	30.0	\$ 1,984,391	\$ –
Recommended Changes for FY 2000			
1. Add Four (4) Employment Positions	4.0	192,588	–
Effective July 1, 2000, the Workforce Investment Act (WIA) will replace JTPA. This action is part of the addition of seven unclassified positions to assist with the transition to the new system, and to provide program support funded by the addition of Welfare-to-Work and One-Stop grants. These positions are being requested as unclassified due to the transitional nature of JTPA in FY 2000. The positions include the following:			
a. 3 Unclassified Management Analysts, Cost Center 5010			
b. 2 Unclassified Employment Counselors, Cost Center 5044, and			
c. 2 Unclassified Employment Analysts, Cost Center 5044			
Subtotal	4.0	192,588	–
Total Recommendation	34.0	\$ 2,176,979	\$ –

Refugee Targeted Assistance Program — Cost Center 5100

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	5.0	2,430,795	2,365,855
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(88,965)	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	129,737	62,160



Refugee Targeted Assistance Program — Cost Center 5100

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Subtotal	4.0	\$ 2,471,567	\$ 2,428,015
Recommended Changes for FY 2000			
1. Refugee Programs	-	-	(12,288)
Program revenues have been adjusted based on recommended expenditures.			
Subtotal	-	-	(12,288)
Total Recommendation	4.0	\$ 2,471,567	\$ 2,415,727

Employment Services Program — Cost Center 5200

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	203.0	17,214,384	866,612
Board Approved Adjustments During FY 1999	-	557,195	557,195
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	43,383	-
Internal Service Funds Adjustment	-	1,284,324	-
Other Required Adjustments	-	(234,304)	(557,195)
Subtotal	202.0	\$ 18,864,982	\$ 866,612
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	-	-	-
Adjust reimbursement for Noncustodial Parent Grant	-	100,364	-
1. Delete Seven (7) Employment Technician IIs	-7.0	(333,396)	-
To better serve families, and as a result of the declining CalWORKs caseload, a variety of positions are being added or deleted as Employment Services functions are decentralized and made part of the CalWORKs offices:			
◆ Delete Seven (7) Employment Technician IIs, Cost Center 5200			
◆ Add One (1) Employment Program Manager, Cost Center 5202			
◆ Add One (1) Secretary I, Cost Center 5202			
◆ Add One (1) Office Management Coordinator, Cost Center 5202			
◆ Add One (1) Advanced Clerk Typist, Cost Center 5203			
2. Employment Services Program Revenues	-	-	100,364



Employment Services Program — Cost Center 5200

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Program revenues have been adjusted based on recommended expenditures.			
3. Delete Positions in CalWORKs Related to Declining Caseload	-16.0	(802,944)	-
Sixteen (16) positions are recommended for deletion:			
a. 2 Unclassified Employment Technician IIs - (\$95,256)			
b. 4 Employment Counselors - (\$231,408)			
c. 10 Employment Technicians - (\$476,280)			
These positions are no longer required, as the caseload has declined in the CalWORKs program. The savings from these positions offset the cost of additions in Cost Centers 5202 and 4903, for positions which are necessary to strengthen the administrative infrastructure of CalWORKs Employment Services Operations.			
Subtotal	-23.0	(1,035,976)	100,364
Total Recommendation	179.0	\$ 17,829,006	\$ 966,976

Employment Services Support Staff — Cost Center 5202

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	39.0	4,554,618	-
Board Approved Adjustments During FY 1999	-	-	-
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-6.0	(269,650)	-
Internal Service Funds Adjustment	-	-	-
Other Required Adjustments	-	-	-
Subtotal	33.0	\$ 4,284,968	\$ -
Recommended Changes for FY 2000			
1. Add Staff for Employment Services Support Staff	3.0	129,558	-
To better serve families, and as a result of the declining CalWORKs caseload, a variety of positions are being added or deleted as Employment Services functions are decentralized and made part of the CalWORKs offices:			
◆ Delete Seven (7) Employment Technician IIs, Cost Center 5200			
◆ Add One (1) Employment Program Manager, Cost Center 5202			
◆ Add One (1) Secretary I, Cost Center 5202			
◆ Add One (1) Office Management Coordinator, Cost Center 5202			
◆ Add One (1) Advanced Clerk Typist, Cost Center 5203			
2. Add to Staff to New South County Office	2.0	71,425	-



Employment Services Support Staff — Cost Center 5202

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
This action adds three positions to support the new office operations at 190 Leavesley Avenue when additional space becomes available at this site next year.			
◆ Add One (1) Secretary I, Cost Center 5202			
◆ Add One (1) Office Management Coordinator, Cost Center 5202			
◆ Add One (1) Customer Service Technician, Cost Center 5203.			
3. Add Staff for CalWORKs Regulations	2.0	73,044	–
Two positions are recommended for the further development and implementation of CalWORKs regulations, as well as for additional support to manage and coordinate the expanded CalWORKs operation:			
a. One (1) Program Coordinator (E51) - \$45,039			
b. One (1) Secretary I (D28) - \$28,005			
Both positions are funded for 10 months, to account for a recruitment period.			
	Subtotal	274,027	–
Total Recommendation	40.0	\$ 4,558,995	\$ –

Employment Services Office Professional Staff — Cost Center 5203

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	41.0	1,625,759	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	123,768	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	–	–
	Subtotal	\$ 1,749,527	\$ –
Recommended Changes for FY 2000			
1. Add One Advanced Clerk Typist	1.0	29,720	–
To better serve families, and as a result of the declining CalWORKs caseload, a variety of positions are being added or deleted as Employment Services functions are decentralized and made part of the CalWORKs offices:			
◆ Delete Seven (7) Employment Technician IIs, Cost Center 5200			
◆ Add One (1) Employment Program Manager, Cost Center 5202			
◆ Add One (1) Secretary I, Cost Center 5202			
◆ Add One (1) Office Management Coordinator, Cost Center 5202			
◆ Add One (1) Advanced Clerk Typist, Cost Center 5203			
2. Add One Customer Service Technician	1.0	31,294	–



Employment Services Office Professional Staff — Cost Center 5203

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
This action adds three positions to support the new office operations at 190 Leavesley Avenue when additional space becomes available at this site next year.			
◆ Add One (1) Secretary I, Cost Center 5202			
◆ Add One (1) Office Management Coordinator, Cost Center 5202			
◆ Add One (1) Customer Service Technician, Cost Center 5203.			
3. Delete Five (5) Positions in CalWORKs Support Office	-5.0	(178,320)	-
The deletion of five (5) positions is a result of a declining caseload in CalWORKs. CalWORKs Employment Services is deleting a total of 21 positions throughout Central County.			
a. Delete One (1) Unclassified Advanced Clerk Typist (Q60) - (\$35,664)			
b. Delete Four (4) Advanced Clerk Typists (D36) - (\$142,656)			
Subtotal	-3.0	(117,306)	-
Total Recommendation	39.0	\$ 1,632,221	\$ -

Benefit Services Program — Cost Center 5300

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	757.0	65,707,477	-
Board Approved Adjustments During FY 1999	-	1,191,264	-
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-40.0	(4,333,023)	-
Internal Service Funds Adjustment	-	(309,449)	-
Other Required Adjustments	-	2,473,518	-
Subtotal	717.0	\$ 64,729,787	\$ -
Recommended Changes for FY 2000			
1. Delete One Vacant Eligibility Work Supervisor	-1.0	(57,444)	-
This action is part of a Agencywide plan to add administrative support to the CalWORKs program. In Center 4800, 2 positions are added: one Management Aide and one Program Coordinator. The Management Aide will provide administrative support and the Program Coordinator will act as the Agency's representative and liaison for assigned programs or specialties within, and outside of, the Agency. This addition is offset by the deletion of two vacant positions: one vacant Clerk Typist in Cost Center 4810 and one vacant Eligibility Work Supervisor in Cost Center 5300.			
Subtotal	-1.0	(57,444)	-
Total Recommendation	716.0	\$ 64,672,343	\$ -



Children's Services Programs — Cost Center 5400

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	380.5	35,051,544	5,016,771
Board Approved Adjustments During FY 1999	20.0	1,266,026	180,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-9.5	(1,337,847)	—
Internal Service Funds Adjustment	—	(723)	—
Other Required Adjustments	—	(674,292)	748,345
Subtotal	391.0	\$ 34,304,708	\$ 5,945,116
Recommended Changes for FY 2000			
1. Add Two Social Worker IIs	2.0	88,400	—
This action will add two Social Worker II's (Cost Center 5400) and two Social Work Coordinator I's (Cost Center 4800) to the Licensing/Recruitment School-Based Linked Services Unit. The two Social Worker II's are needed to manage and monitor newly recruited licensed foster homes. Social Work Coordinator I's will assist in the development and implementation of a major recruitment campaign for at least 200 additional licensed foster homes.			
2. Add Department of Family and Children's Services Program Support Staff	3.0	193,896	—
<ul style="list-style-type: none"> ◆ Add three (3) Social Work Supervisors to the Department of Family and Children Services <p>These supervisors will be assigned to the Adoptions, Continuing Services, and Dependent Intake units to reduce the worker/supervisor ratio. The reduced ratio allows supervisors to have more time for consultation and case reviews which will ensure staff accountability and performance.</p>			
3. Add One Social Worker III	1.0	49,180	—
The southern region of the County requires additional staff in two areas:			
<ul style="list-style-type: none"> ◆ A Transportation Officer to deliver time-critical documents from the South County Region to the Juvenile Court and County Counsel (Cost Center 4810), and ◆ A Social Worker III for the Continuing Unit, due to an increase in caseload (Cost Center 5400). 			
4. Emergency Response/Dependent Intake Program Support Staff	3.0	128,339	—
This action will add staff to the Emergency Response/Dependent Intake Unit:			
<ul style="list-style-type: none"> ◆ One (1) Social Worker II - to serve as a Domestic Violence specialist providing support to the Domestic Violence Crisis Intervention Team at Valley Medical Center and the San Jose Police Department Family Violence Center ◆ One (1) Social Worker II - to be assigned to the Separate Administration Unit to provide reports to the Court for Step-Parent Adoptions ◆ One (1) Social Worker I will be added to take the place of a position in the Emergency Response Unit which has been filled by an extra help Social Worker I. 			
5. Services Programs	—	—	89,573



Children's Services Programs — Cost Center 5400

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Program revenues have been adjusted based on recommended expenditures.			
6. Add Two Social Worker IIs for SSI Advocacy Unit	2.0	87,900	–
This action adds staff to the CalWORKs Benefits Services Program:			
a. Add One (1) Eligibility Work Supervisor to replace a current General Assistance EW Supervisor who has been selected to work on the new California Welfare Information System network (CalWIN) project (Cost Center 4914)			
b. Add Two (2) Social Worker II's for the SSI Advocacy Unit. (Cost Center 5400) The role of the SSI Advocacy Unit has expanded to include not just serving GA clients, but also those clients who are applying for the Cash Assistance Program for Immigrants (CAPI) program. This unit will also work with incapacitated CalWORKs clients who may be SSI-eligible.			
Subtotal	11.0	547,715	89,573
Total Recommendation	402.0	\$ 34,852,423	\$ 6,034,689

SSA Nutrition Services To The Aged — Budget Unit 0509

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
4890	SSA Nutrition Services To The Aged	3,713,977	4,618,410	4,618,410	4,638,673	20,263	–
Total Expenditures		\$ 3,713,977	\$ 4,618,410	\$ 4,618,410	\$ 4,638,673	\$ 20,263	–%

SSA Nutrition Services To The Aged — Budget Unit 0509

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
4890	SSA Nutrition Services To The Aged	\$ 1,934,407	\$ 3,236,030	\$ 3,236,030	\$ 2,929,354	\$ (306,676)	-9
Total Revenues		\$ 1,934,407	\$ 3,236,030	\$ 3,236,030	\$ 2,929,354	\$ (306,676)	-9%

SSA Nutrition Services To The Aged — Cost Center 4890

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	6.0	4,618,410	3,236,030
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	15,921	–



SSA Nutrition Services To The Aged — Cost Center 4890

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Internal Service Funds Adjustment	–	32,035	–
Other Required Adjustments	–	(206,302)	(306,676)
Subtotal	6.0	\$ 4,460,064	\$ 2,929,354
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	53	–
1. Add One Dietician (R20)	1.0	59,952	–
Currently, there are two dietitians in the Senior Nutrition Program. Each is responsible for monitoring 10 to 15 sites in the areas of accounting, menus, facilities, equipment sanitation, and food storage procedures. This position is required to ensure a clean and healthy environment at each of the County's nutrition sites. Seven new nutrition sites will be added this year as a result of Board augmentations in the FY 1999 Approved Budget.			
2. Add One Social Services Program Manager I	1.0	74,604	–
◆ Add a Social Services Program Manager (Y21)			
With the expansion of both the Nutrition and Adult Protective Services (APS) programs, current staffing levels are inadequate to provide effective program management. This addition is offset by the deletion of an Administrative Services Manager in Administration.			
3. Fund Additional Transportation of Seniors to Sites	–	40,000	–
This action reflects an increased expenditure to meet the transportation needs that must be provided for senior citizens to and from the seven new congregate sites that will be added to the program this year. The \$40,000 augmentation allows the program to continue to contract with the Outreach organization to meet that need.			
4. Increase Funding For Training	–	4,000	–
This action reflects the increase in funding required for the dieticians to train staff at each congregate site in safe food handling.			
Subtotal	2.0	178,609	–
Total Recommendation	8.0	\$ 4,638,673	\$ 2,929,354

SSA Categorical Aids Payments — Budget Unit 0511

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
4901	SSA Categorical Aids Payments	138,765,814	160,713,218	160,613,348	139,836,377	(20,876,841)	-13
	Total Expenditures	\$ 138,765,814	\$ 160,713,218	\$ 160,613,348	\$ 139,836,377	\$ (20,876,841)	-13%

SSA Categorical Aids Payments — Budget Unit 0511

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
4901	SSA Categorical Aids Payments	\$ 121,928,641	\$ 139,272,761	\$ 139,627,545	\$ 125,268,377	\$ (14,004,384)	-10
	Total Revenues	\$ 121,928,641	\$ 139,272,761	\$ 139,627,545	\$ 125,268,377	\$ (14,004,384)	-10%



SSA Categorical Aids Payments — Cost Center 4901

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	–	160,713,218	139,272,761
Board Approved Adjustments During FY 1999	–	(99,870)	354,784
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	–	–
Internal Service Funds Adjustment	–	2,232,210	–
Other Required Adjustments	–	(23,009,181)	(14,359,168)
Subtotal	–	\$ 139,836,377	\$ 125,268,377
Recommended Changes for FY 2000			
Total Recommendation	–	\$ 139,836,377	\$ 125,268,377



Section 4: Santa Clara Valley Health & Hospital System

Section 4: Santa Clara Valley
Health & Hospital System





Santa Clara Valley Health & Hospital System Mission

It is the mission of the Santa Clara Valley Health and Hospital System to provide leadership in developing and promoting a healthy community through a planned, integrated health care delivery system which offers prevention, education and treatment programs to all residents of Santa Clara County, regardless of ability to pay.

Departments

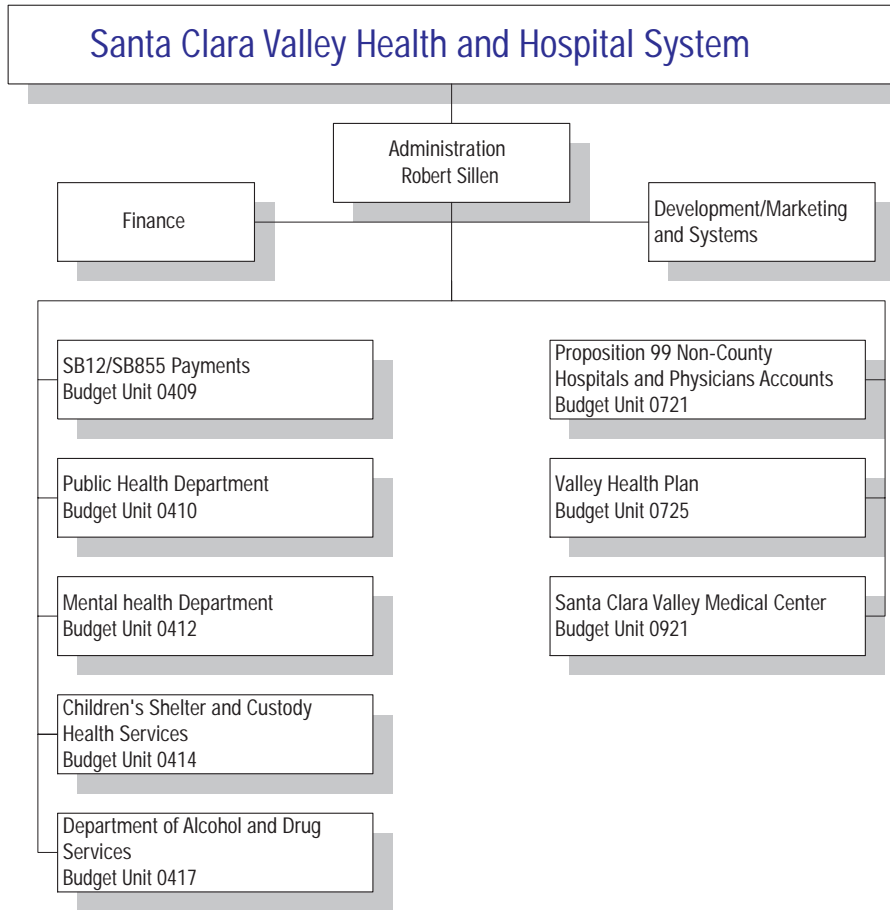
- ◆ SB 12/SB 855 Payments
- ◆ Public Health Department
- ◆ Mental Health Department
- ◆ Children's Shelter and Custody Health Services
- ◆ Department of Alcohol and Drug Services
- ◆ Prop 99 Non-County Hospital and Physician Funds
- ◆ Valley Health Plan
- ◆ Santa Clara County Valley Medical Center



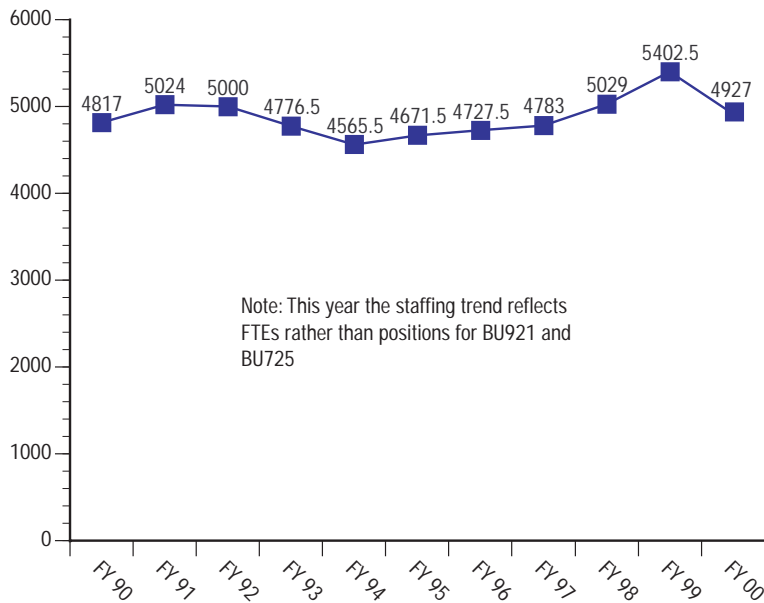
Cost: \$776,270,778



Staff: 4,927



10-Year Staffing Trend



Expenditures by Department

BU	Department Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
0409	SB12/SB855 Funds	\$ 93,461,487	\$ 103,571,593	\$ 103,571,593	\$ 103,571,593	\$ -	-
0410	Public Health	46,407,655	52,696,222	54,537,477	56,463,598	3,767,376	7
0412	Mental Health	98,601,761	114,603,640	119,588,918	125,587,804	10,984,164	10
0414	Children's Shelter & Custody Health Services	363,845	100,001	100,001	1,336	(98,665)	-99
0417	Bureau Of Drug And Alcohol Programs	18,970,975	23,679,009	24,808,901	25,587,177	1,908,168	8
0721	Prop 99 Non-County Hospital Fund	-	1,614,457	1,614,457	817,726	(796,731)	-49
0725	Valley Health Plan	34,513,467	32,095,210	32,095,210	35,074,883	2,979,673	9
0921	Valley Medical Center	489,151,771	138,337,110	138,337,110	429,166,661	290,829,551	210
Total Expenditures		\$ 781,470,961	\$ 466,697,242	\$ 474,653,667	\$ 776,270,778	\$ 309,573,536	210%

Revenues by Department

BU	Department Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
0409	SB12/SB855 Funds	\$ 92,972,392	\$ 103,571,593	\$ 103,571,593	\$ 103,571,593	\$ -	-
0410	Public Health	26,418,470	28,867,712	30,127,407	30,465,504	1,597,792	6
0412	Mental Health	90,848,027	92,918,658	97,903,936	100,831,292	7,912,634	9
0414	Children's Shelter & Custody Health Services	142,482	100,000	100,000	100,000	-	-
0417	Bureau Of Drug And Alcohol Programs	14,655,521	15,043,252	16,060,918	15,087,909	44,657	-
0721	Prop 99 Non-County Hospital Fund	-	1,614,457	1,614,457	817,726	(796,731)	-49
0725	Valley Health Plan	34,815,797	31,371,635	31,371,635	35,051,543	3,679,908	12
0921	Valley Medical Center	568,158,267	404,146,709	459,573,389	422,490,721	18,344,012	5
Total Revenues		\$ 828,010,956	\$ 677,634,016	\$ 740,323,335	\$ 708,416,288	\$ 30,782,272	5%



Health SB12 / SB855 Payments Overview

The SB 12 Program is funded by an assessment imposed upon fines, penalties and forfeitures assessed by the Court. The fund provides partial compensation for emergency medical services provided by physicians, surgeons and hospitals to unsponsored patients unable to pay for services.

The SB 855 Program, established by the State in 1991, provides supplemental payments to hospitals that serve disproportionate numbers of low-income individuals. This program requires an expenditure transfer to the State, which then matches the transfer amounts from participating counties with Federal Medicaid funding. The funds are redistributed as supplemental payments to eligible disproportionate share hospitals. Santa Clara County's expenditure transfer is reflected in this budget unit, as required by the State. The resulting program revenues are received by Santa Clara Valley Medical Center, which reimburses BU 409 and the General Fund

for the expenditure transfer. The net revenues are used to support inpatient services at Santa Clara Valley Medical Center and the Mental Health Department.



Cost: \$103,571,593

SB12/SB855 Funds — Budget Unit 0409

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
4322	SB12 Payments	\$ 1,271,771	\$ 1,495,593	\$ 1,495,593	\$ 1,495,593	\$ -	-
4324	SB 855 Funds	\$ 92,189,716	\$ 102,076,000	\$ 102,076,000	\$ 102,076,000	\$ -	-
Total Expenditures		\$ 93,461,487	\$ 103,571,593	\$ 103,571,593	\$ 103,571,593	\$ -	-

SB12/SB855 Funds — Budget Unit 0409

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
4322	SB12 Payments	\$ 782,676	\$ 1,495,593	\$ 1,495,593	\$ 1,495,593	\$ -	-
4324	SB 855 Funds	\$ 92,189,716	\$ 102,076,000	\$ 102,076,000	\$ 102,076,000	\$ -	-
Total Revenues		\$ 92,972,392	\$ 103,571,593	\$ 103,571,593	\$ 103,571,593	\$ -	-



SB12 Payments — Cost Center 4322

Major Changes to the Budget

	Positions	Appropriations		Revenues
SB-12 Tobacco Tax Payments (Fund Number 0018)				
FY 1999 Approved Budget	–		1,495,593	1,495,593
Board Approved Adjustments During FY 1999	–		–	–
Cost to Maintain Current Program Services				
Salary and Benefit Adjustments	–		–	–
Internal Service Funds Adjustment	–		–	–
Other Required Adjustments	–		–	–
	Subtotal	–	\$ 1,495,593	\$ 1,495,593
Recommended Changes for FY 2000				
Total Recommendation	–		\$ 1,495,593	\$ 1,495,593

SB 855 Funds — Cost Center 4324

Major Changes to the Budget

	Positions	Appropriations		Revenues
General Fund (Fund Number 0001)				
FY 1999 Approved Budget	–		102,076,000	102,076,000
Board Approved Adjustments During FY 1999	–		–	–
Cost to Maintain Current Program Services				
Salary and Benefit Adjustments	–		–	–
Internal Service Funds Adjustment	–		–	–
Other Required Adjustments	–		–	–
	Subtotal	–	\$ 102,076,000	\$ 102,076,000
Recommended Changes for FY 2000				
Total Recommendation	–		\$ 102,076,000	\$ 102,076,000



Department of Public Health Mission

The mission of the Department of Public Health is to serve all people of Santa Clara County by protecting health; preventing disease, injury, premature death, and disability; promoting healthy lifestyles, behaviors, and environments; and responding to disasters and disease outbreaks and epidemics. We will accomplish this through:

- ◆ assessment of community health status and community resources;
- ◆ assurance of quality and accessibility to comprehensive health services;
- ◆ development and/or advocacy of policies and legislation that improve health;
- ◆ enforcement of laws and regulations that protect health and ensure safety; and
- ◆ information, education, and mobilization about public health issues.



Cost: \$56,463,598

Vision

The vision of the Department of Public Health is to improve the health of the residents of Santa Clara County through leadership, mobilized community-wide planning, action and advocacy.

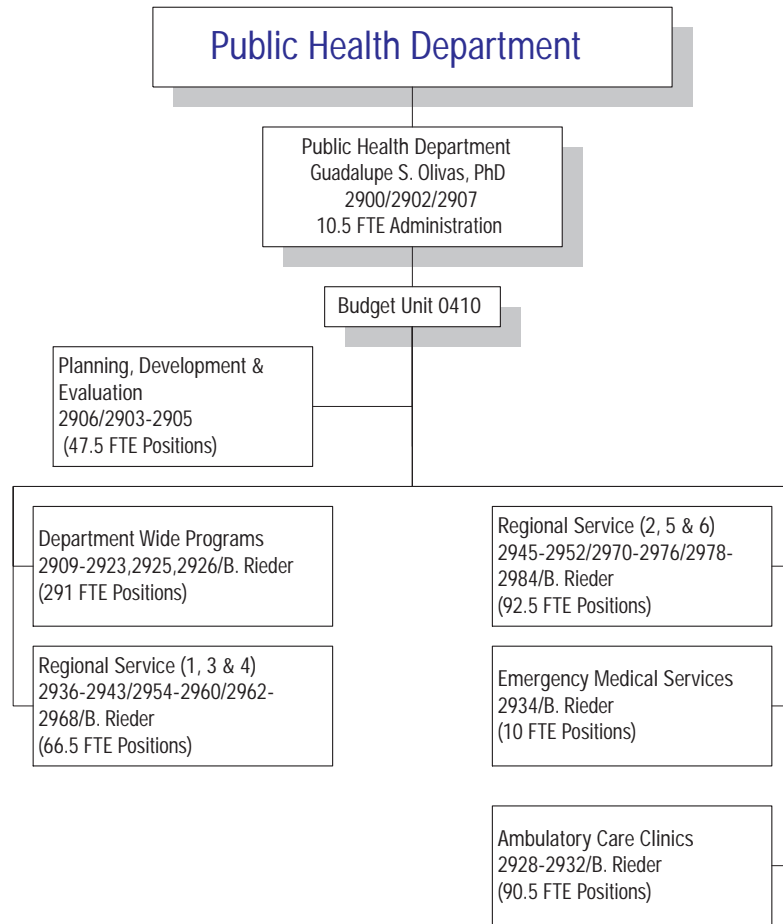
Goals

The goals of the Department of Public Health are to:

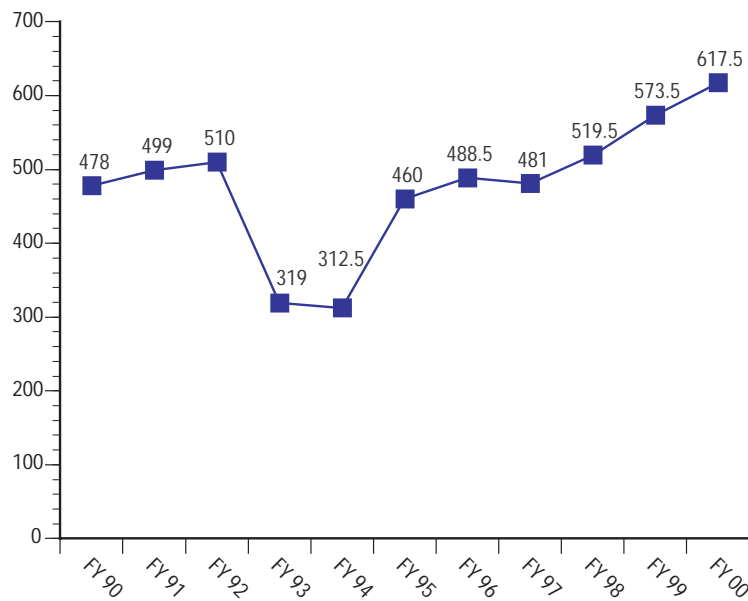
- ◆ Create a work environment in which all staff work toward continuous quality improvement for desired outcomes
- ◆ Create, develop and maintain an effective multidisciplinary team (MDT) in Regions and Centralized areas
- ◆ Provide population based services in a culturally competent and efficient manner
- ◆ Develop disaster preparedness and response capabilities in staff and in community.



Staff: 617.5



10-Year Staffing Trend



Department of Public Health Overview

Over the past fiscal year the Public Health Department has embarked on a path of organizational change -- redesign -- that will result in higher quality services to the community. The Department has shifted from a categorical, fragmented service delivery approach, to an integrated, multi-service model which will result in services that are coordinated, customer oriented, and efficient.

The redesign consists of six new Public Health regions with multidisciplinary teams delivering community-specific services. There is also a centralized component of the department to coordinate regional activities and support the population-based services and functions.

The Public Health Department has three interrelated core functions: assessment, policy development, and assurance. As Public Health represents the foundation of the medical care system and the broader community service system, the redirection of Public Health to its core functions and the needed infrastructure to fulfill them has been essential. These functions are distinct parts of a population-based process resulting in promotion, protection, prevention, and access to services.

Public Health's research on the effects of health lifestyles and the environment has shown the cost effectiveness of proactive prevention policies in the field. Accordingly, Public Health's redesign centered its strategies around expanding its population-based focus -- in a customer-centered, culturally-competent manner. To this end, Public Health is integrating public health disciplines into regionally-based, multi-disciplinary teams.

Data-driven planning is expected to result in increased efficiency, service quality, and accountability. However, Public Health lacks the infrastructure resources in information systems and data management to adequately collect and analyze data. Correspondingly, the department also lacks the ability to track client care services.

The Public Health Department's augmentation request focuses on meeting the infrastructure needs of the department. Previous augmentations have focused on

services and the Department has met the challenge. Now, in order to effectively provide, monitor and evaluate its services and functions, the Department must bolster its infrastructure in critical areas.

FY 1999 Accomplishments:

- ◆ Staff and management involved in the redesign implementation and refinement.
- ◆ Youth Risk Behavior Factor Survey successfully completed among 7,434 middle school and high school students providing the first such comprehensive survey, the results of which could confidently be used for local community services planning for our Santa Clara County youth.
- ◆ Multidisciplinary teams are in place and working with the community to respond to their health issues and establish proactive prevention strategies.
- ◆ Established centralized component of the department to coordinate regional activities and support the population-based services and functions.
- ◆ Five major community planning efforts (violence prevention, adolescent pregnancy prevention, perinatal substance abuse, medical disaster planning and traffic safety) have made significant progress in developing and/or implementing action plans. Major and significant countywide community partnerships were enhanced for coordinated community level action in all these areas.
- ◆ In conjunction with the County's Comprehensive Performance (CPM) management framework, the Public Health Department Redesign included the development of outcome and results driven goals, with a focus on continuous quality improvement, cost effectiveness and system efficiency.
- ◆ Management Employee Involvement Committees (MEICs) have met consistently throughout the year. The greatest challenge implementing CPM comes from the lack of adequate information systems infrastructure to support the data collection.



- ◆ Programmatic redesign of the Public Health HIV/AIDS Prevention Program has strengthened the working relationship with the HIV Planning Council.
 - ◆ Improve performance management through enhanced programmatic evaluation focus and staff training and development capabilities.
 - ◆ Improve customer service quality through a reduction in inefficiencies, improved facilities and work environments, appropriate levels of administrative and support staff, and improved grants management/accounts payable.
-
- FY 2000 Planned Accomplishments:**
- ◆ Improve infrastructure in critically needed areas, especially information systems and data management capabilities to continue the departmental focus on data driven decision-making.



Department of Public Health

County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for the Public Health Department advance the Board of Supervisors' priorities by investing in technology, enhancing the County's fiscal integrity, improving accountability and the quality of services, and continuing the County's Comprehensive Performance Management (CPM) efforts.

Funding for the actions recommended below, with the exception of the Information Technology Project, is made possible either by savings in specific expense accounts or receipt of Medi-Cal revenues under the Medi-Cal Administrative Activity / Targeted Case Management (MAA/TCM) categories. The MAA/TCM are State and Federal revenues reimbursing the department for the allowable administrative costs related to the Medi-Cal program.

Information Infrastructure Building

The Budget Strategy Statement indicates the need to improve systems and support-service infrastructure, to use Cross-Systems Outcome Evaluation, and to invest in technology for efficient and effective County operations. As a result, the County Executive recommends the funding of Public Health's Information Technology project and the addition of four information systems positions.

One-Time Funding of Information Technology Project

In the Public Health Department, statewide and national initiatives have required individual data systems that are specific to a single categorical area leading to 46 categorical tracking systems in the department. The result is inefficiency and ineffectiveness such as duplication of data, erroneous data entry, and long waiting times for medical data retrieval. Clients seeking health care enter a fragmented system that is difficult to access.

The proposed solution to the problem is for Public Health to create a centralized network, linking all its independent client tracking databases, and establishing a common client index for all its programs and projects. The new system will be designed to interface with any external system such as the State-initiated Common Application Transaction System (CATS) and the County-wide Cross-Systems Outcome Evaluation.

Benefits resulting from the Information Technology Project include significant reduction in time spent on documenting medical charts; avoidance of duplicate data entry of client demographics and health information into multiple systems; improved medical data retrieval and research efficiency; increased accuracy of targeting efforts towards families that are underserved and with greater needs; and greater coordination of programs and services.

Total One-Time Cost: \$350,000

Addition of 4 New Systems Positions

Adding 1.0 Departmental Information Systems Specialist (DISS) and 3.0 Departmental Information Systems Analysts (DISA) is essential to the department's ability to adequately administer its network system.

Public Health has approximately 360 computers. Approximately 500 users access the computers and/or networks. Based on the industry standard and the information needs of the department, a 1.0-FTE-per-50-workstations standard is recommended. Currently, Public Health has only 2.0 FTEs dedicated to support the entire network.

The new positions will ensure the department has adequate network system administration, increased automation of office functions, timely and responsive support for users, and an improved level of support for data analysis and performance management.

Total Cost: \$264,166

Cost offset by Targeted Case Management (TCM) revenue



Community Needs Assessment

The Budget Strategy Statement emphasizes prevention initiatives such as violence prevention; it asks that program requests describe in detail expected outcomes and that they address pressing needs as verified by reliable sources of data. To achieve these goals, the County Executive recommends the creation of a Community Needs Assessment Unit.

Fifty percent of actual health outcomes are related to lifestyle/behavior risk factors. Modifiable high-risk behaviors contribute heavily to morbidity and mortality stemming from noninfectious or chronic diseases. To monitor trends over time and to assist in programmatic evaluation, there is the need to conduct periodic community needs assessments.

Recent assessments including the Behavioral Risk Factor Survey, the Youth Risk Behavioral Survey and the Vietnamese Behavioral Risk Factor Survey have provided invaluable information, affording Public Health the ability to identify high risk populations for targeting specific prevention activities based on reliable data in many areas. These areas include adolescent pregnancy, crack use, HIV prevention, alcohol use, mammography, perceived obesity, and unsafe sexual practices.

Funding of this request will enable Public Health to build a permanent infrastructure and capacity for conducting community risk factor assessments and evaluations.

The request consists of the purchase of contract services by providers experienced in the area of needs assessment, and the addition of 1.0 Health Care Analyst and 1.0 Advanced Clerk Typist.

Total Cost: \$209,171
Cost offset by TCM revenue

One-Time Funding for Office / Facility Equipment

Ergonomic Work Stations

Funding of this request will significantly prevent staff's computer-use- related work injury and disability, and will support the productivity and wellness of the employees.

Total Cost: \$120,000
Cost offset by TCM revenue

West Valley Facility Equipment

In Fiscal Year 1999, Public Health underwent a significant redesign to make itself more responsive to the community's needs. The Board of Supervisors approved the department's division of the County into six regions, each with its own office where residents in the area could easily access services.

The West Valley Public Health Regional Office serves the area of Campbell, Los Gatos, Saratoga, Cupertino, and other cities of the southwest area of the County. It is anticipated that the office will be opened at the beginning of Fiscal Year 2000. The lease for the facility was approved in Fiscal Year 1999. This request addresses the facility need for other essential equipment: phone systems, cabling and furnishings.

Total Cost: \$118,000
Cost offset by TCM revenue

Refugee Clinic - Add 4 Positions

The Budget Strategy Statement speaks of the need to ensure that the delivery of County services is sensitive to issues of cultural and ethnic diversity, and that the support-service infrastructure is in place for efficient and effective County operations. Therefore, the County Executive recommends the Refugee Clinic's budget request:

- ◆ 1.0 Medical Admitting Clerk will assist clients negotiating the complicated health care system. Many of these clients are refugees from Russia, Africa and the former Yugoslavia. Some were in refugee camps for years and have health care problems such as malnutrition, TB, Hepatitis and Parasites. They often require services that are sensitive to their cultural and ethnic uniqueness. The new position is an addition to the current staff of cultur-



ally and linguistically competent Medical Admitting Clerks to meet the needs of the County's diverse ethnic groups.

- ◆ 1.0 Health Care Analyst, 1.0 Health Information Clerk, 1.0 Advanced Clerk Typist are added to manage increasing workloads resulting from the Managed Care population (950 Managed Care clients as of 2/99); additional State and Federal program reporting requirements, and the need to apply for grants to enhance the clinic's level of service delivery. These new positions will form a core support-service infrastructure that will greatly improve the clinic's efficiency and effectiveness.

Total Cost: \$172,630

Cost offset by TCM revenue

One-Time Funding for Community Clinics

In Fiscal Year 1999, the Gardner Family Health Network, the Planned Parenthood Mar Monte Clinic and the Mayview Community Clinic suffered revenue losses related to Managed Care and Welfare Reform, totalling \$270,000. The County was able to cover the loss, with the understanding that the financial assistance would occur on a one-time basis.

Due to the relationship and the important role these clinics play in our system, we are supporting a similar allocation of \$270,000 in FY 2000.

Total Cost: \$270,000

Emergency Medical Services Augmentation

Add 2 Positions

Emergency Medical Services (EMS) urgently needs to build its support-service infrastructure. Statewide, Santa Clara County is the second lowest in per capita EMS Agency spending (\$1.48 vs. \$2.00 average); and the lowest in per capita EMS Agency staffing (0.49 vs. 1.10 average). The County Executive supports EMS' request for 2 additional positions:

- ◆ Add 1.0 Compliance Officer - Current and pending EMS service contracts require intense monitoring to ensure compliance with agreements and standards of service. The addition of this new position ensures that EMS service providers' performance will be diligently monitored.
- ◆ Add 1.0 Project Control Specialist to provide support in several areas, including the intensive and lengthy Request For Proposal (RFP) implementation process, EMS services planning, design, development, analysis and the evaluation of EMS data and information.

Total Cost: \$144,755

Cost offset by a reduction in departmental expenses, and by TCM revenues.

Public Health — Budget Unit 0410

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
2900	Public Health Administration	–	6,928,540	7,450,671	9,997,000	3,068,460	44
2909	Central Services	–	22,294,936	23,334,500	22,813,197	518,261	2
2925	Support Services	–	2,362,692	2,362,692	2,139,353	(223,339)	-9
2928	Ambulatory Care	–	8,657,274	8,658,834	8,557,382	(99,892)	-1
2934	Emergency Medical Services	–	2,262,664	2,540,664	2,334,130	71,466	3
2936	Region 1	–	1,331,531	1,331,531	1,332,018	487	–
2945	Region 2	–	2,542,843	2,542,843	2,894,732	351,889	14
2954	Region 3	–	2,365,729	2,365,729	1,953,328	(412,401)	-17



Public Health — Budget Unit 0410

Expenditures by Cost Center (Continued)

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
2962	Region 4	–	961,054	961,054	1,255,446	294,392	31
2970	Region 5	–	2,118,185	2,118,185	2,238,646	120,461	6
2978	Region 6	–	870,774	870,774	948,366	77,592	9
4200	Support Services	645,713	–	–	–	–	–
4230	Public Health Administration	7,354,959	–	–	–	–	–
4240	Specialty Clinics	9,451,279	–	–	–	–	–
4254	Disease Control And Prevention	2,047,883	–	–	–	–	–
4260	Maternal, Child, Adolescent Health	7,216,630	–	–	–	–	–
4270	Child Health and Disability Prevention	1,105,423	–	–	–	–	–
4280	California Children's Services	6,005,660	1	1	–	(1)	-100
4290	Proposition 99 Programs	1,445,841	–	–	–	–	–
4312	Public Health Nursing	9,146,092	(1)	(1)	–	1	-100
4320	PH-Emergency Medical Services	1,988,175	–	–	–	–	–
Total Expenditures		\$ 46,407,655	\$ 52,696,222	\$ 54,537,477	\$ 56,463,598	\$ 3,767,376	7%

Public Health — Budget Unit 0410

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
2900	Public Health Administration	\$ –	\$ 3,826,743	\$ 3,826,743	\$ 3,441,580	\$ (385,163)	-10
2909	Central Services	\$ –	\$ 17,850,326	\$ 18,824,855	\$ 19,362,965	\$ 1,512,639	8
2925	Support Services	\$ –	\$ 1,464,000	\$ 1,464,000	\$ 1,255,000	\$ (209,000)	-14
2928	Ambulatory Care	\$ –	\$ 3,561,067	\$ 3,568,233	\$ 4,240,383	\$ 679,316	19
2934	Emergency Medical Services	\$ –	\$ 2,165,576	\$ 2,443,576	\$ 2,165,576	\$ –	–
4200	Support Services	\$ (30)	\$ –	\$ –	\$ –	\$ –	–
4230	Public Health Administration	\$ 4,774,369	\$ –	\$ –	\$ –	\$ –	–
4240	Specialty Clinics	\$ 5,082,838	\$ –	\$ –	\$ –	\$ –	–
4254	Disease Control And Prevention	\$ 1,169,818	\$ –	\$ –	\$ –	\$ –	–
4260	Maternal, Child, Adolescent Health	\$ 5,841,913	\$ –	\$ –	\$ –	\$ –	–
4270	Child Health and Disability Prevention	\$ 980,681	\$ –	\$ –	\$ –	\$ –	–



Public Health — Budget Unit 0410

Revenues by Cost Center (Continued)

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
4280	California Children's Services	\$ 4,633,528	\$ -	\$ -	\$ -	\$ -	-
4290	Proposition 99 Programs	\$ 1,268,792	\$ -	\$ -	\$ -	\$ -	-
4312	Public Health Nursing	\$ 828,835	\$ -	\$ -	\$ -	\$ -	-
4320	PH-Emergency Medical Services	\$ 1,837,726	\$ -	\$ -	\$ -	\$ -	-
Total Revenues		\$ 26,418,470	\$ 28,867,712	\$ 30,127,407	\$ 30,465,504	\$ 1,597,792	6%

Public Health Administration — Cost Center 2900

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	57.0	6,928,540	3,826,743
Board Approved Adjustments During FY 1999	3.5	522,131	-
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	0.5	733,476	-
Internal Service Funds Adjustment	-	1,482,370	-
Other Required Adjustments	-	(616,578)	(385,163)
Subtotal	61.0	\$ 9,049,939	\$ 3,441,580
Recommended Changes for FY 2000			
1. Fund Ergonomic Work Stations	-	120,000	-
This action funds the upgrade of staff's work stations to the recommended ergonomic guidelines and standards.			
2. Add Positions for Improved Information Infrastructure	4.0	263,304	-
This action adds 4 new positions to expand the Public Health information system infrastructure:			
◆ 1 Departmental Information Systems Specialist (G13)			
◆ 3 Departmental Information Systems Analysts (G40)			
Currently, Public Health has approximately 360 computers and 500 users accessing the network. The new positions will provide an improved level of system administration. Additional planned accomplishments include: establishment of a help desk, of desktop information systems service, and of a Web-based program for information exchange.			
3. Fund Integrated Public Health Information System	-	350,000	-



Public Health Administration — Cost Center 2900

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
<p>The Public Health Integrated Health System is necessitated by the following: Over the last eight years, under the project name of Family Health Outcomes Project (FHOP), the California Department of Health Services Maternal Child Health Branch, with the Data Systems Branch, has been developing a standard for client outcome tracking and the Common Application Transaction System (CATS). In 1998, Santa Clara County was selected as the fifth pilot county for the CATS project. In 1996-97, Santa Clara Valley Health and Hospital System (SCVHHS) developed a strategic plan to develop a master patient index for all its departments. Public Health has a total of 46 categorical tracking systems that are fragmented, and funding the Public Health Integrated Health System will enable the Department to network its various tracking databases, and develop linkages with both the State-initiated CATS system and the SCVHHS master patient index.</p>			
4. Fund Ongoing Community Needs Assessment	2.0	207,589	-
<p>This action provides for Public Health to conduct periodic community needs assessments. The department's intent is to conduct these surveys - the Behavioral Risk Factor Survey, the Vietnamese or Spanish-speaking monolingual survey, and the Youth Risk Behavioral Study - every two years, staggering the surveys in order to reduce cost. Also, in alternating years, medical provider surveys, including HIV/AIDS, TB, STD and other more detailed analysis will be conducted. This budget action funds both necessary contract services and adds two new positions:</p> <ul style="list-style-type: none"> ◆ 1 Health Care Analyst II (B6Y) ◆ 1 Advanced Clerk Typist (D36). 			
Subtotal	6.0	947,061	-
Total Recommendation	67.0	\$ 9,997,000	\$ 3,441,580

Central Services — Cost Center 2909

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	255.0	22,294,936	17,850,326
Board Approved Adjustments During FY 1999	29.0	1,039,564	974,529
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-6.5	(249,684)	-
Internal Service Funds Adjustment	-	50,606	-
Other Required Adjustments	-	(322,246)	538,110
Subtotal	277.5	\$ 22,813,176	\$ 19,362,965
Recommended Changes for FY 2000			
Subtotal	-	21	-
Total Recommendation	277.5	\$ 22,813,197	\$ 19,362,965



Support Services — Cost Center 2925

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	15.0	2,362,692	1,464,000
Board Approved Adjustments During FY 1999	1.0	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.5	(223,339)	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	–	(209,000)
Subtotal	13.5	\$ 2,139,353	\$ 1,255,000
Recommended Changes for FY 2000			
Total Recommendation	13.5	\$ 2,139,353	\$ 1,255,000

Ambulatory Care — Cost Center 2928

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	92.0	8,657,274	3,561,067
Board Approved Adjustments During FY 1999	4.0	1,560	7,166
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-9.5	(291,020)	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	(248,436)	672,150
Subtotal	86.5	\$ 8,119,378	\$ 4,240,383
Recommended Changes for FY 2000			
1. Supplement Community Clinics	–	270,000	–
This action continues the one-time supplemental funding for Gardner Family Health Network, Planned Parenthood Mar Monte Clinic and Mayview Community Clinic. These funds are also of benefit to the County, in that the patients seen in the clinics are also served by Valley Medical Center medical personnel when necessary.			
2. Augment Refugee Clinic	4.0	168,004	–
This action adds 4 positions to help support the Refugee Clinic. The Clinic workload has increased due to program reporting requirements, additional responsibilities resulting from Managed Care, and a variety of complex refugee-specific issues. The new positions will help the Clinic to effectively meet those challenges:			
◆ 1 Health Information Clerk (J69)			
This position will organize chart retrieval and distribution for the clinic.			
◆ 1 Medical Admitting Clerk (D15)			
This position will facilitate clients' appointment scheduling, avoid duplication of appointments, improve utilization of appointment time, improve clinic efficiency, and provide better customer service.			
◆ 1 Health Care Analyst II (B6Y)			
This position will provide support in areas of contract, budgets, reports, grants, data analysis, and data collection.			
◆ 1 Advanced Clerk Typist (D36) for clerical support required for grants and reports.			
Subtotal	4.0	438,004	–
Total Recommendation	90.5	\$ 8,557,382	\$ 4,240,383



Emergency Medical Services — Cost Center 2934

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	8.0	2,262,664	2,165,576
Board Approved Adjustments During FY 1999	–	278,000	278,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	7,647	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	(278,000)	(278,000)
Subtotal	8.0	\$ 2,270,311	\$ 2,165,576
Recommended Changes for FY 2000			
1. Add One Compliance Officer	1.0	247	–
This action adds 1 Compliance Officer (C41) to write, update, implement, and oversee compliance of all policies and procedures within the EMS Agency, and for all those with contractual relationships with EMS such as those with our ambulance providers, fire districts and the cities within the County. The cost is offset by a decrease contract funds.			
2. Add One Project Control Specialist	1.0	63,572	–
This position (one M43) will provide support to the Emergency Medical Services administrator. This addition is required to insure that the EMS Agency has the staff it requires to meet its mandates as well as the demands placed on it from the customers it serves.			
Subtotal	2.0	63,819	–
Total Recommendation	10.0	\$ 2,334,130	\$ 2,165,576

Region 1 — Cost Center 2936

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	18.5	1,331,531	–
Board Approved Adjustments During FY 1999	1.0	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-0.5	487	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	–	–
Subtotal	19.0	\$ 1,332,018	\$ –
Recommended Changes for FY 2000			
Total Recommendation	19.0	\$ 1,332,018	\$ –



Region 2 — Cost Center 2945

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	36.5	2,542,843	–
Board Approved Adjustments During FY 1999	2.0	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	5.0	351,889	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	–	–
Subtotal	43.5	\$ 2,894,732	\$ –
Recommended Changes for FY 2000			
Total Recommendation	43.5	\$ 2,894,732	\$ –

Region 3 — Cost Center 2954

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	34.5	2,365,729	–
Board Approved Adjustments During FY 1999	3.0	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-8.0	(412,401)	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	–	–
Subtotal	29.5	\$ 1,953,328	\$ –
Recommended Changes for FY 2000			
Total Recommendation	29.5	\$ 1,953,328	\$ –

Region 4 — Cost Center 2962

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	13.0	961,054	–
Board Approved Adjustments During FY 1999	2.0	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	176,392	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	–	–
Subtotal	17.0	\$ 1,137,446	\$ –



Region 4 — Cost Center 2962

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Recommended Changes for FY 2000			
1. One-time Minor Capital Funding for New West Valley Office	–	118,000	–
A new Public Health office will be soon open in the West Valley Region of Santa Clara County. These one-time funds will purchase phones, cabling and furnishings for the facility.			
Subtotal	–	118,000	–
Total Recommendation	17.0	\$ 1,255,446 \$	–

Region 5 — Cost Center 2970

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	31.5	2,118,185	–
Board Approved Adjustments During FY 1999	2.0	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	120,461	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	–	–
Subtotal	34.5	\$ 2,238,646 \$	–
Recommended Changes for FY 2000			
Total Recommendation	34.5	\$ 2,238,646 \$	–

Region 6 — Cost Center 2978

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	12.5	870,774	–
Board Approved Adjustments During FY 1999	2.0	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	73,092	–
Internal Service Funds Adjustment	–	4,500	–
Other Required Adjustments	–	–	–
Subtotal	15.5	\$ 948,366 \$	–
Recommended Changes for FY 2000			
Total Recommendation	15.5	\$ 948,366 \$	–



Mental Health Department Mission

The mission of the Mental Health Department is to enable individuals affected by mental illness and serious emotional disturbance to achieve the highest quality of life. To accomplish this, services must be delivered in the least restrictive, most accessible environment within a coordinated system of care, respectful of a person's family, language, and culture.

Goals

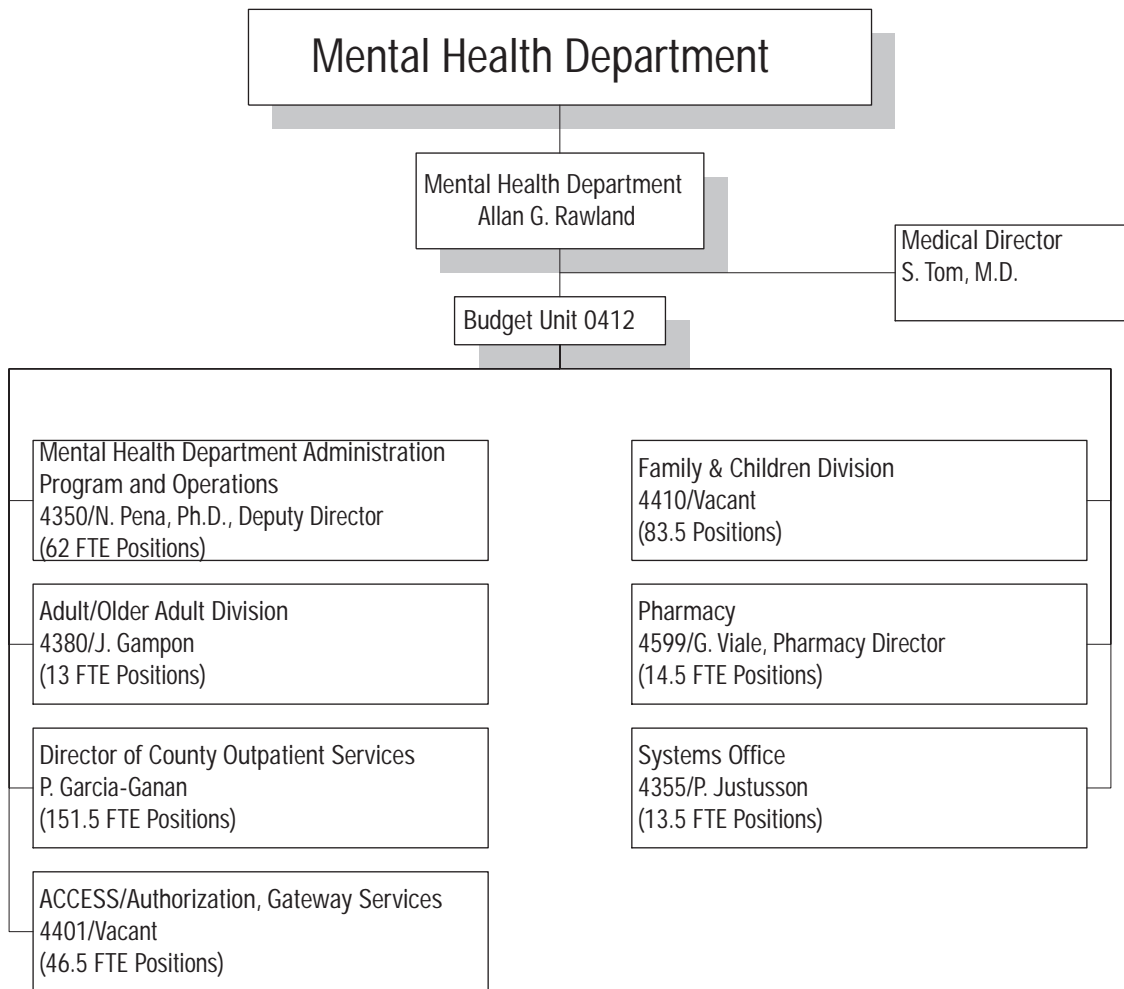
- ◆ Cultural competence throughout the system.
- ◆ Age appropriate services for children, adults, and seniors.
- ◆ A single point of responsibility and coordinated care and treatment for each client.
- ◆ Client/consumer and family/parent involvement in service planning and policy development.
- ◆ Geographically accessible community-based service. A full array of programs and service options.
- ◆ Patient's Rights advocacy and protection
- ◆ Interagency collaboration.
- ◆ Effectiveness, efficiency, and performance outcomes.



Cost: \$125,587,804

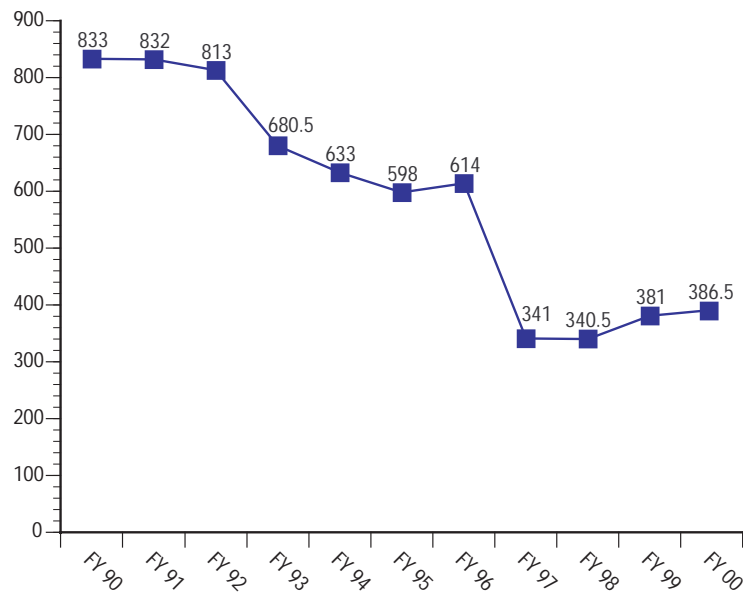


Staff: 386.5



Section 4: Santa Clara Valley Health & Hospital System

10-Year Staffing Trend



Mental Health Department Overview

The Mental Health Department provides a System of Care, for clients of all ages, who experience mental illness and/or serious emotional disturbance. Services are delivered through an array of County-operated and contract programs, ranging from case management, residential care, psychiatric emergency/crisis intervention, and community outreach, to long term hospital care. Services are provided in several languages, by staff skilled at using the individual's culture as a foundation for service delivery. Specialized services have been developed for three age groups:

- a) children and adolescents, and their families,
- b) adults, and
- c) older adults.

FY 1999 Accomplishments

- ◆ Culturally Specific Family Care - selected four contract service providers, through a competitive bid process, to provide accessible, culturally proficient mental health programs to serve four ethnic groups (Cambodian, Filipino, American Indian and Eastern European). Program implementation is scheduled to begin in March 1999.
- ◆ State Hospital Alternatives - successfully transferred 28 patients from Napa State Hospital to appropriate community-based alternatives, thus creating the necessary resources for redirection to other important programs. The current patient census is 34, and the plan to discharge one patient each month through December 2000 remains on target.
- ◆ Supplemental Services Residential Care Facilities - increased total available Supplemental Rate Beds from 120 to 202.
- ◆ Intensive Custody Alternatives - selected contract service providers, through a competitive bid process, to provide intensive case management, transitional residential services, a day services program, and a full-time Discharge Planner for individuals transitioning from custody into the community. Services are scheduled to begin in April 1999.
- ◆ Indigent Drug Program - achieved reimbursement from a limited number of Pharmaceutical companies for indigent patients.
- ◆ Juvenile Justice Transition Services - implemented a collaborative program, with the Juvenile Probation Department, to provide specialized services to youth at Juvenile Hall and awaiting foster care placement.
- ◆ Mobile Crisis - expanded mobile crisis services to address the needs of children and adolescents in South County.
- ◆ Expanded Treatment in Children's Services - implemented a direct link between mental health services and youth support placements through new System of Care contracts for culturally competent Intensive Kinship and Foster Care treatment services, as well as existing and expanded Mental Health County and contract services.
- ◆ Increased capacity in the Eastfield Ming Quong's sub-acute, short-term, intensive Day Treatment to accommodate ten additional Shelter youth.
- ◆ Cross Systems Evaluation - conceptual design for this interagency outcomes evaluation project has been accepted by the Children and Families Committee, and is expected to be addressed by the Board of Supervisors in May 1999.
- ◆ Comprehensive Evaluation Plan - developed a "Quality Assurance & Monitoring Process" for both County and contract programs.
- ◆ CPM (Comprehensive Performance Management) - developed a plan to reorganize the departmental CPM effort, to align it with departmental operations, through a collaborative effort with department staff representing all bargaining units.



FY 2000 Planned Accomplishments

- ◆ Redesign Implementation Plan - continue year-one implementation, and begin year-two of the Redesign Reinvestment Plan, which shifts resources from the State Hospital beds to lower, more appropriate levels of care within the community.
- ◆ Welfare Reform - collaboratively plan and implement behavioral health services components of CalWORKs.
- ◆ Custody - divert Mentally ill individuals from incarceration and provide mental health custody alternatives to mentally ill individuals through intensive custody alternative programs.
- ◆ Maximize Revenue - complete a comprehensive evaluation of Medi-Cal eligibility, and identify uninsured children and adolescents for inclusion in the "Healthy Families" program.
- ◆ Pharmaceutical - assure availability of the newest state-of-the-art psychiatric medications and the development of clinical best practices and culturally competent medication pathways.
- ◆ Adolescents - Implement a subacute residential program as an alternative to Juvenile Hall, the Children's Shelter or acute psychiatric hospitals.
- ◆ Performance Outcomes - Implement the use of five performance measures in the Children's System of Care, as mandated by the State Department of Mental Health, which will evaluate the quality and effectiveness of service delivery.

Mental Health Department County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for the Mental Health Department advance the Board of Supervisors' priorities by enhancing the County's fiscal integrity, improving accountability and the quality of services, and continuing the County's Comprehensive Performance Management (CPM) efforts.

The funding for the actions recommended below is made possible either by savings in specific expense accounts or increased Medi-Cal revenue.

Cost-Savings and Revenue Maximization

The maximization of cost-savings and revenues has always been a top priority for Mental Health Department. To that end, the County Executive recommends two new positions:

Add One Senior Health Care Analyst (B6X)

The new position will perform fiscal analyses and budget reporting intended to realize cost-savings and maximize revenues.

Total Cost: \$68,126

Fully offset by the deletion of a vacant unclassified Account Clerk II and by increased Medi-Cal revenue

Add One Pharmacy Technician (R29)

Pharmaceutical companies' indigent programs offer a unique opportunity for the department both to seek reimbursement of pharmaceutical costs, and to use cost-savings for additional psychiatric medications. The

new position will allow the department to actively pursue these indigent patient drug reimbursement programs.

Total Cost: \$36,490

Fully offset by increased reimbursements and reduced costs

Acute Psychiatric Services

All staff positions for Emergency Psychiatric Services and Barbara Arons Pavilion are budgeted in the Enterprise Fund and charged back to Mental Health.

Add 1 Nurse Manager

The proposed position is required due to the complexity and acuity of the patient population, and will ensure appropriate supervision of staff and full compliance with State and Federal regulations.

Total Cost: \$79,896

Fully offset by deletion of an Administrative Nurse II position

Increase Staff for Emergency Psychiatric Services

The State Department of Health Services has authorized the use of the Barbara Arons Pavilion (BAP) seclusion suite to afford Emergency Psychiatric Services (EPS) patients appropriate sleeping arrangements. Additional staff is required to supervise and provide treatment for the patients residing at BAP during the hours of 11:00pm to 07:30am.

The County Executive recommends adding 1.4 FTEs Licensed Vocational Nurse and 1.4 FTEs Nursing Assistant.

Total Cost: \$111,339

Fully offset by increased Medi-Cal revenue



Mental Health — Budget Unit 0412

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
4350	Bureau Administration	18,980,619	10,429,493	9,462,985	11,178,323	748,830	7
4355	Mental Health Information Systems	1,150,268	1,332,496	1,337,788	1,364,968	32,472	2
4380	Adult/Older Adult Services	49,513,951	52,455,257	56,374,555	56,680,143	4,224,886	8
4401	Access Program	119,477	3,967	3,967	130,887	126,920	3,199
4410	Family And Children Services	18,100,688	22,985,386	25,012,582	26,312,377	3,326,991	14
4440	North County Region	58,799	–	–	2,781	2,781	–
4460	West Valley Region	124,323	–	–	–	–	–
4480	San Jose Region	495,137	–	–	19,449	19,449	–
4500	South County Region	25,172	–	–	–	–	–
4540	Criminal Justice Program	158	–	–	–	–	–
4560	Inpatient Emergency Psychiatric Services	3,223,588	3,805,997	3,805,997	3,761,500	(44,497)	-1
4570	Children's Intensive Services	80,769	–	–	1,615	1,615	–
4580	East Valley Pavilion	36,888	–	–	–	–	–
4590	Acute Psychiatric Services	–	15,356,363	15,356,363	15,932,811	576,448	4
4599	Pharmacy Services	6,691,924	8,234,681	8,234,681	10,202,950	1,968,269	24
	Total Expenditures	\$ 98,601,761	\$ 114,603,640	\$ 119,588,918	\$ 125,587,804	\$ 10,984,164	10%

Mental Health — Budget Unit 0412

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
4350	Bureau Administration	\$ 89,112,598	\$ 92,890,418	\$ 97,875,696	\$ 100,831,292	\$ 7,940,874	9
4355	Mental Health Information Systems	\$ 17,440	\$ –	\$ –	\$ –	\$ –	–
4380	Adult/Older Adult Services	\$ 218,567	\$ 28,240	\$ 28,240	\$ –	\$ (28,240)	-100
4401	Access Program	\$ 24	\$ –	\$ –	\$ –	\$ –	–
4410	Family And Children Services	\$ 70,638	\$ –	\$ –	\$ –	\$ –	–
4460	West Valley Region	\$ 1	\$ –	\$ –	\$ –	\$ –	–
4480	San Jose Region	\$ 1,448	\$ –	\$ –	\$ –	\$ –	–
4580	East Valley Pavilion	\$ 335	\$ –	\$ –	\$ –	\$ –	–
4599	Pharmacy Services	\$ 1,426,976	\$ –	\$ –	\$ –	\$ –	–
	Total Revenues	\$ 90,848,027	\$ 92,918,658	\$ 97,903,936	\$ 100,831,292	\$ 7,912,634	9%



Bureau Administration — Cost Center 4350

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	60.5	10,429,493	92,890,418
Board Approved Adjustments During FY 1999	0.5	(966,508)	4,985,278
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	7.5	571,491	–
Internal Service Funds Adjustment	–	125,570	–
Other Required Adjustments	–	985,848	2,955,596
Subtotal	68.5	\$ 11,145,894	\$ 100,831,292
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	435	–
1. SCVHHS Finances	–	31,994	–
This action adds 1 Senior Health Care Analyst position (B6X) to the Health and Hospital System's Finance Unit, to provide enhanced analytical support to the Mental Health Department. The cost of the position is offset by the deletion of 1 unclassified Account Clerk II position (Q10), and by Medi-Cal reimbursement revenues.			
Subtotal	–	32,429	–
Total Recommendation	68.5	\$ 11,178,323	\$ 100,831,292

Mental Health Information Systems — Cost Center 4355

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	13.5	1,332,496	–
Board Approved Adjustments During FY 1999	1.0	5,292	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	25,817	–
Internal Service Funds Adjustment	–	33	–
Other Required Adjustments	–	1,308	–
Subtotal	13.5	\$ 1,364,946	\$ –
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	22	–
Subtotal	–	22	–
Total Recommendation	13.5	\$ 1,364,968	\$ –



Adult/Older Adult Services — Cost Center 4380

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	201.0	52,455,257	28,240
Board Approved Adjustments During FY 1999	4.0	3,919,298	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-7.5	(988,396)	–
Internal Service Funds Adjustment	–	(55,306)	–
Other Required Adjustments	–	1,347,502	(28,240)
Subtotal	197.5	\$ 56,678,355	\$ –
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	379	–
Subtotal	–	1,788	–
Total Recommendation	197.5	\$ 56,680,143	\$ –

Access Program — Cost Center 4401

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	–	3,967	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	126,920	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	–	–
Subtotal	2.0	\$ 130,887	\$ –
Recommended Changes for FY 2000			
Total Recommendation	2.0	\$ 130,887	\$ –

Family And Children Services — Cost Center 4410

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	92.5	22,985,386	–
Board Approved Adjustments During FY 1999	1.0	2,027,196	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-3.0	(362,843)	–
Internal Service Funds Adjustment	–	(2,205,284)	–
Other Required Adjustments	–	3,865,752	–



Family And Children Services — Cost Center 4410

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Subtotal	90.5	\$ 26,310,207	\$ -
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	-	1,909	-
Subtotal	-	2,170	-
Total Recommendation	90.5	\$ 26,312,377	\$ -

North County Region — Cost Center 4440

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	-	-	-
Board Approved Adjustments During FY 1999	-	-	-
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-	-	-
Internal Service Funds Adjustment	-	2,651	-
Other Required Adjustments	-	-	-
Subtotal	-	\$ 2,651	\$ -
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	-	130	-
Subtotal	-	130	-
Total Recommendation	-	\$ 2,781	\$ -

San Jose Region — Cost Center 4480

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	-	-	-
Board Approved Adjustments During FY 1999	-	-	-
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-	-	-
Internal Service Funds Adjustment	-	18,542	-
Other Required Adjustments	-	-	-
Subtotal	-	\$ 18,542	\$ -
Recommended Changes for FY 2000			
Subtotal	-	907	-
Total Recommendation	-	\$ 19,449	\$ -



Inpatient Emergency Psychiatric Services — Cost Center 4560

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	–	3,805,997	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	–	–
Internal Service Funds Adjustment	–	(44,497)	–
Other Required Adjustments	–	–	–
Subtotal	–	\$ 3,761,500	\$ –
Recommended Changes for FY 2000			
Total Recommendation	–	\$ 3,761,500	\$ –

Children's Intensive Services — Cost Center 4570

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	–	–	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	–	–
Internal Service Funds Adjustment	–	1,540	–
Other Required Adjustments	–	–	–
Subtotal	–	\$ 1,540	\$ –
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	75	–
Subtotal	–	75	–
Total Recommendation	–	\$ 1,615	\$ –

Acute Psychiatric Services — Cost Center 4590

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	–	15,356,363	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	–	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	465,109	–
Subtotal	–	\$ 15,821,472	\$ –



Acute Psychiatric Services — Cost Center 4590

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Recommended Changes for FY 2000			
1. Augment Acute Psychiatric Services Staff	–	111,339	–
<p>Barbara Arons Pavilion (BAP) provides acute psychiatric hospitalization, evaluation, treatment and placement to mentally ill patients in need. Positions and service supplies are budgeted in the Enterprise Fund and then charged back to the Mental Health cost center. This budget action increases the following Mental Health costs:</p> <ul style="list-style-type: none"> ◆ Add 1 Nurse Manager Mental Health Nursing position (S84) and delete 1 Administrative Nurse II position (S80). The action is recommended in response to the complexity and acuity of the patient population and to insure compliance with Federal regulations regarding Acute Psychiatric Units. ◆ Add 1.4 Licensed Vocational Nurse position (S85) and 1.4 Nursing Assistant position (S94) to maintain consistent high quality service delivery. 			
Subtotal	–	111,339	–
Total Recommendation	–	\$ 15,932,811	\$ –

Pharmacy Services — Cost Center 4599

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	13.5	8,234,681	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(17,415)	–
Internal Service Funds Adjustment	–	1,390	–
Other Required Adjustments	–	1,984,235	–
Subtotal	13.5	\$ 10,202,891	\$ –
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	61	–
1. Pharmaceutical Indigent Programs	1.0	(2)	–
<p>This action adds a Pharmacy Technician position (R29) to allow the Department to take full advantage of pharmaceutical indigent programs, resulting in more drug reimbursements and more medication for the indigent patients of Santa Clara County. The cost of the position is offset by a reduction in pharmaceuticals costs.</p>			
Subtotal	1.0	59	–
Total Recommendation	14.5	\$ 10,202,950	\$ –



Children's Shelter and Custody Health Services Mission

The multidisciplinary medical and mental health practitioners in the Children's Shelter and Custody Health Facilities provide medical, dental and mental health care to all juveniles and adults residing in the Children's Shelter and Juvenile and Adult Custody Facilities. The medical and mental health care focus is on the illness prevention, the control of preexisting pathologies, and the health restoration.

The care rendered will be offered in an objective, non-judgemental environment and will be comparable to the quality provided in the general community. The practitioners will work interdependently, collaborating as necessary to ensure the well-being of the custody population.



Cost: \$1,336

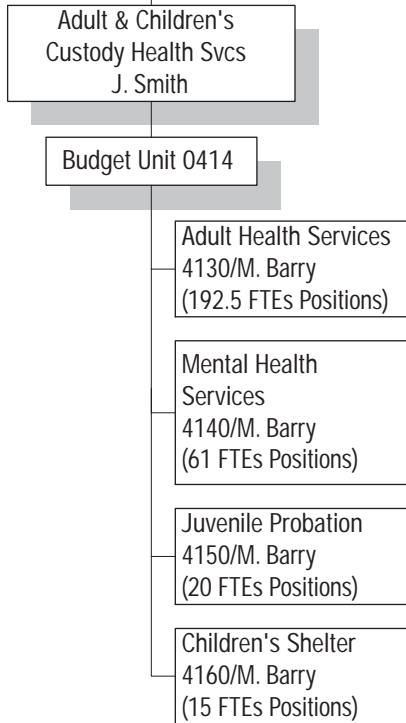
Goals

- ◆ Ensure the children and adults remanded to the County's custody facilities are provided with medical and mental health services in accordance with community standards.
- ◆ Prevent the spread of communicable diseases through early detection and comprehensive screening in the Adult and Juvenile Custody facilities.
- ◆ Prevent the development of illnesses, control pre-existing pathologies and restore health to the children and adults remanded to the County's custody facilities.

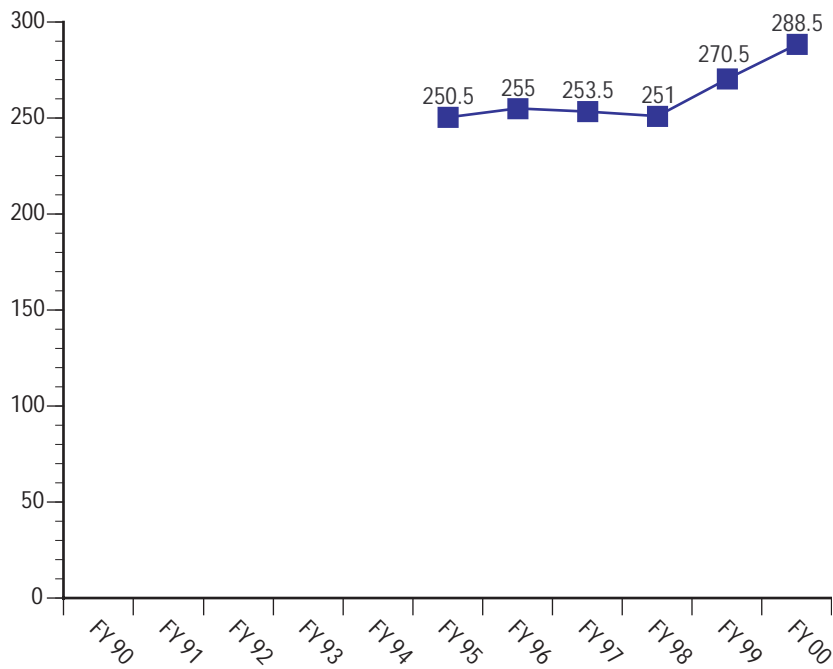


Staff: 288.5

Children's Shelter and Custody Health



10-Year Staffing Trend



Children's Shelter and Custody Health Services Overview

Health services are initiated at the point of entry to each facility. Each detainee (children and adults) receives a comprehensive medical and mental health screening, physical assessment and tuberculosis testing upon their arrival to the various facilities. Additionally, based on the information obtained from the admission screenings, community health care providers, pharmacies and/or family members are contacted to verify identified health problems and/or treatments/medications which need to be continued during the juvenile and/or adult's detainment.

At any point during detainment, upon identification of a medical, dental or mental health problem, the juveniles and adults are provided with the full range of health services that they would receive, or have access to, if they were living in the community. This is accomplished by the provision of on-site pediatric clinics at Juvenile Hall and the Children's Shelter and internal medicine, dermatology, orthopedics, OB/GYN and AIDS clinics at the Adult Custody facilities. Other specialty ambulatory services are provided for both juveniles and adults at SCVMC. Additionally, a 30-bed infirmary in the Main Jail and a 6-bed infirmary at Juvenile Hall provide detainees with sub-acute medical care when indicated.

A full scope of mental health services inclusive of "inpatient, acute mental health care" is provided to inmates incarcerated in the jail system. On site ambulatory mental health services are provided to minors at Juvenile Hall, the Juvenile Ranches and the Children's Shelter by the Mental Health Department, Child and Family Services Division.

Acute care medical services are provided at SCVMC for minors and adults who require hospitalization during their period of detainment.

Fiscal Year 1999 Accomplishments

- ◆ Decreased transportation of inmates from the Adult Custody Facilities to VMC Emergency Department by 33%.
- ◆ Decreased hospitalization of inmates by 65%.
- ◆ Expanded inmate self-administration of medication program to AIDS patients in maximum security housing.
- ◆ Established linkage with the ARIS Project and the Visiting Nurses Association to plan post custody health and living services for inmate patients diagnosed with AIDS.
- ◆ Augmented provision of dental services to minors at Juvenile Hall and Ranches.
- ◆ Collaborated with Social Services staff in the Children's Shelter redesign process.

Fiscal Year 2000 Planned Accomplishments

- ◆ Collaborate with Social Services Agency, Probation Department and Mental Health Department in the development of the Children's Shelter and Juvenile Probation facilities Multidisciplinary Teams (WIC, Section 18986.46).
- ◆ Participate in the implementation of the Intensive Alternatives Program (Jail Diversion).
- ◆ Augment medical service provision to wards at the juvenile Ranches.
- ◆ Participate with the Department of Correction and other County agencies in the development of a mentally ill offender program grant which meets the criteria for funding from the State Department of Corrections.

The County Executive's recommendation is to maintain the current level budget for Fiscal Year 2000



Children's Shelter & Custody Health Services — Budget Unit 0414

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
4130	Adult Custody Medical Services Program	118,322	2	2	710	708	35,400
4140	Adult Custody Mental Health Services Program	74,052	-	-	409	409	-
4150	Juvenile Probation Services	24,958	(1)	(1)	217	218	-21,800
4160	Children's Shelter Services	146,513	100,000	100,000	-	(100,000)	-100
Total Expenditures		\$ 363,845	\$ 100,001	\$ 100,001	\$ 1,336	\$ (98,665)	-99%

Children's Shelter & Custody Health Services — Budget Unit 0414

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
4130	Adult Custody Medical Services Program	\$ 2,692	\$ -	\$ -	\$ -	\$ -	-
4140	Adult Custody Mental Health Services Program	\$ 1,000	\$ -	\$ -	\$ -	\$ -	-
4160	Children's Shelter Services	\$ 138,790	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	-
Total Revenues		\$ 142,482	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	-%

Adult Custody Medical Services Program — Cost Center 4130

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	192.0	2	-
Board Approved Adjustments During FY 1999	-	-	-
Cost to Maintain Current Program Services	-	-	-
Salary and Benefit Adjustments	0.5	(540,292)	-
Internal Service Funds Adjustment	-	729,556	-
Other Required Adjustments	-	(189,266)	-
Subtotal	192.5	\$ -	\$ -
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	-	710	-
Subtotal	-	710	-
Total Recommendation	192.5	\$ 710	\$ -



Adult Custody Mental Health Services Program — Cost Center 4140

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	47.5	–	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	13.5	976,344	–
Internal Service Funds Adjustment	–	(976,344)	–
Other Required Adjustments	–	–	–
Subtotal	61.0	\$ –	\$ –
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	409	–
Subtotal	–	409	–
Total Recommendation	61.0	\$ 409	\$ –

Juvenile Probation Services — Cost Center 4150

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	17.5	(1)	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.5	211,290	–
Internal Service Funds Adjustment	–	(211,289)	–
Other Required Adjustments	–	–	–
Subtotal	20.0	\$ –	\$ –
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	217	–
Subtotal	–	217	–
Total Recommendation	20.0	\$ 217	\$ –

Children's Shelter Services — Cost Center 4160

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	13.5	100,000	100,000
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.5	133,097	–



Children's Shelter Services — Cost Center 4160

Major Changes to the Budget (Continued)

	Positions	Appropriations		Revenues
Internal Service Funds Adjustment	–	(233,097)		–
Other Required Adjustments	–	–		–
Subtotal	15.0	\$	–	\$ 100,000
Recommended Changes for FY 2000				
Total Recommendation	15.0	\$	–	\$ 100,000



Department of Alcohol and Drug Services Mission

The mission of the Department of Alcohol and Drug Services is to provide the leadership and public accountability necessary to mobilize community resources to prevent and reduce the negative impact of substance abuse in the community.

Goals

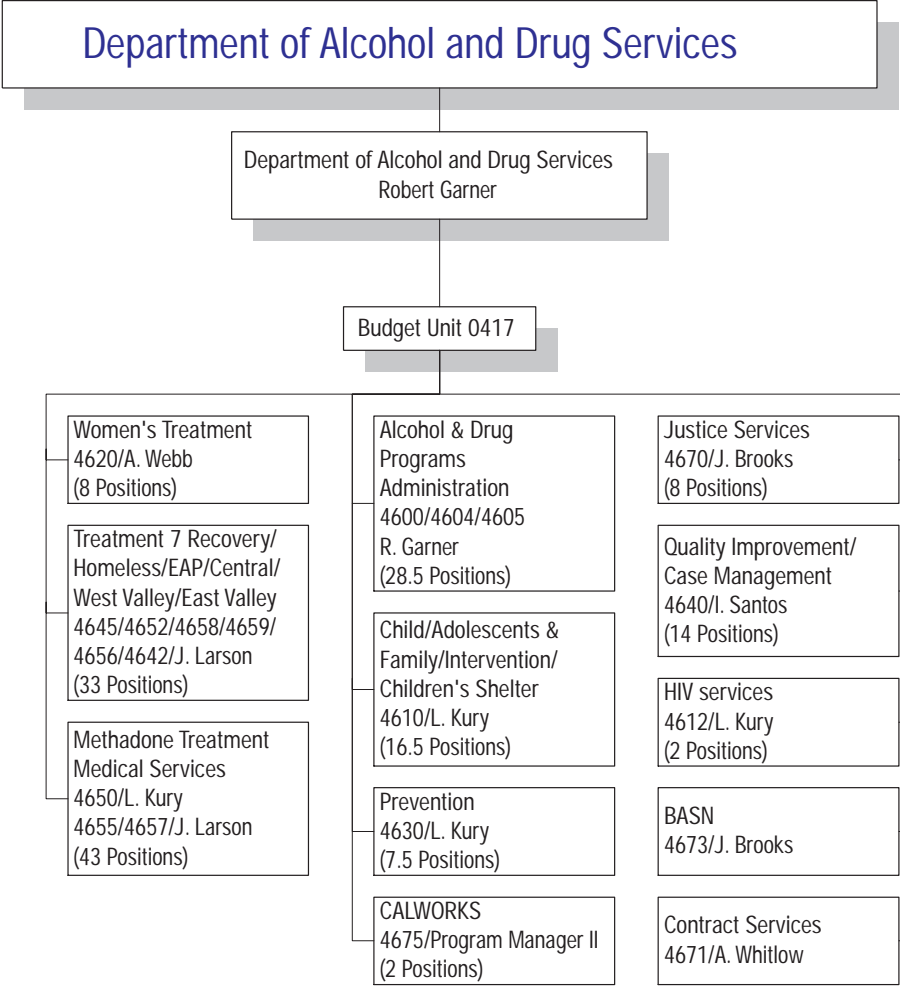
- ◆ To develop comprehensive, integrated systems of care which are client-based and outcome-focused.
- ◆ To provide a climate in the community which supports a broad understanding of and a willingness to commit resources to the prevention and treatment of substance abuse.
- ◆ To develop a learning organization in which every action forms the basis for learning, improvement, and positive growth and change.



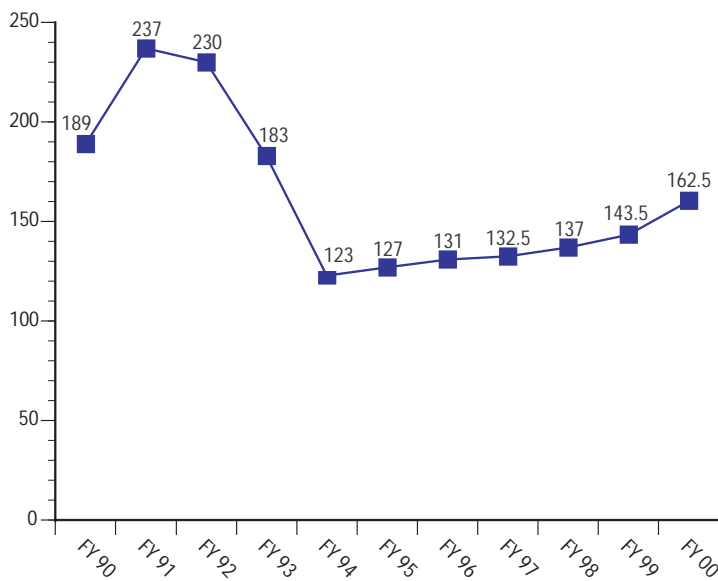
Cost: \$25,587,177



Staff: 162.5



10-Year Staffing Trend



Department of Alcohol and Drug Services Overview

The Department of Alcohol and Drug Services provides a combination of County and contract services for the prevention, treatment, recovery, and rehabilitation of the substance-abusing population in the County, including: prevention, education, consultation, training, technical assistance, and intervention services for families, schools, and the community. The Department offers services in 56 locations and serves over 8,000 clients. Programs within the Department include:

- ◆ Prevention Services
- ◆ HIV Services
- ◆ Medical Services
- ◆ Women's Services
- ◆ Gateway (Intake and Assessment)
- ◆ Employee Assistance Program
- ◆ Adult Managed Care: Outpatient Services, Narcotic Treatment, and Residential programs
- ◆ Justice Services: Drug Use Forecasting, Drug Treatment Court, Bay Area Services Network (BASN)
- ◆ Children, Adolescents, and Family Services: Outpatient Services and Juvenile Treatment Court

- ◆ Quality Improvement/Managed Care Coordination

Fiscal Year 1999 Accomplishments

- ◆ Expanded the managed system of care to address the new challenges of welfare reform.
- ◆ Implemented outcome evaluation system in managed system of care.
- ◆ Completed the implementation of the adolescent substance abuse treatment continuum of care.
- ◆ Implemented new services for the dual diagnosed clients.
- ◆ Completed outcome studies on the Health Realization Model.

Fiscal Year 2000 Planned Accomplishments

- ◆ Implement new adolescent day treatment program.
- ◆ Expand treatment service to child welfare system.
- ◆ Implement expanded perinatal services.
- ◆ Implement new mentoring services.



Department of Alcohol and Drug Services

County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for the Department of Alcohol and Drug Services advance the Board of Supervisors' priorities by enhancing the County's fiscal integrity, improving accountability and the quality of services, and continuing the County's Comprehensive Performance Management (CPM) efforts.

Strengthen Operational Infrastructure

Improving the Department's support-service infrastructure is the major theme in the Department of Alcohol and Drug Services' Fiscal Year 2000 budget. Since Fiscal Year 1994, the department has been operating at a minimal level of support-service staff.

The situation should soon improve, as the department will receive significant funding increases from its Substance Abuse Prevention and Treatment Block Grant (SAPT). The timing is right, as the organization has been impacted by clients' increased demands for basic services, and from numerous program augmentations during Fiscal Year 1999.

The County Executive fully supports and recommends the department's request to use SAPT funds to add ten new positions to solidify and enhance its support-service infrastructure.

Add 1 Management Analyst (B1P)

This position will be dedicated to supporting the preparation of budget and cost reports, and ensuring compliance with all of the State's fiscal reporting requirements.

Add 1 Health Care Analyst (B6Y)

Strategic planning and the management of information systems projects are crucial for cost control and product performance. This new position will assist the Departmental Systems Manager to achieve these goals.

Add 4 Departmental Information Systems Analysts (G40)

With technology being deployed throughout the organization, the goals and priorities of the department will be better realized through increased automation, communication, and networking. These new positions will improve network system administration, the help desk, and special programming services.

Add 1 Program Manager II (B3N)

In the past, the department had a management position to coordinate the efforts of women-specific issues and services across the County. The position was deleted when related grant support expired. The women's service system has suffered from this lack of leadership, and we recommended the addition of this position to strengthen services for women.

Add 1 Advanced Clerk Typist (D36)

Quality Improvement/Managed Care Coordination (QI/MCC) has been challenged by increasing workloads resulting from the continuing growth in Adult Managed Care and program augmentations during the year. The addition of this new position will offer relief to the division.

Add 2 Rehabilitation Counselors (P67)

Clients may experience up to a two month wait before being admitted to the methadone treatment program. The new positions will reduce the waiting time to fewer than two weeks.

Add 1 Clerical Office Supervisor (D60)

The new position will provide direct supervision to clerical staff who are currently supporting two programs that provide regular methadone treatment and perinatal treatment for women.

Total Cost: \$693,271

All additions are offset by new SAPT Block Grant Revenues



Bureau Of Drug And Alcohol Programs — Budget Unit 0417

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
4600	Bureau Administration	2,672,793	2,801,754	3,160,940	3,461,004	659,250	24
4610	Children, Adolescent & Family Services Adm	–	2,019,266	2,176,096	2,073,165	53,899	3
4612	Muriel Wright Program	50	174,198	226,482	174,066	(132)	–
4620	Women's Services	–	765,227	765,227	794,460	29,233	4
4630	Prevention Services	2,155,285	1,812,735	1,864,622	1,861,276	48,541	3
4640	Residential Administration	342,150	841,133	868,787	1,032,220	191,087	23
4642	Homeless Project	239,905	323,805	323,805	308,246	(15,559)	-5
4645	Treatment & Recovery Administration	–	378,169	378,169	578,718	200,549	53
4650	Methadone Treatment/Medical Services Admin	679,139	1,237,223	1,237,223	1,214,916	(22,307)	-2
4652	Central Center	571,892	511,179	574,391	577,052	65,873	13
4654	East Valley Clinic	575,525	4,253	4,253	–	(4,253)	-100
4655	Central Valley Clinic	1,431,554	1,360,654	1,360,654	1,505,541	144,887	11
4656	North County Center	825,938	118,858	143,070	150,195	31,337	26
4657	South County Clinic	438,307	587,391	587,391	572,632	(14,759)	-3
4658	Stride Clinic	483,873	495,051	495,051	413,077	(81,974)	-17
4659	West Valley Center	1,497,018	264,866	313,292	394,939	130,073	49
4670	Bay Area Services Network (BASN) Programs	452,814	1,502,314	1,897,340	2,239,939	737,625	49
4671	Contract Services	5,748,129	7,486,814	7,437,989	7,241,612	(245,202)	-3
4673	Justice Outpatient	856,603	994,119	994,119	994,119	–	–
Total Expenditures		\$ 18,970,975	\$ 23,679,009	\$ 24,808,901	\$ 25,587,177	\$ 1,908,168	8%

Bureau Of Drug And Alcohol Programs — Budget Unit 0417

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
4600	Bureau Administration	\$ 10,421,162	\$ 11,061,541	\$ 11,530,640	\$ 11,174,285	\$ 112,744	1
4610	Children, Adolescent & Family Services Adm	\$ –	\$ 394,003	\$ 549,645	\$ 238,123	\$ (155,880)	-40
4612	Muriel Wright Program	\$ –	\$ 67,128	\$ 119,412	\$ –	\$ (67,128)	-100
4620	Women's Services	\$ –	\$ 1,112,554	\$ 1,112,554	\$ 1,231,393	\$ 118,839	11
4630	Prevention Services	\$ 228,628	\$ 260,000	\$ 260,000	\$ 260,000	\$ –	–
4640	Residential Administration	\$ 86,690	\$ –	\$ –	\$ –	\$ –	–
4642	Homeless Project	\$ 91,504	\$ 153,809	\$ 153,809	\$ 153,809	\$ –	–



Bureau Of Drug And Alcohol Programs — Budget Unit 0417

Revenues by Cost Center (Continued)

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
4645	Treatment & Recovery Administration	\$ -	\$ 75,313	\$ 75,313	\$ -	\$ (75,313)	-100
4650	Methadone Treatment/Medical Services Admin	\$ 216,524	\$ 220,137	\$ 220,137	\$ 220,149	\$ 12	-
4652	Central Center	\$ 34,463	\$ 20,000	\$ 20,000	\$ 30,000	\$ 10,000	50
4655	Central Valley Clinic	\$ 759,728	\$ 428,500	\$ 428,500	\$ 455,500	\$ 27,000	6
4656	North County Center	\$ 1,294,602	\$ 8,000	\$ 8,000	\$ 20,000	\$ 12,000	150
4657	South County Clinic	\$ 201,712	\$ 70,500	\$ 70,500	\$ 105,500	\$ 35,000	50
4658	Stride Clinic	\$ 42,306	\$ 18,000	\$ 18,000	\$ 20,000	\$ 2,000	11
4659	West Valley Center	\$ 365,187	\$ 18,000	\$ 18,000	\$ 25,000	\$ 7,000	39
4670	Bay Area Services Network (BASN) Programs	\$ 858,035	\$ 116,000	\$ 456,641	\$ 105,000	\$ (11,000)	-9
4671	Contract Services	\$ 54,980	\$ 33,276	\$ 33,276	\$ -	\$ (33,276)	-100
4673	Justice Outpatient	\$ -	\$ 986,491	\$ 986,491	\$ 1,049,150	\$ 62,659	6
Total Revenues		\$ 14,655,521	\$ 15,043,252	\$ 16,060,918	\$ 15,087,909	\$ 44,657	-%

Bureau Administration — Cost Center 4600

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	27.0	2,801,754	11,061,541
Board Approved Adjustments During FY 1999	1.0	359,186	469,099
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-4.5	(168,508)	-
Internal Service Funds Adjustment	-	373,019	-
Other Required Adjustments	-	(277,011)	(1,049,626)
	Subtotal	23.5	\$ 3,088,440
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	-	1,454	-
1. Add One Mangement Analyst	1.0	75,210	-
This position will support Administrative Services in the Department. The position will perform budget analyses and prepare the annual and amended State budgets and cost reports. The efforts in this area will be greatly improved by timely submission of required reports to the State. Funding of this position is made possible by revenues from the Substance Abuse Prevention and Treatment Block Grant (SAPT).			
2. Budget Additional Grant Funds	-	-	693,271
Substance Abuse Prevention and Treatment (SAPT) Block Grant funds are available to offset the cost all of the departmental staffing requests, which are described in detail in each of the departmental cost centers.			
3. Add One Health Care Analyst II	1.0	73,499	-



Bureau Administration — Cost Center 4600

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
This position will provide the Department with strategic planning and project management resources for all new and existing information systems projects. Available funds from the Substance Abuse Prevention and Treatment Block Grant (SAPT) are used to support the new position.			
4. Add Staff for Information Systems Network	3.0	222,401	–
Three Department Information Systems Analysts are recommended to provide the Department with essential basic information support in the following areas: network, communications, email, server support, report writing and data analysis. The Department does not have any dedicated staff in this area, and without this addition, is limited in providing efficient and effective information about its programs. Available funds from the Substance Abuse Prevention and Treatment Block Grant (SAPT) are used to support the new positions.			
Subtotal	5.0	372,564	693,271
Total Recommendation	28.5	\$ 3,461,004	\$ 11,174,285

Children, Adolescent & Family Services Adm — Cost Center 4610

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	17.5	2,019,266	394,003
Board Approved Adjustments During FY 1999	1.0	156,830	155,642
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	(109,728)	–
Internal Service Funds Adjustment	–	12,282	–
Other Required Adjustments	–	(5,642)	(311,522)
Subtotal	16.5	\$ 2,073,008	\$ 238,123
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	157	–
Subtotal	–	157	–
Total Recommendation	16.5	\$ 2,073,165	\$ 238,123

Muriel Wright Program — Cost Center 4612

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	2.0	174,198	67,128
Board Approved Adjustments During FY 1999	–	52,284	52,284
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(132)	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	(52,284)	(119,412)
Subtotal	2.0	\$ 174,066	\$ –
Recommended Changes for FY 2000			
Total Recommendation	2.0	\$ 174,066	\$ –



Women's Services — Cost Center 4620

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	7.5	765,227	1,112,554
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-0.5	(63,559)	–
Internal Service Funds Adjustment	–	(51)	–
Other Required Adjustments	–	–	118,839
Subtotal	7.0	\$ 701,617	\$ 1,231,393
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	107	–
1. Add Program Manger II	1.0	92,736	–
Substance abuse treatment has been proven effective in reducing substance abuse, and the most appropriate treatment approach for many women is woman-specific treatment, since many of the client issues are gender-specific. We recommend a Program Manager II position to provide the necessary level of program development, community leadership and coordination for women's services. Available funds from the Substance Abuse Prevention and Treatment Block Grant (SAPT) are available to support the new position.			
Subtotal	1.0	92,843	–
Total Recommendation	8.0	\$ 794,460	\$ 1,231,393

Prevention Services — Cost Center 4630

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	7.5	1,812,735	260,000
Board Approved Adjustments During FY 1999	–	51,887	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(24,814)	–
Internal Service Funds Adjustment	–	21,456	–
Other Required Adjustments	–	–	–
Subtotal	7.5	\$ 1,861,264	\$ 260,000
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	12	–
Subtotal	–	12	–
Total Recommendation	7.5	\$ 1,861,276	\$ 260,000



Residential Administration — Cost Center 4640

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	11.0	841,133	–
Board Approved Adjustments During FY 1999	2.0	27,654	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	119,561	–
Internal Service Funds Adjustment	–	220	–
Other Required Adjustments	–	–	–
Subtotal	13.0	\$ 988,568	\$ –
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	44	–
1. Add One Advanced Clerk Typist	1.0	43,608	–
This position will enhance the Quality Improvement / Managed Care Coordination Division's ability to provide support to the Adult Treatment Program. Available funds from the Substance Abuse Prevention and Treatment Block Grant (SAPT) are used to support the new position.			
Subtotal	1.0	43,652	–
Total Recommendation	14.0	\$ 1,032,220	\$ –

Homeless Project — Cost Center 4642

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	4.5	323,805	153,809
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(15,559)	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	–	–
Subtotal	4.5	\$ 308,246	\$ 153,809
Recommended Changes for FY 2000			
Total Recommendation	4.5	\$ 308,246	\$ 153,809

Treatment & Recovery Administration — Cost Center 4645

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	4.0	378,169	75,313
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	3.5	201,421	–
Internal Service Funds Adjustment	–	(896)	–
Other Required Adjustments	–	–	(75,313)



Treatment & Recovery Administration — Cost Center 4645

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Subtotal	7.5	\$ 578,694	\$ -
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	-	24	-
Subtotal	-	24	-
Total Recommendation	7.5	\$ 578,718	\$ -

Methadone Treatment/Medical Services Admin — Cost Center 4650

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	13.0	1,237,223	220,137
Board Approved Adjustments During FY 1999	2.0	-	-
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-	(20,920)	-
Internal Service Funds Adjustment	-	(1,387)	-
Other Required Adjustments	-	-	12
Subtotal	15.0	\$ 1,214,916	\$ 220,149
Recommended Changes for FY 2000			
Total Recommendation	15.0	\$ 1,214,916	\$ 220,149

Central Center — Cost Center 4652

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	7.5	511,179	20,000
Board Approved Adjustments During FY 1999	1.5	63,212	-
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-	494	-
Internal Service Funds Adjustment	-	1,785	-
Other Required Adjustments	-	-	10,000
Subtotal	9.0	\$ 576,670	\$ 30,000
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	-	382	-
Subtotal	-	382	-
Total Recommendation	9.0	\$ 577,052	\$ 30,000



East Valley Clinic — Cost Center 4654

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	–	4,253	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	–	–
Internal Service Funds Adjustment	–	(4,253)	–
Other Required Adjustments	–	–	–
Subtotal	–	\$ –	\$ –
Recommended Changes for FY 2000			
Total Recommendation	–	\$ –	\$ –

Central Valley Clinic — Cost Center 4655

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	17.0	1,360,654	428,500
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(47,630)	–
Internal Service Funds Adjustment	–	6,700	–
Other Required Adjustments	–	–	27,000
Subtotal	17.0	\$ 1,319,724	\$ 455,500
Recommended Changes for FY 2000			
1. Add Staff for Central Valley Office	2.0	136,040	–
The addition of two (2) Rehabilitation Counselors is recommended to enable the Department to provide methadone treatment within 14 days of a client's application for services. Increased requests for methadone services have resulted in an average wait of 60 days; these positions will address the current waiting list problem and reduce the waiting time to fewer than 14 days. Available funds from the Substance Abuse Prevention and Treatment (SAPT) Block Grant are used to support the new positions.			
2. Increase Clerical Support in the Central Valley Clinic	1.0	49,777	–
The Central Valley Methadone program consists of regular methadone treatment and perinatal treatment for women. Clerical staff are pooled between these two programs. The Clerical Office Supervisor position will provide direct supervision, and assist in developing assigned tasks for clerical staff that will improve the quality of support for the clinic. Available funds from the Substance Abuse Prevention and Treatment Block Grant (SAPT) are used to support the new position.			
Subtotal	3.0	185,817	–
Total Recommendation	20.0	\$ 1,505,541	\$ 455,500



North County Center — Cost Center 4656

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	1.5	118,858	8,000
Board Approved Adjustments During FY 1999	0.5	24,212	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	7,875	–
Internal Service Funds Adjustment	–	(778)	–
Other Required Adjustments	–	–	12,000
Subtotal	2.0	\$ 150,167	\$ 20,000
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	28	–
Subtotal	–	28	–
Total Recommendation	2.0	\$ 150,195	\$ 20,000

South County Clinic — Cost Center 4657

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	8.0	587,391	70,500
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(15,555)	–
Internal Service Funds Adjustment	–	706	–
Other Required Adjustments	–	–	35,000
Subtotal	8.0	\$ 572,542	\$ 105,500
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	90	–
Subtotal	–	90	–
Total Recommendation	8.0	\$ 572,632	\$ 105,500

Stride Clinic — Cost Center 4658

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	5.0	495,051	18,000
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(81,454)	–
Internal Service Funds Adjustment	–	(525)	–
Other Required Adjustments	–	–	2,000



Stride Clinic — Cost Center 4658

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Subtotal	4.0	\$ 413,072	\$ 20,000
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	5	–
Subtotal	–	5	–
Total Recommendation	4.0	\$ 413,077	\$ 20,000

West Valley Center — Cost Center 4659

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	3.5	264,866	18,000
Board Approved Adjustments During FY 1999	1.0	48,426	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.5	81,564	–
Internal Service Funds Adjustment	–	83	–
Other Required Adjustments	–	–	7,000
Subtotal	6.0	\$ 394,939	\$ 25,000
Recommended Changes for FY 2000			
Total Recommendation	6.0	\$ 394,939	\$ 25,000

Bay Area Services Network (BASN) Programs — Cost Center 4670

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	7.0	1,502,314	116,000
Board Approved Adjustments During FY 1999	1.0	395,026	340,641
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(2,638)	–
Internal Service Funds Adjustment	–	1,155	–
Other Required Adjustments	–	343,986	(351,641)
Subtotal	8.0	\$ 2,239,843	\$ 105,000
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	96	–
Subtotal	–	96	–
Total Recommendation	8.0	\$ 2,239,939	\$ 105,000



Contract Services — Cost Center 4671

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	–	7,486,814	33,276
Board Approved Adjustments During FY 1999	–	(48,825)	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	–	–
Internal Service Funds Adjustment	–	(15,072)	–
Other Required Adjustments	–	(181,305)	(33,276)
Subtotal	–	\$ 7,241,612	\$ –
Recommended Changes for FY 2000			
Total Recommendation	–	\$ 7,241,612	\$ –

Justice Outpatient — Cost Center 4673

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	–	994,119	986,491
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	–	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	–	62,659
Subtotal	–	\$ 994,119	\$ 1,049,150
Recommended Changes for FY 2000			
Total Recommendation	–	\$ 994,119	\$ 1,049,150



PROP 99 Non-County Hospital and Physician Funds Overview

The Tobacco Tax and Health Protection Act of 1988 (Proposition 99) allocates a portion of tobacco tax revenues for county health services. This budget unit contains the non-County hospitals and physicians accounts for Proposition 99 tobacco tax funds which are disbursed by Santa Clara Valley Medical Center to non-County hospitals and physicians in Santa Clara County. The non-County hospital funds are allocated to certain hospitals based on their amount of bad debt resulting from providing care to unsponsored patients, as reported to the State.

This budget has been revised to reflect the State's Fiscal Year 2000 actual allocations of funds. The allocations are revised downward by \$796,731, which represents a significant decrease of close to 49%.



Cost: \$817,726

Prop 99 Non-County Hospital Fund — Budget Unit 0721

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
7000	Prop 99 Non-County Hospital Fund	-	1,614,457	1,614,457	817,726	(796,731)	-49
	15 Prop 99 Non-County Hospital Fund	-	980,336	980,336	621,038	(359,298)	-37
	17 AB-75 CHIP Physicians	-	634,121	634,121	196,688	(437,433)	-69
Total Expenditures		\$ -	\$ 1,614,457	\$ 1,614,457	\$ 817,726	\$ (796,731)	-49%



Prop 99 Non-County Hospital Fund — Budget Unit 0721

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
7000	Prop 99 Non-County Hospital Fund	\$ -	\$ 1,614,457	\$ 1,614,457	\$ 817,726	\$ (796,731)	-49
	15 Prop 99 Non-County Hospital Fund	-	980,336	980,336	621,038	(359,298)	-37
	17 AB-75 CHIP Physicians	-	634,121	634,121	196,688	(437,433)	-69
	Total Revenues	\$ -	\$ 1,614,457	\$ 1,614,457	\$ 817,726	\$ (796,731)	-49%

Prop 99 Non-County Hospital Fund — Cost Center 7000

Major Changes to the Budget

	Positions	Appropriations	Revenues
Prop 99 Non-County Hospital Fund (Fund Number 0015)			
FY 1999 Approved Budget	-	980,336	980,336
Board Approved Adjustments During FY 1999	-	-	-
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-	-	-
Internal Service Funds Adjustment	-	-	-
Other Required Adjustments	-	-	-
	Subtotal	\$ 980,336	\$ 980,336
Recommended Changes for FY 2000			
1. Reduction in Allocation from the State	-	(359,298)	(359,298)
This adjustment reflects the new State Allocations for the California Healthcare for Indigents Program (CHIP). The reduction affects payments to Non-County Hospitals who provide healthcare for the unsponsored and indigent population in the County.			
	Subtotal	(359,298)	(359,298)
	Fund Subtotal	621,038	621,038
AB-75 CHIP Physicians (Fund Number 0017)			
FY 1999 Approved Budget	-	634,121	634,121
Board Approved Adjustments During FY 1999	-	-	-
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-	-	-
Internal Service Funds Adjustment	-	-	-
Other Required Adjustments	-	-	-
	Subtotal	\$ 634,121	\$ 634,121
Recommended Changes for FY 2000			
1. Reduction in Allocation from the State	-	(437,433)	(437,433)
This adjustment reflects the new State Allocations for the California Healthcare for Indigents Program (CHIP). The reduction affects payments to physicians who provide healthcare for unsponsored patients. Only Emergency Room care, Pediatrics, and OB/GYN services are eligible under this program for compensation.			
	Subtotal	(437,433)	(437,433)
	Fund Subtotal	196,688	196,688
Total Recommendation	-	\$ 817,726	\$ 817,726



Valley Health Plan Mission

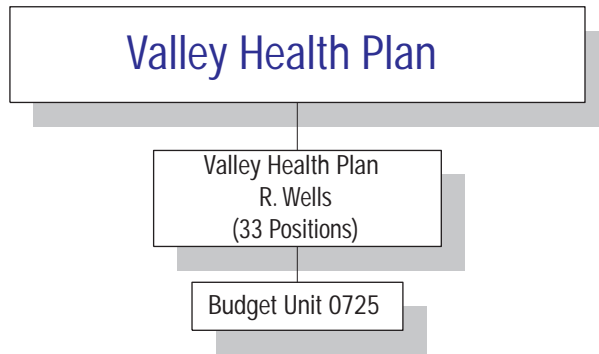
Valley Health Plan's mission is to provide quality services through improved customer services to members, patients, business partners, and providers; and to support the mission of the Santa Clara Valley Health and Hospital Systems (SCVHHS) through increased enrollment, management of resources and the creation of new products and services.



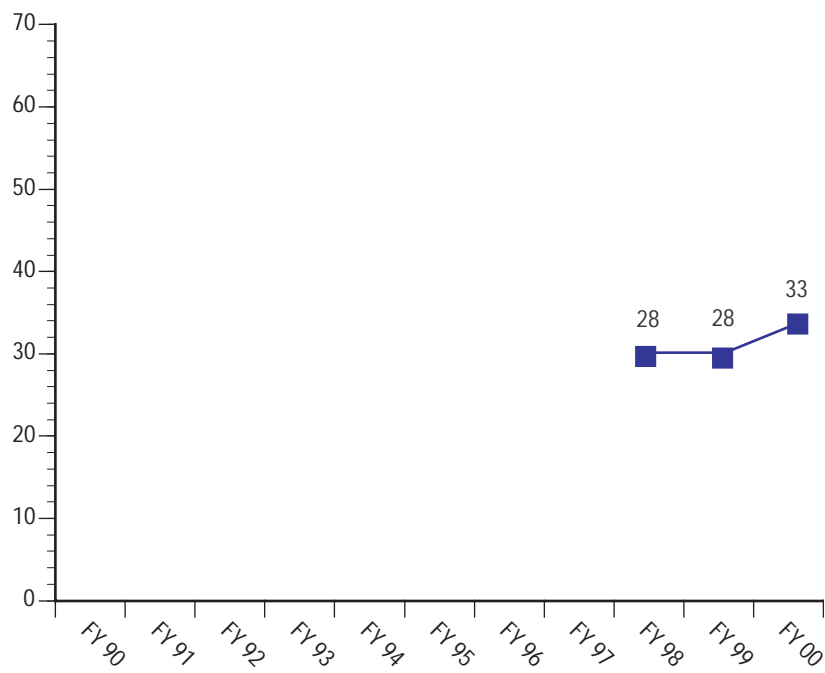
Cost: \$33,074,883



Staff: 33



10-Year Staffing Trend



Valley Health Plan Overview

Valley Health Plan (VHP) is a state-licensed health care service plan owned and operated by Santa Clara County and administered by the Santa Clara Valley Health and Hospital System. Since its creation in 1985, VHP has been a medical insurance coverage option available to County employees and retirees with a provider network including Santa Clara Valley Medical Center (SCVMC), the SCVMC ambulatory network, the community clinics and three commercial medical groups. Beginning in February of 1997, the plan also began to enroll certain Medi-Cal eligibles. In general, these Medi-Cal beneficiaries are women and children receiving Temporary Assistance For Needy Families (TANF) and medically indigent children.

In late 1998, the plan began enrolling children through the State's Healthy Families program. VHP also manages Blue Cross Medi-Cal Managed Care members assigned to VMC.

Santa Clara County is one of 12 counties implementing the State's "two-plan" Medi-Cal Managed Care model, consisting of a locally organized health care system (called the local initiative) and a single commercial plan. The Santa Clara County Health Authority is the independent entity governing the local initiative, known as the Santa Clara Family Health Plan. All 11 members of the Health Authority's Board of Directors are appointed by the County Board of Supervisors. Two members of the Board of Supervisors also serve on the Board of Directors.

During Fiscal Year 1997, Valley Health Plan amended its State Department of Corporations license and expanded its provider network to include the local community clinics, Alexian Brothers Hospital, Lucile Packard Children's Hospital and other traditional safety net providers of health care to Medi-Cal and underserved populations. To accommodate these new relationships and responsibilities, creation of a new enterprise fund and budget unit, distinct from SCVMC, was approved by the Board of Supervisors in January of 1997.

Fiscal Year 1999 Accomplishments

- ◆ Evaluated and reorganized the work flow and division of responsibilities between VHP, SCVMC and Santa Clara Family Health Plan to better service the Medi-Cal members, achieved additional cost reductions and eliminated duplicative efforts.
- ◆ Increased the Medi-Cal market share with an effective marketing campaign and health education program, and worked closely with Santa Clara Valley Medical Center in the areas of Medi-Cal outreach, member services, and the call center operations.
- ◆ Increased Santa Clara County employee membership during the open enrollment period (25%) by developing and implementing an effective marketing and sales campaign.
- ◆ Evaluated problem areas and implemented Phase I of the Medi-Cal Managed Care management, financial, and encounter data reporting system.
- ◆ Responded to the State Department of Corporations with the completion of a medical audit of plan operations and began implementing a 180 day corrective action plan.

Fiscal Year 2000 Planned Accomplishments

- ◆ To maintain and/or improve VHP enrollment through the new product offerings, benefit development, marketing and outreach.
- ◆ To develop and implement a quality improvement program for all VHP providers.
- ◆ To link staff development and evaluations with stated goals and objectives to improve staff performance as measured by VHP, Santa Clara Family Health Plan (SCFHP), Santa Clara Valley Health and Hospital Systems (SCVHHS) and County standards.



-
- ◆ To complete a VHP compliance plan which includes policy and procedures development, assessment and improvement of processes and systems, Year 2000 monitoring and reporting, and regulatory auditing and reporting.
 - ◆ To continue restructuring VHP information systems to improve tracking and reporting of encounters and other data.
 - ◆ To remain cost competitive and financially viable.



Valley Health Plan

County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for the Valley Health Plan are focused on meeting the Board's priorities in the areas of enhancing the County's fiscal integrity and accountability and continuous quality improvement.

Budget Assumptions

Medi-Cal Managed Care (MCMC) Enrollment

The FY 1999 Approved Budget assumed an average monthly enrollment of 25,000 lives. This enrollment figure was expected to engender \$23,489,000 in revenues, including \$840,000 in one-time revenues from the State. On the expenditure side, expenses were estimated at \$24,212,575. Thus, the Managed-Care Medical side of the Valley Health Plan was budgeted at an operating loss of \$723,575.

Fiscal year 2000 enrollment figures are expected to rise by 1,500 lives--a moderate 6% increase. While this generates a net increase in on-going revenues of close to \$1.8 million; the net position of the Managed-Care Medi-Cal side of the operations remains operating at a loss of \$315,601.

Commercial (County) Enrollment

The FY 1999 Approved Budget assumed an average monthly enrollment of 5,000 lives. This enrollment figure translated into \$7,882,635 in expected revenues.

On the expenditure side, expenses were estimated to be equal to that of revenues. Thus, the Managed Care Commercial side of the Valley Health Plan was budgeted at a zero position.

Fiscal year 2000 enrollment figures are expected to rise by 1,500 lives--a healthy 30% increase. On net, this creates a surplus position on this operational side of the Valley Health Plan equal to \$328,951; thereby counter-acting the operating loss on the Medi-Cal Managed Care side of the Plan.

Recommendation

- ◆ The County Executive recommends the addition of 5 positions to the Valley Health Plan. These positions consist of 1.0 Program Manager; 2.0 Senior Health care Analysts; and 1.0 Utilization Review Coordinator. Total cost for these 5.0 FTEs, \$242,860, is offset completely by on-going revenues.
- ◆ These positions are recommended for the purpose of enhancing the Valley Health Plan's marketing strategy, for the goal of increasing our Commercial enrollment. In addition, these augmentations will maintain our vigilance in assuring compliance with both local, State, and Federal requirements; as well as allow for review of utilization patterns, in an effort to reduce, if not eliminate, the number of customers who leave our plan for outside sources of service.

Santa Clara Valley Health & Hospital System Valley Health Plan Fund FY 2000

	Medi-Cal Managed Care	Commercial	Managed Care Total
FTEs & Statistics			
FTEs	19.7	13.3	33.0
Lives	26,500	6,500	33,000
OPERATIONS			
Revenues			
VHP - County	0	10,614,873	10,614,873



Santa Clara Valley Health & Hospital System Valley Health Plan Fund FY 2000

	Medi-Cal Managed Care	Commercial	Managed Care Total
Medi-Cal Managed Care	24,436,670	0	24,436,670
Total Revenues	24,436,670	10,614,873	35,051,543
Expenses			
Personnel	1,366,884	722,035	2,088,919
Health Care Costs	22,399,416	9,341,887	31,741,303
Leases	249,274	0	249,274
Other	242,163	222,000	464,163
Transfer to SCVMC	453,363	0	453,363
County Overhead	41,171	0	41,171
Total Expenses	24,752,271	10,285,922	35,038,193
Gain (Loss)	(315,601)	328,951	13,350
County Subsidy	0	0	0
Net Position	(315,601)	328,951	13,350

Valley Health Plan — Budget Unit 0725

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
7250	Valley Health Plan	34,513,467	32,095,210	32,095,210	35,074,883	2,979,673	9
Total Expenditures		\$ 34,513,467	\$ 32,095,210	\$ 32,095,210	\$ 35,074,883	\$ 2,979,673	9%

Valley Health Plan — Budget Unit 0725

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
7250	Valley Health Plan	\$ 34,815,797	\$ 31,371,635	\$ 31,371,635	\$ 35,051,543	\$ 3,679,908	12
Total Revenues		\$ 34,815,797	\$ 31,371,635	\$ 31,371,635	\$ 35,051,543	\$ 3,679,908	12%

Valley Health Plan Fund

	Medi-Cal Managed Care	Commercial (County)	Total
I. FTEs & Statistics			
FTEs	19.7	13.3	33.0
Average Monthly Enrollment	26,500	6,500	33,000
II. OPERATIONS			
Revenues			
County	–	10,614,873	10,614,873
Medi-Cal Managed Care	24,436,670	–	24,436,670



Valley Health Plan Fund

	Medi-Cal Managed Care	Commercial (County)	Total
Total Revenue	24,436,670	10,614,873	35,051,543
Operating Expenses			
Payroll	1,366,884	722,035	2,088,919
Health Care Costs	22,399,416	9,341,887	31,741,303
Leases	249,274	–	249,274
Other	242,163	222,000	464,163
Transfer To SCVMC	453,363	–	453,363
County Overhead	41,171	–	41,171
Total Expenses	24,752,271	10,285,922	35,038,193
Operating Gain (Loss)	(315,601)	328,951	13,350
Projected County Subsidy	–	–	–
Net Position	(315,601)	328,951	13,350



Santa Clara Valley Medical Center Mission

The mission of Santa Clara Valley Medical Center is to provide:

- ◆ High quality, cost-effective medical care to all persons in Santa Clara County regardless of their ability to pay;
- ◆ A wide range of inpatient, outpatient and emergency services within resource constraints;
- ◆ An environment within which the needs of our patients are paramount and where patients, their families and all our visitors are treated in a compassionate, supportive, friendly and dignified manner;
- ◆ A setting within which quality medical education and professional training are conducted for the welfare and benefit of our patients and community; and
- ◆ A workplace which recognizes and appreciates our employees and allows employees to realize their full work potential



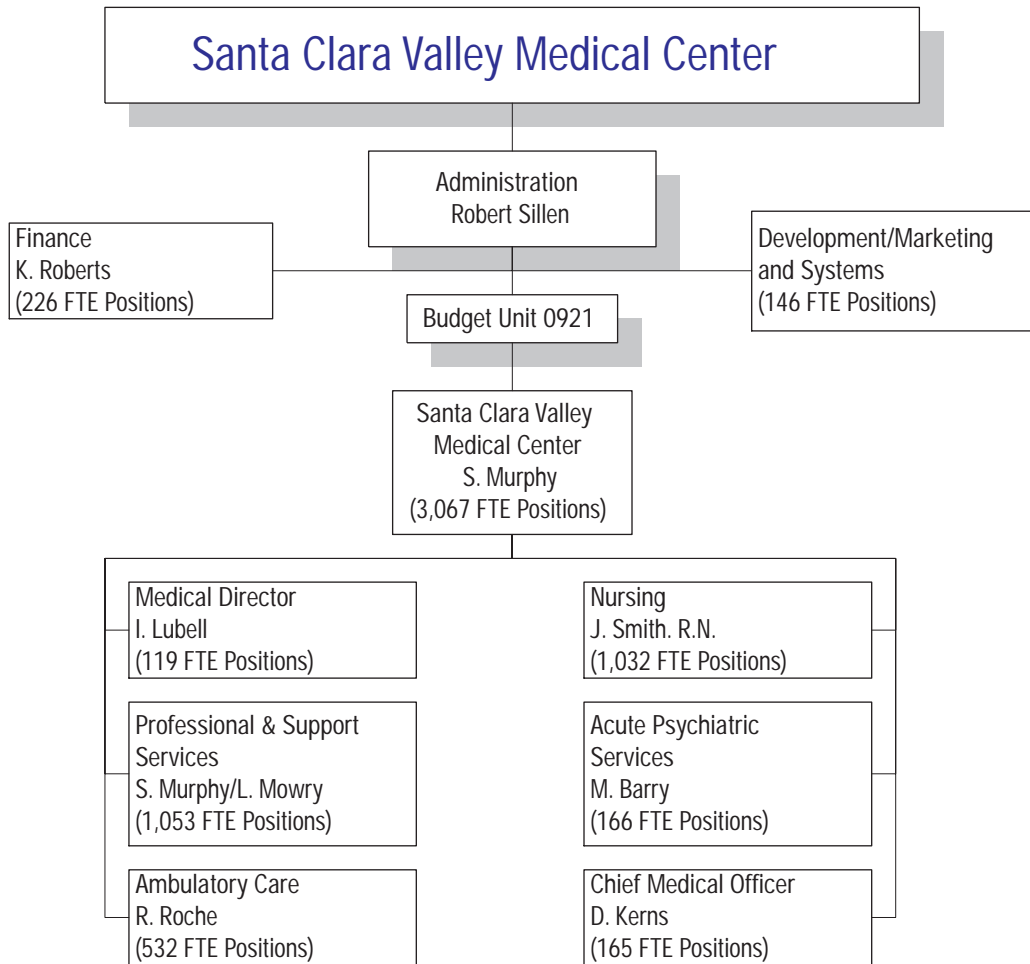
Cost: \$429,166,661

Goals

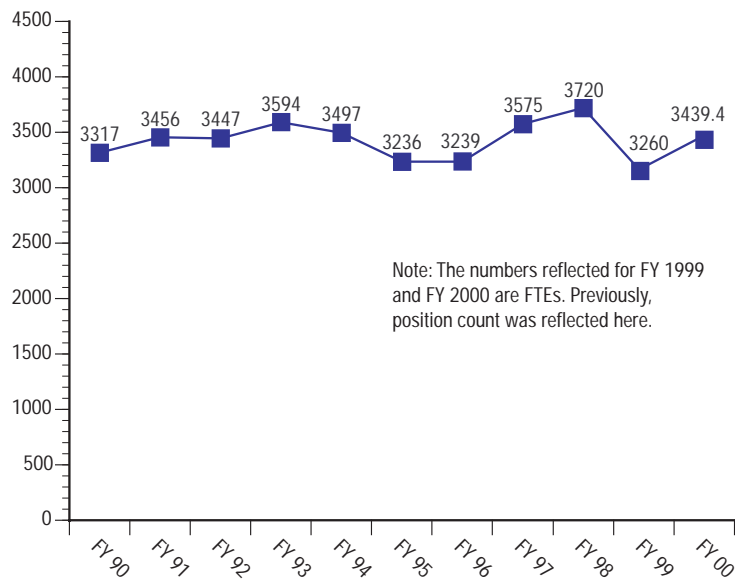
- ◆ Pursue Santa Clara Valley Medical Center's (SCVMCs) financial viability in the public interest
- ◆ Directly provide and control Hospital services
- ◆ Position delivery system for health care reform
- ◆ Build a system and a network of providers through relationships with community-based clinics and other private providers
- ◆ Plan for flexible facility uses in the future.



Staff: 3,439.4



10-Year Staffing Trend



Section 4: Santa Clara Valley Health & Hospital System



Santa Clara Valley Medical Center

Overview

Santa Clara Valley Medical Center (SCVMC) is a public hospital operated by the County of Santa Clara. Founded in 1876, SCVMC has maintained a long tradition of service to the people of Santa Clara County. Each year, SCVMC provides more than 17,500 admissions for inpatient care and over 535,000 outpatient visits. SCVMC has maintained its Open Door Policy to provide high quality, cost-effective healthcare to all residents regardless of ability to pay. SCVMC is affiliated with the Stanford University School of Medicine, and with schools of nursing, allied health professional training and research centers in San Francisco Bay Area.

In addition to the primary care level of service, SCVMC provides sophisticated specialty medical programs, many of which are locally available only at SCVMC. Many services extend beyond Santa Clara County, reaching the five-county Bay Area region or even all of Northern California. Specialty programs include the Rehabilitation Center, ranked as one of the nation's best in 1998, which includes comprehensive spinal cord and head injury care; a regional eight-bed Burn Center; the Trauma Center, Emergency Department, Paramedic Base Station, and Lifeflight Helicopter Station; a Level III Neonatal Intensive Care Unit; and a High Risk Pregnancy Program which cares for the most critical cases from SCVMC and other area hospitals.

In addition to VMC, the Santa Clara Valley Health & Hospital System provides an extensive array of health care service through a network of neighborhood Health Centers. Eight neighborhood Health Centers are located throughout Santa Clara County and offer adult Medicine, Geriatric, Obstetrics/Gynecology, Pediatric, Urgent and Sub-Specialty care.

On January 23, 1999, SCVMC activated its New Main Hospital facility. The building includes state-of-the-art facilities with new operating rooms and diagnostic imaging capabilities. A total of 154 inpatient beds are in the New Main Hospital to provide care in the following areas: Neonatal Intensive Care, Pediatric and Pediatric Intensive Care, Adult Intensive and Transitional Care,

Neurosurgical Transitional Care, and LDR suites for Maternity Care. Total active acute care licensure for SCVMC is 438 beds.

Emergency Psychiatric Services (EPS), an acute emergency services facility, provides 24-hour patient screening, assessment, crisis intervention and stabilization. Barbara Arons Pavilion (BAP), an acute psychiatric hospital, provides short-term inpatient care. The Mental Health Department is fully charged for services provided at these facilities in order to maximize State and Federal reimbursement.

Valley Medical Foundation, a private, independent corporation established in 1988 and associated with SCVMC, raises funds to support health and hospital system operations.

Fiscal Year 1999 Accomplishments

- ◆ Completed Stage IV redesigns of Therapy Services, nutrition and Food Services and Customer Services/Values. Completed implementation of Therapy Services and Nutrition and Food Services. Implementation underway for Customer Service/Values redesign to improve patient, referral source, member, provider, and employee satisfaction and retention.
- ◆ Dedicated and activated the new Main Hospital and the Valley Health Center at East Valley.
- ◆ Redesigned the cash collection and accounts receivable management process.
- ◆ Achieved a \$28 million improvement in cash flow and close to a \$2.0 million reduction in interest expense.
- ◆ Completed the selection process and vendor negotiations for a replacement core information system to meet clinical and business information needs, and further automate patient care and provide caregivers with more complete and timely access to clinical information electronically.



- ◆ Recognized by the “US News and World Reports” as one of the 20 Best Hospitals in the United States for Rehabilitation for the second consecutive year.

Fiscal Year 2000 Planned Accomplishments

- ◆ Customer Service: Establish mechanisms for customer service/complaint monitoring, feedback, and system improvement, and for behavioral standards and performance monitoring in support of organizational values and customer service.
- ◆ Ambulatory Care: Continued expansion of Ambulatory Care network to improve timely and geographically-appropriate access to primary, specialty and ancillary medical services.
- ◆ Acute Psychiatric Services: Plan for expansion of Emergency Psychiatric Services capacity to improve quality and integration with the mental health delivery system.
- ◆ Planning: Develop a Strategic Business Plan and Facilities Plan to align business development goals and facility resources with operational goals and position SCVMC for the future.
- ◆ Information Technology: Assure appropriate planning and interventions to achieve successful Year 2000 compliance. Begin phased implementation of a new core information system.
- ◆ Critical Care Delivery: Redesign the Surgery Process and the Emergency/Urgent Care process to achieve measurable improvements in access, satisfaction, capacity, and timeliness.
- ◆ New Facility: Activate the new 100,000 square foot office building at 2535 Enborg Lane.

Please note: In the Expenditure & Revenue totals for the Santa Clara Valley Health & Hospital System, the Valley Medical Center Operating Expenditure and Revenue figures for fiscal year 1999 (both Approved and Adjusted) are displayed incorrectly. The correct figures should read as follows:

BU Number	Department Name	FY 1999 Approved	FY 1999 Adjusted	FY 2000 Recommended	Amount Chg From FY 1999 Approved	Percent (%) Chg From FY 1999 Approved
0921	Valley Medical Center Expenditures	383,336,550	383,336,550	417,236,124	33,899,574	8.8%
0921	Valley Medical Center Revenues	373,336,829	373,336,829	410,554,787	37,217,958	9.9%



Santa Clara Valley Medical Center County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations regarding the Santa Clara Valley Medical Center (SCVMC) budget are focused on meeting the Board's priorities in the areas of enhancing the County's fiscal integrity, as well as improving the accountability of County services, and ensuring continuous quality improvement.

Valley Medical Center Budget Highlights

Full-Time Equivalent Positions (FTEs) and Statistics

- ◆ FTEs--The number of full-time equivalent positions is recommended to rise by 5.1% over its current year level. This increase of 166.8 positions is intended to address staffing needs arising from existing and future facility demands in the new hospital, as well as nursing, programmatic, and regulatory demands.
- ◆ Average Daily Census (ADC)--The ADC is a key statistic indicating the number of inpatients admitted into the hospital on any given day. The Average Daily Census is projected to reach 266 in fiscal year 2000. This represents a moderate increase of 2.3% from fiscal year 1999. The ADC helps determine the hospital's budget based on an expected level of inpatient occupancy, and the corresponding levels of revenues and expenditure.
- ◆ Initially, and on the in-patient side, average daily census was falling by 2% due to declines in patient days in medical surgical floors as a result of shifts in patient acuity. However, this initial decline is more than outweighed by a latent patient activity increase in two departments: the Maternal, Infant, and Child Care Unit (MICC) and the Neonatal Intensive Care Unit (NICU).
- ◆ Outpatient activity is expected to increase in both Emergency Room visits and Outpatient Clinics. Emergency Room visits are projected to increase by 1.3% from a level of 160 visits per day to a level of 162. This translates to around 59,150 visits annually.

Outpatient clinic visits are estimated to increase by 15.3% from 412,600 to 475,919 visits, on an annual basis.

- ◆ Finally, and in terms of the financial sponsorship make-up of the hospital's clientele, a small shift seems to be underway in favor of unsponsored patients. In-patient activity is reflecting a 2% decline in Medi-Cal fee-for-service clients, while unsponsored clientele activity shows a similar percentage increase.

Operating Revenues

Overall, and for fiscal year 2000, revenues are projected to increase by \$21,430,073 above their current level. The major reasons for this 6.9% increase are net patient revenues, available New Main Hospital contingency funds, Trust Funds, SB 855 & SB 1732 revenues, and increased county cost recovery. These are elucidated as follows:

- ◆ SB 855 Program--This program was established in 1991 and is administered by the State Department of Health Services. Under this program, public entities that operate Disproportionate Share Hospitals (DSH) are required to transfer funds to the State by means of an inter-governmental transfer. These funds are combined with matching Federal funds and are re-distributed, in accordance with a specified funding formula, to these public entities as supplemental payments.
- ◆ One particular aspect of this funding formula is the percentage of re-imbursable costs that are eligible for the Federal matching funds. Currently, California is granted an exemption by the Health Care Financing Agency (HCFA) whereby up to 175% of re-imbursable costs are eligible for the match. This exemption is due to sunset by the end of September 1999. If it does, then Santa Clara County stands to lose as much as \$708,800. All indications are, however, to the contrary. Our budget assumptions are that California will continue to receive such an exemption, and as such, the County stands to gain an additional \$5.8 million above current revenue levels--a 15.4% increase over fiscal year 1999.



- ◆ SB1255--This program was established in 1989 and is administered by the California Medical Assistance Commission (CMAC). The program provides supplemental payments to certain eligible hospitals that, generally, a) are licensed to provide emergency medical services, and b) contract with CMAC to serve Medi-Cal patients. Similar to SB 855, participating entities are required to make inter-governmental transfers in order to receive their supplemental payments. Contrary to SB 855, however, participation in this program is purely voluntary.
- ◆ In fiscal year 1999, our budget assumptions allocated \$44 million in expected SB 1255 revenues. In addition to the \$44 million, our budget assumptions allowed for an operating loss of \$9,999,721. At the time, the County had received a commitment from CMAC for only \$34 million in SB 1255 payments. The County, in an attempt to address this shortfall, requested from CMAC close to \$20 million in additional SB 1255 payments.
- ◆ In March, 1999, and in a response to the County's request, CMAC authorized an a supplemental payment of \$10 million only. This fulfilled our initial budget assumptions of \$44 million in SB 1255 revenues. However, this left the County Valley Medical Center with an operating budget loss of \$9,999,721.
- ◆ As a result, SCVMC fiscal year 2000 budget assumes no increases in SB1255 revenues
- ◆ North Tower (New VMC) Contingency Funds--Prior to the construction of the new hospital, the county dedicated several one-time funding sources (Capitalized Interest, Super Contingency, and Excess Bond Earnings) to offset a portion of the debt service costs. These funds are distributed over a three-year period. Fiscal year 2000 is the second year in which these funds are budgeted. The revenue for this recommended budget is expected to reach \$12.5 million--an increase of \$7.1 million over Fiscal Year 1999.
- ◆ SB 1732--Under the SB 1732 Construction/Renovation Reimbursement Program, the Medi-Cal Program will make payments to qualifying disproportionate share hospitals to cover a portion of their debt-service costs for approved projects. The budget assumes \$6.9 million in SB 1732 revenue--an increase of \$3.4 million over the current budget.
- ◆ Patient Activity Revenues--Patient activities yield both revenue and expenditure impacts on the SCVMC budget. The recommended budget allows for an enhancement in Medi-Cal and third-party payments resulting from increased average daily census and increased utilization of the hospital health care services. Revenues are expected to increase by, roughly, \$8.4 million. However, this increased utilization will result in increased workload which, in turn, necessitates staff augmentations.
- ◆ Other Revenues--Trust revenues are expected to increase by close to \$1.0 million. This, however, is offset by a similar reduction in one-time revenue. The latter is due to the loss of PG&E rebates and other one-time grants. Proposition 99 revenues are estimated to fall by \$2.1 million dollars. Finally, County cost recovery--defined as reimbursements for services provided at the Barbara Arons Pavilion and the Emergency Psychiatric Services facility--is estimated to increase by a moderate \$90,000.

Operating Expenses

Overall, and for Fiscal Year 2000, expenses are projected to increase by \$33,799,574 above their current level. The major reasons for this 8.8% increase are payroll expenses, services and supplies, depreciations, and other expenses. These are elucidated as follows:

- ◆ Payroll Expenses--Payroll expenses are projected to increase by \$18.7 million in response to staff enhancements. These enhancements are undertaken to address current and future needs in facilities, programs, and other hospital operating functions. This payroll expense increase will fund 166.8 positions in FY 2000, and will pay for changes in employees' benefit rates, step increases, and a cost-of-living adjustment.
- ◆ Services & Supplies--Historically, these expenditure items have grown disproportionately due to growth in pharmaceuticals. Pharmaceutical costs, accounting for close to \$22.6 million out of the \$120.1 million services & supplies budget in fiscal year 1999, are budgeted to increase by 18.3% in fiscal year 2000. Other services and supplies are budgeted to grow by almost 1.3%. Two reasons explain the dramatic increase in the pharmaceuticals' budget: inflation and a higher degree of demand for pharmaceuticals.



- ◆ Interest Expense, Debt Service, and Depreciation Costs--The recommended budget includes figures for these categories based on the January 23, 1999 completion date for the New Main Hospital. Fiscal year 2000 expenses due to depreciation are anticipated to increase by \$7.5 million. Of that, \$6.4 million are attributed to the New Main Hospital. Interest expense is expected to increase by roughly \$7.3 million due to full occupancy of the New Main Hospital. However, this increase is mitigated by a \$2.0 million reduction in interest expense associated with an improvement in VMC's negative cash flow.
- ◆ Other Charges & Expenses--A reduction in County Overhead is estimated to reduce baseline expenditures by \$1.6 million. An increase in baseline expenditures is expected to arise as a result of a reduction in transfers from Valley Health Plan.
- ◆ Re-engineering--This multi-year project has created a new, patient-focused health care system, improving the quality of services and patient satisfaction, streamlining hospital operations and more rigorously managing utilization of patient services. The SCVMC budget for Fiscal Year 1999 assumed net savings of \$15.0 million as a result of implementation of its multi-year re-engineering program. However, the SCVMC budget for fiscal year 2000 adjusts re-engineering savings downward by close to \$1.9 million due to operational requirements that mitigated the extent to which savings can be achieved. Therefore, total net savings of \$13.1 million are assumed in SCVMC FY 2000 budget.
- ◆ Bond Sinking Fund--The recommended budget for fiscal year 2000 eliminates appropriations dedicated to maintain a bond sinking fund. This reduces General Fund County Subsidy by close to \$6.7 million. The bond sinking fund is designed to create a reserve for paying the principal portion of the debt incurred in financing the New Main Hospital. Eliminating this reserve fund will not do away with this projected liability. However, this was deemed a necessary action for fiscal year 2000 in order to meet other current and future needs at the hospital. Thus, this engenders an operating loss of \$6.7 million in the hospital's budget.

SCVMC Budget Augmentations

In our discussions above, we alluded to several enhancements approved for the SCVMC fiscal year 2000 budget. Below, we discuss some of the major augmentations in detail, shedding light on the needs we believe exist at the hospital.

New Information System

The hospital is in need of updating and replacing its current information system. Its current core information system is 13 years old and is becoming obsolete. The current vendor agreement for support and maintenance will expire in the year 2000. In addition, the current system cannot support cross-agency data collection and sharing. Finally, the healthcare business environment has changed significantly over the last decade requiring new and more versatile technology that the hospital's current system is not able to provide.

The new IS system shall address all the functionality and concerns outlined above, as well as respond to the need for an agency-wide Information Systems Strategic Plan. The new system shall replace obsolete systems; shall add new capabilities to improve client/patient customer services on an agency-wide basis; shall minimize costs; and shall, potentially, maximize reimbursements.

The vendor selection process was both exhaustive and deliberate. Twenty requests for information (RFIs) were issued. In response, one vendor--Shared Medical Systems (SMS)--is selected to undertake this contract.

This augmentation will add a total of 23.0 positions to the Agency's staff. These positions are needed to accomplish two goals: 1) system installation, and 2) system maintenance.

VMC Staffing Augmentations

Fiscal year 2000 budget recommendations include the following staffing enhancements:

Regulatory & Nursing

- ◆ Patient Care: These positions are recommended for fiscal year 2000 in order to maintain patient care and services at a level necessary to maintain current stream of patient revenues. If not recom-



mended, then patient care and service level will not be able to meet current service demand and its corresponding stream of revenues. However, these positions will not generate, on their own accord, any new revenues. Therefore, a total of 7.0 positions are recommended in order to meet certain regulatory standards.

- ◆ In the area of Nursing--Patient Care, a total of 40.8 positions are recommended for several hospital departments. These positions will assist in planning, organizing, evaluating and delivering nursing services at Santa Clara Valley Medical Center.
- ◆ The aim is to help patients achieve their optimum health care goals; provide an environment within which needs of patients are paramount and where patients, their families, and visitors are treated in a compassionate, supportive, friendly, and dignified manner; and ensure that all legal and regulatory requirements are met and that services are provided in the most effective and efficient way possible.

Revenue-Offset Staffing Augmentations

A total of 74.8 positions are added as a result of both there being an existing need for their services and the ability to offset their costs via new revenues generated in the course of service delivery operations. These positions are added all throughout the hospital's multivariate departments.

SCVMC County Subsidy

The recommended budget for fiscal year 1999 includes \$61,813,554 in County Subsidy to the hospital. The recommended budget for fiscal year 2000 includes \$77,601,439 in County Subsidy. This amounts to a \$15,787,885 increase in the County Subsidy.

Total Revenues are projected to increase by \$21,430,073 for fiscal year 2000; expenses are expected to increase by \$33,799,574 for the same period. This creates an

operating deficit of \$12,369,501 for fiscal year 2000. However, for fiscal year 1999, SCVMC is operating under a budget deficit of \$9,999,721. Thus, and without any changes in the County Subsidy, SCVMC is expected to accumulate a budget deficit of \$22,369,222. The County Executive's Recommendations are to supplement the SCVMC County Subsidy by an additional \$15,687,337; thereby bringing the total County Subsidy to \$77,601,439. The remaining budget loss/deficit is equal to \$6,681,337--an amount equal to the un-funding of the bond sinking fund.

The increase in the County Subsidy for fiscal year 2000 is estimated around 25.4%. This increased reliance on the General Fund will come at the expense of the County's contingency reserve for economic uncertainties. Almost \$10.7 million will be drawn from the contingency reserve in order to help fund the hospital's budget. The remaining \$5.0 million will come from the General Fund discretionary monies.

The County Subsidy is not likely to fall in fiscal year 2001 or 2002. In fact, we may have to address a larger than expected operating deficit in the hospital's budget as certain revenue streams--namely, the New Hospital's Contingency Funds and SB 1732 funds--will be depleted. At that juncture, and holding everything constant, we should expect a projected deficit of close to \$14.0 million. This two-year horizon has guided our recommendations for the SCVHHS budget.

It is with this uncertain budgetary future that we deemed ourselves unable to further augment the SCVHHS budget. Some unapproved enhancements, we feel, deserve close attention and offer services of great value and effectiveness. However, without a charted financial course, we were unable to approve such augmentations.

Santa Clara Valley Medical Center Enterprise & Trust Funds FY2000

	Enterprise Fund	Radiology	PSTF	Donations	Total Trust Fund	Total Enterprise & Trust Funds
FTE's & Statistics						
FTE's						
Payroll	3,439.4	0.0	0.0	0.0	0.0	3,439.4
Contract	32.0	0.0	0.0	0.0	0.0	32.0
Total	3,471.4	0.0	0.0	0.0	0.0	3,471.4
Total Patient Days	97,356.0	0.0	0.0	0.0	0.0	97,356.0
Average Daily Census	266.0	0.0	0.0	0.0	0.0	266.0
Outpatient Visits	535,069.0	0.0	0.0	0.0	0.0	535,069.0
Operations						
Gross Operating Revenue	583,022,956	0	7,218,492	400,000	7,618,492	590,641,448
Deductions From Revenue						
SB 855	(43,300,000)	0	0	0	0	(43,300,000)
SB 1255	(44,000,000)	0	0	0	0	(44,000,000)
Other Deductions	395,798,198	0	0	0	0	395,798,198
Total Deductions	308,498,198	0	0	0	0	308,498,198
Net Operating Revenue	274,524,758	0	7,218,492	400,000	7,618,492	282,143,250
Other Operating Revenue						
Realignment	9,039,723	0	0	0	0	9,039,723
Prop 99	0	0	0	0	0	0
Interest Income	0	0	0	0	0	0
Other	42,320,967	0	0	0	0	42,320,967
Total Other Operating Revenue	51,360,690	0	0	0	0	51,360,690
Total Revenue	325,885,448	0	7,218,492	400,000	7,618,492	333,503,940
Operating Expenses						
Payroll	245,739,004	0	0	0	0	245,739,004
Services & Supplies	123,296,868	0	150,592	400,000	550,592	123,847,460
County Overhead	4,354,612	0	0	0	0	4,354,612
Other Charges	21,454,389	0	0	0	0	21,454,389
Depreciation	22,844,614	0	0	0	0	22,844,614
Transfers	(453,363)	0	0	0	0	(453,363)
Total Expenses	417,236,124	0	150,592	400,000	0	417,786,716
Gain (Loss)	(91,350,676)	0	7,067,900	0	7,067,900	(84,282,776)
Operating Transfers						
County Subsidy						
VLF	14,003,880	0	0	0	0	14,003,880
County Net of VLF	70,178,896	0	0	0	0	70,178,896
Budgeted Loss--Unfunded	(6,681,337)	0	0	0	0	(6,681,337)
Depreciation						
Subtotal	77,601,439	0	0	0	0	77,601,439



Santa Clara Valley Medical Center Enterprise & Trust Funds FY2000

	Enterprise Fund	Radiology	PSTF	Donations	Total Trust Fund	Total Enterprise & Trust Funds
Total Trust Funds	7,067,900	0	(7,067,900)	0	(7,067,900)	0
Total Transfers	84,669,339	0	(7,067,900)	0	(7,067,900)	77,601,439
Operating Gain/ Loss)	(6,681,337)	0	0	0	0	(6,681,337)

Santa Clara Valley Medical Center Enterprise & Trust Funds FY 2000

	Total FY 1999	Enterprise Fund Difference			Consolidated (Enterprise & Trust Funds) Difference			
		FY 2000	Amount	%	Total FY 1999	FY 2000	Amount	%
FTE's & Statistics								
FTE's								
Payroll	3,260.00	3,439.40	179.4	5.50%	3,260.00	3,439.40	179.4	5.50%
Contract	32.0	32	0	0.00%	32	32	0	0.00%
Total	3,292.00	3,471.40	179.4	5.40%	3,292.00	3,471.40	179.4	5.40%
Total Patient Days	94,903	97,356.00	2,453.00	2.60%	94,903.00	97,356.00	2,453.00	2.60%
Average Daily Census	260	266	6	2.30%	260	266	6	2.30%
Outpatient Visits	471,000	535,069	64,069	0	471,000	535,069	64,069	13.60%
Operations								
Gross Operating Revenue	566,868,986	583,022,956	16,153,970	2.80%	573,185,938	590,641,448	17,455,510	3.00%
Deductions From Revenue								
SB 855	(37,508,800)	(43,300,000)	(5,791,200)	15.40%	(37,508,800)	(43,300,000)	(5,791,200)	15.40%
SB 1255	(44,000,000)	(44,000,000)	0	0.00%	(44,000,000)	(44,000,000)	0	0.00%
Other Deductions	387,818,872	395,798,198	7,979,326	2.10%	387,818,872	395,798,198	7,979,326	2.10%
Total Deductions	306,310,072	308,498,198	2,188,126	0.70%	306,310,072	308,498,198	2,188,126	0.70%
Net Operating Revenue	260,558,914	274,524,758	13,965,844	5.40%	266,875,866	282,143,250	15,267,384	5.70%
Other Operating Revenue								
Realignment	9,039,723	9,039,723	0	0.00%	9,039,723	9,039,723	0	0.00%
Prop 99	0	0	0	--	0	0	0	--
Interest Income	0	0	0	--	0	0	0	--
Other	34,546,021	42,320,967	7,774,946	22.50%	34,896,021	42,320,967	7,424,946	21.30%
Total Other	43,585,744	51,360,690	7,774,946	17.80%	43,935,744	51,360,690	7,424,946	16.90%
Operating Revenue								
Total Revenue	304,144,658	325,885,448	21,740,790	7.10%	310,811,610	333,503,940	22,692,330	7.30%
Operating Expenses								
Payroll	227,095,396	245,739,004	18,643,608	8.20%	227,095,396	245,739,004	18,643,608	8.20%



Santa Clara Valley Medical Center Enterprise & Trust Funds FY 2000

	Enterprise Fund				Consolidated (Enterprise & Trust Funds)			
	Total FY 1999	FY 2000	Difference Amount	%	Total FY 1999	FY 2000	Difference Amount	%
Services & Supplies	120,126,429	123,296,868	3,170,439	2.64%	120,629,764	123,847,460	3,217,696	2.67%
County Overhead	5,985,362	4,354,612	(1,630,750)	(27.2%)	5,985,362	4,354,612	(1,630,750)	27.20%
Other Charges	16,069,751	21,454,389	5,384,638	33.50%	16,069,751	21,454,391	5,384,640	33.50%
Depreciation	15,384,618	22,844,614	7,459,996	48.50%	15,384,618	22,844,614	7,459,996	48.50%
Transfers	(1,325,006)	(453,363)	871,643	(65.8%)	(1,325,006)	(453,365)	871,641	65.80%
Total Expenses	383,336,550	417,236,124	33,899,574	8.84%	383,839,885	417,886,716	33,946,831	8.84%
III. Gain (Loss)	(79,191,892)	(91,350,676)	(12,158,784)	15.35%	(73,028,275)	(84,282,776)	(11,254,501)	15.41%
Operating Transfers								
County Subsidy								
VLF	18,671,840	14,003,880	(4,667,960)	(25%)	18,671,840	14,003,880	(4,667,960)	(25%)
County Net of VLF	43,141,714	70,278,896	27,137,182	62.90%	43,141,714	70,278,896	27,137,182	62.90%
Budgeted Loss	0	(6,681,337)	(6,681,337)	--	0	(6,681,337)	(6,681,337)	--
Subtotal	61,813,554	77,601,439	15,787,885	25.54%	61,813,554	77,601,439	15,787,885	25.54%
Prior Year County Subsidy	(1,215,000)	0	(1,215,000)	(100%)	1,215,000	0	(1,215,000)	(100%)
Total Trust Funds	6,163,617	7,067,900	904,283	14.70%	0	0	0	--
Total Transfers	69,192,171	84,669,339	15,477,168	22.37%	63,028,554	77,601,439	14,572,885	23.12%
Operating Gain/ Loss)	(9,999,721)	(6,681,337)	3,318,384	(33.20%)	(9,999,721)	(6,681,337)	3,318,384	33.20%



Valley Medical Center — Budget Unit 0921

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
6852	SCVMC Hospital Administration	489,151,771	138,337,110	138,337,110	429,166,661	290,829,551	210
	15 Prop 99 Non-County Hospital Fund	838,624	-	-	-	-	-
	17 AB-75 CHIP Physicians	634,121	-	-	-	-	-
	59 VMC Capital Projects	62,808,234	13,338,692	13,338,692	11,935,934	(1,402,758)	-11
	60 VMC Enterprise Fund	424,870,792	124,998,418	124,998,418	417,230,727	292,232,309	234
	Total Expenditures	\$ 489,151,771	\$ 138,337,110	\$ 138,337,110	\$ 429,166,661	\$ 290,829,551	210%

Valley Medical Center — Budget Unit 0921

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
6852	SCVMC Hospital Administration	\$ 568,158,267	\$ 404,146,709	\$ 459,573,389	\$ 422,490,721	\$ 18,344,012	5
	15 Prop 99 Non-County Hospital Fund	838,624	-	-	-	-	-
	17 AB-75 CHIP Physicians	653,241	-	-	-	-	-
	59 VMC Capital Projects	61,156,772	26,166,940	81,593,620	11,935,934	(14,231,006)	-54
	60 VMC Enterprise Fund	505,509,630	377,979,769	377,979,769	410,554,787	32,575,018	9
	Total Revenues	\$ 568,158,267	\$ 404,146,709	\$ 459,573,389	\$ 422,490,721	\$ 18,344,012	5%





Section 5: Housing, Land Use, Environment & Transportation

Section 5: Housing, Land Use,
Environment & Transportation





Housing, Land Use, Environment and Transportation Mission

The mission of housing, land use, environment and transportation services is to increase the economic and social vitality of the community, regulate development, protect the natural environment, mitigate health and safety risks and conserve natural resources.

List of Departments

- ◆ Housing and Community Development
- ◆ Environment Resources Department
- ◆ Environmental Health Department
- ◆ Agriculture, Animal Control, and Weights and Measures Department
- ◆ Vector Control District
- ◆ Parks and Recreation Department
- ◆ Roads Department
- ◆ Airports Department
- ◆ Santa Clara County Fire District
- ◆ Los Altos County Fire District
- ◆ South Santa Clara County Fire District
- ◆ Saratoga Fire District



Cost: \$171,157,858



Staff: 744.5

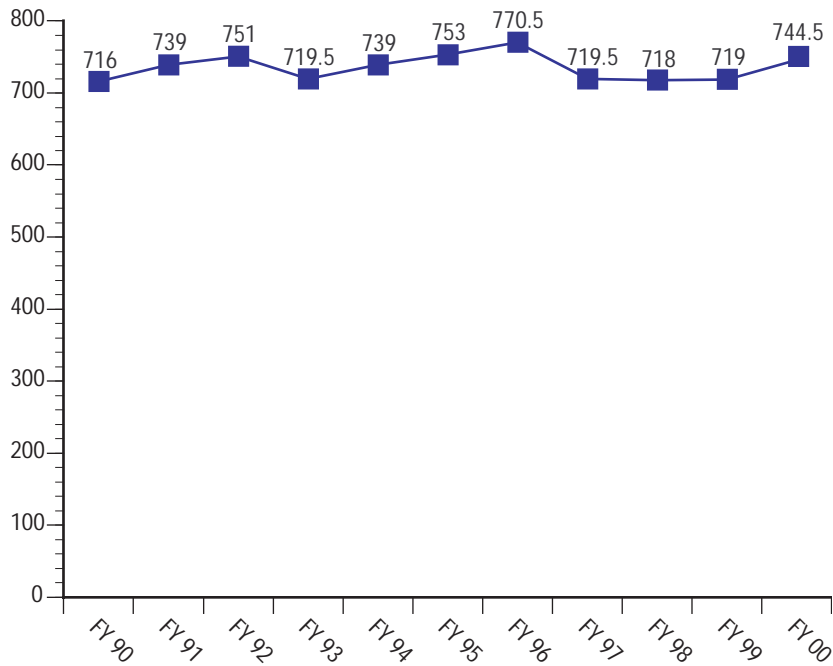
Housing, Land Use, Environment and Transportation

Environmental Resources Agency
Budget Units 0168, 0260, 0261,
0262, 0411, 0710

Fire Districts
Budget Units 9104, 9114, 9118, 9250

Roads and Airport Department
Budget Units 0603, 0608

10-Year Staffing Trend



Expenditures by Department

BU	Department Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
0168	Housing And Community Development	\$ 5,394,384	\$ 4,408,819	\$ 12,716,823	\$ 4,403,935	\$ (4,884)	-
0260	Planning and Development/ERA Admin	7,068,491	8,410,813	8,746,336	8,393,681	(17,132)	-
0261	Environmental Health	8,723,995	10,311,618	10,865,018	9,922,135	(389,483)	-4
0262	Dept of Agric, Wts & Meas, and Animal Cntrl	2,810,000	3,018,038	3,259,331	3,467,268	449,230	15
0411	Vector Control District	2,678,859	4,793,101	4,793,101	2,477,631	(2,315,470)	-48
0710	County Parks And Recreation	19,343,969	38,048,619	51,006,867	39,348,227	1,299,608	3
0603	Roads Operations	20,113,781	34,755,464	46,947,154	47,923,264	13,167,800	38
0608	Airports Operations	1,240,256	3,716,834	6,478,690	1,933,537	(1,783,297)	-48
9104	Central Fire District Zone 1 & 2	32,379,462	32,001,349	32,001,349	42,392,042	10,390,693	32
9114	Los Altos Fire District	1,997,964	5,981,920	5,981,920	6,238,601	256,681	4
9118	South Santa Clara Co. Fire District	1,927,740	2,059,451	2,059,451	2,282,264	222,813	11
9250	Saratoga Fire District	2,183,952	1,948,900	1,948,900	2,375,273	426,373	22
Total Expenditures		\$ 105,862,853	\$ 149,454,926	\$ 186,804,940	\$ 171,157,858	\$ 21,702,932	22%

Revenues by Department

BU	Department Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
0168	Housing And Community Development	\$ 5,552,506	\$ 4,320,374	\$ 12,628,378	\$ 4,324,374	\$ 4,000	-
0260	Planning and Development/ERA Admin	6,628,683	7,227,934	7,552,147	7,301,459	73,525	1
0261	Environmental Health	10,088,428	10,311,618	10,865,018	9,921,474	(390,144)	-4
0262	Dept of Agric, Wts & Meas, and Animal Cntrl	1,657,002	1,446,729	1,666,628	1,950,372	503,643	35
0411	Vector Control District	3,074,091	3,019,977	3,019,977	2,580,000	(439,977)	-15
0710	County Parks And Recreation	31,659,538	38,913,432	52,797,447	39,055,854	142,422	-
0603	Roads Operations	1,815,973	35,131,383	47,309,247	48,625,238	13,493,855	38
0608	Airports Operations	1,877,693	3,720,818	6,482,674	3,750,996	30,178	1
9104	Central Fire District Zone 1 & 2	28,645,358	32,643,688	32,643,688	36,248,314	3,604,626	11
9114	Los Altos Fire District	2,705,336	3,461,059	3,461,059	3,539,549	78,490	2
9118	South Santa Clara Co. Fire District	2,011,965	1,851,528	1,851,528	1,851,528	-	-
9250	Saratoga Fire District	2,062,007	1,988,250	1,988,250	2,297,080	308,830	16
Total Revenues		\$ 97,778,580	\$ 144,036,790	\$ 182,266,041	\$ 161,446,238	\$ 17,409,448	16%



Department of Housing and Community Development Mission

The Mission of the Housing and Community Development Department is to provide and enhance the quality of life for the Urban County communities through programs that provide affordable housing, support services, emergency shelters and housing conservation for the lower income population. In addition, provide and maintain safe and affordable housing to preserve the quality of life for the lower income residents of Santa Clara County.

Goals

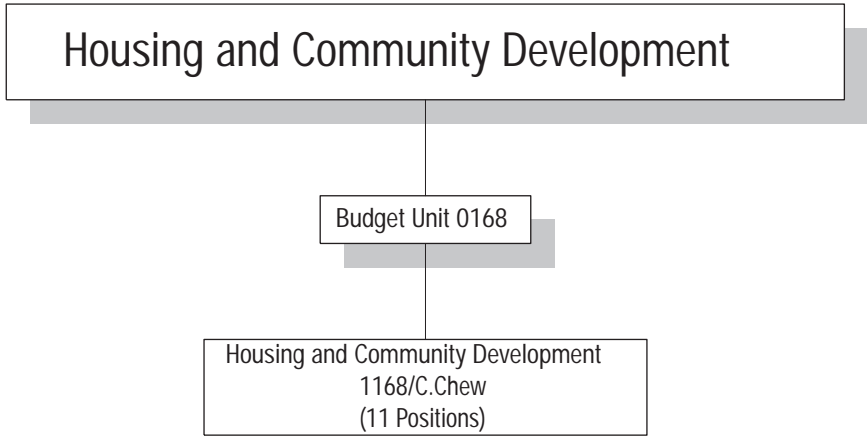
- ◆ To continue to provide critical gap financing for affordable housing developments throughout the Urban County.
- ◆ To continue to provide much needed community services to the lower income residents of the Urban County.
- ◆ To rehabilitate the homes and rental housing units of lower income residents of the Urban County and assure that these dwelling units are decent, safe, and sanitary.
- ◆ To provide much needed public services, infrastructure improvements, affordable housing and housing rehabilitation to the unincorporated areas of the County.



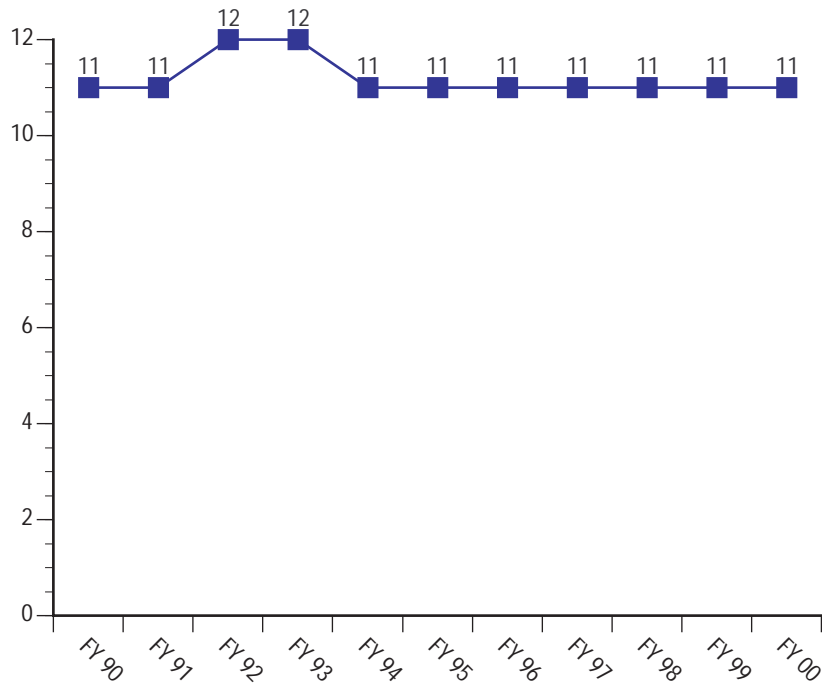
Cost: \$4,403,935



Staff: 11



10-Year Staffing Trend



Section 5: Housing, Land Use,
Environment & Transportation



Department of Housing and Community Development Overview

The Santa Clara Housing and Community Development (HCD) Program was established in 1975. Since its inception, the HCD program has provided Community Development Block Grant (CDBG) funds to participating cities and to nonprofit agencies for projects to assist lower income residents and to improve the quality of lower income neighborhoods.

The County HCD program is part of an Urban County which includes nine participating cities. This coalition of communities expands the county's population base and enables the HCD program to obtain more funds from the federal government and, as a consequence, serve more people. Projects range from the rehabilitation of single family homes to the provision of anti-discrimination services, to housing for potential homeowners and renters, to the construction of senior citizen centers and playgrounds for children.

The HCD program has also provided local administration and management support for other HUD-funded programs such as the Emergency Shelter Grant (ESG) Program which provides funding for maintenance and repair of emergency shelters and essential support services, and the HOME Program, which provides funding for the construction and/or acquisition and rehabilitation of affordable housing for lower income households and individuals.

In addition, in 1992, 1994 and 1995 the HCD Program successfully competed nationally and was awarded three five year grants for the Shelter Plus Care (S & C) Program, totaling about \$3 million. The S & C Program provides rental subsidies and casework coordination for ninety (90) homeless disabled persons including the mentally ill, drug-dependent, and/or HIV positive.

Fiscal Year 1999 Accomplishments

- ◆ Completed construction and occupied a 330 unit affordable rental housing project in Milpitas.
- ◆ Provided shared housing for 75 households in the Urban County.
- ◆ Assisted in the acquisition of a 25 unit housing project to assist developmentally disabled individuals.
- ◆ Provided needed public services to over 8,000 individuals in the Urban County.

Fiscal Year 2000 Planned Accomplishments

- ◆ Acquire and rehabilitate a 112 unit affordable rental housing complex in the City of Morgan Hill.
- ◆ Construct a 24 unit apartment complex affordable to lower income households in the City of Cupertino.
- ◆ Contract 50 transitional and permanent housing units for the homeless, formerly homeless, and very low income families at the old Agnews Hospital site in the City of Santa Clara.
- ◆ Provide low interest loans to approximately 30 homeowners living in the unincorporated area and smaller cities in the County to enable them to make needed home repairs.
- ◆ Construct a 24 unit apartment complex for lower income battered women and their children in the City of Santa Clara.
- ◆ Provide street lighting and drainage system improvements along Forest Ave. in the unincorporated Burbank neighborhood of San Jose.

The County Executive recommendation is to maintain the current level budget for Fiscal Year 2000.



Housing And Community Development — Budget Unit 0168

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
1168	Housing And Community Development	\$ 5,394,384	\$ 4,408,819	\$ 12,716,823	\$ 4,403,935	\$ (4,884)	–
	29 Rental Rehabilitation Program	66,726	130,400	130,400	130,400	–	–
	32 Shelter Plus Care Assistance Program	784,272	588,108	4,295,397	588,108	–	–
	34 Emergency Shelter Fund	100,410	89,000	117,851	92,000	3,000	3
	35 Housing Community Development Fund	3,010,826	2,747,445	6,312,799	2,635,761	(111,684)	-4
	36 Unincorporated Area Rehabilitation	32,004	21,666	218,374	21,666	–	–
	38 Home Investment Partnership Program	1,400,146	832,200	1,642,002	936,000	103,800	12
	Total Expenditures	\$ 5,394,384	\$ 4,408,819	\$ 12,716,823	\$ 4,403,935	\$ (4,884)	–%

Housing And Community Development — Budget Unit 0168

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
1168	Housing And Community Development	\$ 5,552,506	\$ 4,320,374	\$ 12,628,378	\$ 4,324,374	\$ 4,000	–
	29 Rental Rehabilitation Program	75,890	75,400	75,400	75,400	–	–
	32 Shelter Plus Care Assistance Program	784,301	588,108	4,295,397	588,108	–	–
	34 Emergency Shelter Fund	93,218	89,000	117,851	92,000	3,000	3
	35 Housing Community Development Fund	3,010,829	2,714,000	6,279,354	2,591,000	(123,000)	-5
	36 Unincorporated Area Rehabilitation	67,404	21,666	218,374	21,666	–	–
	38 Home Investment Partnership Program	1,518,364	832,200	1,642,002	956,200	124,000	15
	209 Low and Moderate Income Housing	2,500	–	–	–	–	–
	Total Revenues	\$ 5,552,506	\$ 4,320,374	\$ 12,628,378	\$ 4,324,374	\$ 4,000	–%



Housing And Community Development — Cost Center 1168

Major Changes to the Budget

	Positions	Appropriations	Revenues
Rental Rehabilitation Program (Fund Number 0029)			
FY 1999 Approved Budget	–	\$ 130,400	\$ 75,400
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	–	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	–	–
Subtotal	–	\$ 130,400	\$ 75,400
Recommended Changes for FY 2000			
Fund Subtotal	–	130,400	75,400
Shelter Plus Care Assistance Program (Fund Number 0032)			
FY 1999 Approved Budget	–	\$ 588,108	\$ 588,108
Board Approved Adjustments During FY 1999	–	3,707,289	3,707,289
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	–	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	(3,707,289)	(3,707,289)
Subtotal	–	\$ 588,108	\$ 588,108
Recommended Changes for FY 2000			
Fund Subtotal	–	588,108	588,108
Emergency Shelter Fund (Fund Number 0034)			
FY 1999 Approved Budget	–	\$ 89,000	\$ 89,000
Board Approved Adjustments During FY 1999	–	28,851	28,851
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	–	–
Internal Service Funds Adjustment	–	150	–
Other Required Adjustments	–	(26,001)	(25,851)
Subtotal	–	\$ 92,000	\$ 92,000
Recommended Changes for FY 2000			
Fund Subtotal	–	92,000	92,000
Housing Community Development Fund (Fund Number 0035)			
FY 1999 Approved Budget	11.0	\$ 2,747,445	\$ 2,714,000
Board Approved Adjustments During FY 1999	–	3,565,354	3,565,354
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	12,453	–
Internal Service Funds Adjustment	–	(1,152)	–
Other Required Adjustments	–	(3,688,354)	(3,688,354)
Subtotal	11.0	\$ 2,635,746	\$ 2,591,000
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	15	–
Subtotal	–	15	–
Fund Subtotal	11.0	2,635,761	2,591,000
Unincorporated Area Rehabilitation (Fund Number 0036)			
FY 1999 Approved Budget	–	\$ 21,666	\$ 21,666
Board Approved Adjustments During FY 1999	–	196,708	196,708
Cost to Maintain Current Program Services			



Housing And Community Development — Cost Center 1168

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Salary and Benefit Adjustments	—	—	—
Internal Service Funds Adjustment	—	—	—
Other Required Adjustments	—	(196,708)	(196,708)
Subtotal	—	\$ 21,666	\$ 21,666
Recommended Changes for FY 2000			
Fund Subtotal	—	21,666	21,666
Home Investment Partnership Program (Fund Number 0038)			
FY 1999 Approved Budget	—	\$ 832,200	\$ 832,200
Board Approved Adjustments During FY 1999	—	809,802	809,802
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Funds Adjustment	—	12,400	—
Other Required Adjustments	—	(718,402)	(685,802)
Subtotal	—	\$ 936,000	\$ 956,200
Recommended Changes for FY 2000			
Fund Subtotal	—	936,000	956,200
Total Recommendation	11.0	\$ 4,403,935	\$ 4,324,374

Department of Planning and Land Development Mission

The mission of the Department of Planning and Land Development is to protect the quality of life by upholding General Plan policies, ensuring compliance with codes and standards, providing for lower income populations, and conserving resources, all of which will benefit individuals and businesses in Santa Clara County.

Goals

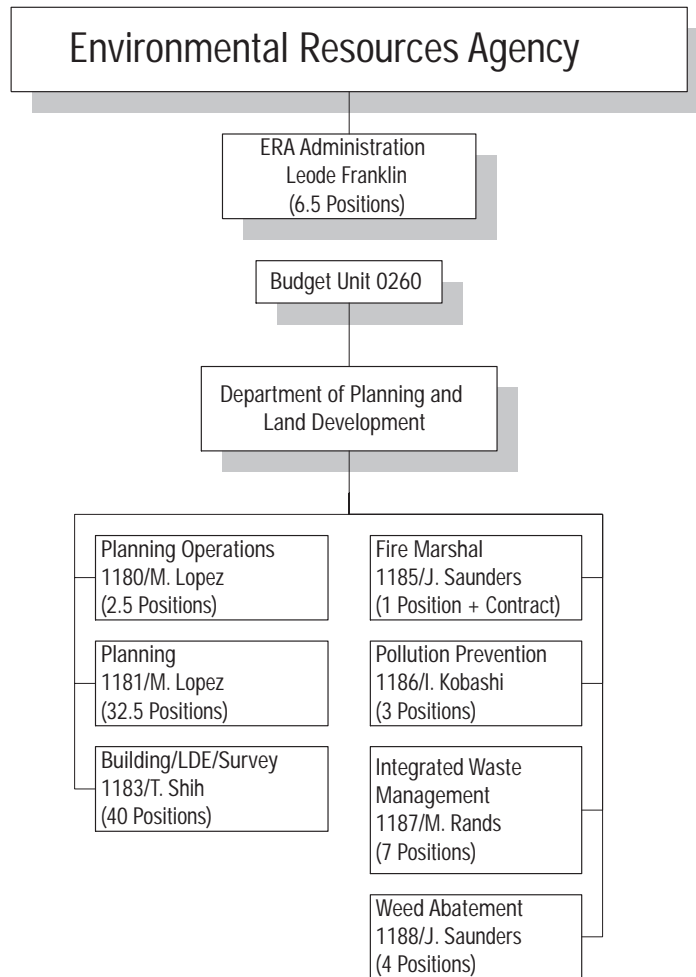
- ◆ Implement and maintain the General Plan, ensuring balanced growth, livable communities, responsible resource conservation, and social and economic vitality.
- ◆ Provide cost-effective building permit application and inspection services.
- ◆ Enhance outreach to individuals, businesses and organizations to provide information and assistance regarding regulatory compliance issues in order to create a safe and healthy environment.
- ◆ Provide cost-effective programs to residents and businesses to reduce, reuse, recycle and dispose of discarded materials.



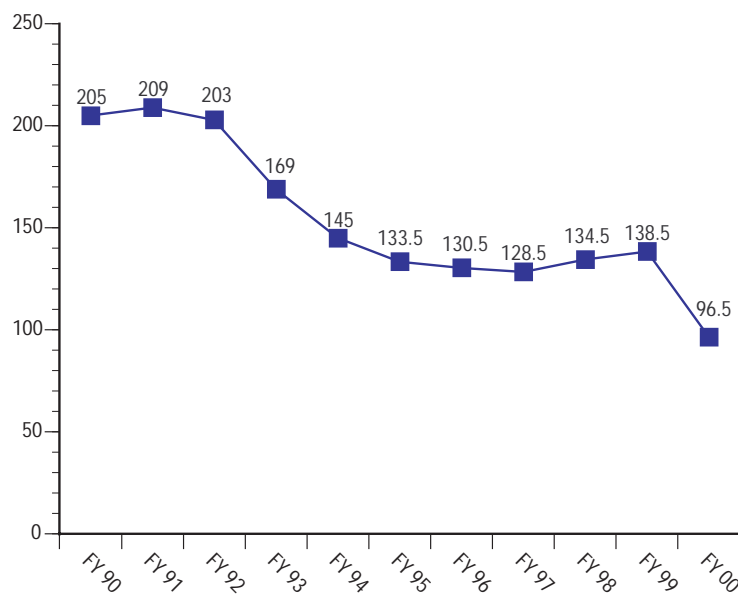
Cost: \$8,393,681



Staff: 96.5



10-Year Staffing Trend



Section 5: Housing, Land Use, Environment & Transportation



Department of Planning and Land Development Overview

This budget unit consists of the Department of Planning & Land Development, and the Environmental Resources Agency Administration. The Department of Planning and Land Development includes eight programs which provide services to the unincorporated county through Planning, Building Inspection, Land Development Engineering, Surveying and the Fire Marshal's Office which includes the Weed Abatement Program. Integrated Waste Management administers programs to improve countywide and unincorporated area waste management. Pollution Prevention works to promote effective countywide pollution prevention programs. Services provided by the Department of Planning and Land Development include the following:

- ◆ Implementation of the General Plan and administration of land development regulations, including processing of applications to develop private property.
- ◆ Issuance of building permits and inspections.
- ◆ Support of the Planning and Solid Waste Commissions and various committees.
- ◆ Implementation of fire protection programs including weed abatement.
- ◆ Transfer of information to private industry regarding current pollution prevention strategies.
- ◆ Administration of waste collection and recycling services for unincorporated area residents and businesses.
- ◆ Implementation of countywide programs to encourage residents and businesses to reduce waste and recycle.

Environmental Resources Agency Administration provides leadership and support to the five departments within the Agency: Planning and Land Development; Agriculture, Weights & Measures, Animal Control; Environmental Health; Parks and Recreation; and Housing and Community Development.

Fiscal Year 1999 Accomplishments

Planning Department

- ◆ Further enhanced Geographic Information Systems (GIS) capabilities to better implement permit review and planning policies, to prepare for the census and to use as a basis for expanded services to other County agencies.
- ◆ Revised development standards in the Los Altos/Los Altos Hills area, Cambrian park area and Milpitas hillsides and completed the Cupertino Pockets Annexation Program.
- ◆ Enhanced the application processing and referral procedures.

Building Inspection/Land Development Engineering/Surveying

- ◆ While handling a 15% increase in the number of permits issued, received a rating of "excellent overall" on Building Code effectiveness in an evaluation conducted by the Insurance Services Office, Inc.
- ◆ Reviewed near record number of projects, some of which were large developments such as golf courses, subdivisions, and major construction on the Stanford Campus.
- ◆ Investigated eight grading ordinance violations with non-point source pollution implications, and initiated appropriate enforcement action.

Fire Marshall/Hazardous Vegetation Management

- ◆ Collected data to log and track plan reviews.
- ◆ Revised County fire protection water standards for land development to reflect current State fire code standards.
- ◆ Rewrote Hazardous Vegetation Management Program (Weed Abatement Program) commencement letter in response to concerns voiced by participants at the beginning of the 1998 season.



Integrated Waste Management

- ◆ Conducted countywide public education campaigns, participated in the regional "Shop Smart: Save Money and the Environment Too" campaign.
- ◆ Provided a countywide recycling hotline and home composting education services.
- ◆ Improved waste management franchise administration by renegotiating the Garbage Collection District 4 contract and amendment, competitively rebidding services in Garbage Collection District 1, negotiating service changes in District 2, negotiating rate adjustments in six service areas, and implemented unit-plus collection rates in five service areas.

Pollution Prevention

- ◆ Began a Countwide Green Business Recognition Program.
- ◆ Conducted a technical workshop attended by 50 firms in the metal finishing and printed circuit board industry on closed-loop systems for resource recovery and water conservation.

Fiscal Year 2000 Planned Accomplishments

Planning Department

- ◆ Increase efforts in the Urban Pockets Program to encourage and foster annexation of unincorporated pockets.
- ◆ Streamline zoning enforcement efforts to foster compliance with the zoning ordinance.

- ◆ Further enhance GIS capabilities to produce maps for permit review and informational purposes (e.g., zoning maps, incorporated areas maps, supervisorial district maps, etc.).
- ◆ Continue work on the Zoning Ordinance Revision Project.

Fire Marshal's Office

- ◆ Improve customer service by performing plan reviews and inspections in a timely and cost effective manner in the unincorporated areas of Santa Clara County.

Integrated Waste Management

- ◆ Encourage residents and businesses to reduce waste generation and divert recyclable materials from disposal by conducting public education programs.
- ◆ Continue to provide countywide recycling hotline and home composting education services.
- ◆ Implement transition in service provider; new garbage and recycling services, and rate restructure in Garbage Collection District 1; competitively bid services in Garbage Collection District 3a (Lexington Hills area); negotiate rate adjustments in seven service areas; consider service changes and rate restructure for District 2.

Pollution Prevention

- ◆ Incorporate pollution prevention into the core values of area business and industry by using successful local examples of firms who have realized its feasibility and benefits.

Department of Planning and Land Development

County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for the Environmental Resources Agency (ERA) - Department of Planning and Land Development; and ERA Administration advance the Board of Supervisors' priorities by focusing on efforts to enhance the quality of life in the County's unincorporated areas by supporting the "Urban Pockets Program", by investing in technology to improve service quality, and by enhancing the County's fiscal integrity by remaining fully cost-recovered.

Staffing Changes

Urban Pockets Program

Add one Planner I/II/III in the Planning Office for expanded outreach to the community and to the cities for promotion and facilitation of annexation of unincorporated area pockets. The program involves establishing community meetings, making presentations to the affected citizens and cities on service issues and fiscal impacts, and coordinating with the cities through the annexation process including identification of County and city services to be transitioned, among other things. Initial pocket areas to be targeted in the first year for this position are within the urban service areas of Los Gatos and San Jose. Incorporated in this recommendation are additional on-going Object 2 funding for postage and printing services which will support the public outreach effort, along with one-time funding for a computer workstation and software for the new position.

Total Cost: \$67,346

Offset with a \$50,000 fee increase

Zoning Administration

Add one Planner I/II/III in the Planning Office in response to a continued high demand for services and information at the Planning Office's public service counter. These services include initial application review and response to general public inquiries regarding land use policies or neighboring development

activity. This high level of demand has pulled other staff away from their regular duties, such as application processing, special studies and Environmental Impact Report (EIR) reviews. This, in turn, has resulted in a reduced compliance with the State-mandated turnaround time of 30 days for application review to only 39% of the applications submitted. Approximately 50% of this requested position's time will be allocated to the public service counter thereby relieving the other assigned staff of their counter duties so that they may focus on application review and processing. The remaining 50% of this position's time will augment existing staff resources for permit application processing to address the turnaround time and improve the compliance level with the State mandate. One-time expenses for a new computer workstation and software are included in this recommendation.

In keeping with the Board's directive of maintaining a fully cost-recovered program, this recommendation includes an approximate 5% fee adjustment or an approximate \$50,000 increase in revenues given the current and projected permit application activity level.

Total Cost: \$64,346

Offset with a \$50,000 fee increase

Geographic Information Systems Technician

Add one Geographic Information Systems Technician I/II in the Planning Office in response to an increasing demand for Geographic Information Systems (GIS) mapping services and products from other Environmental Resources Agency (ERA) departments and County agencies. This position will provide technical assistance to these departments as they begin the process of setting up and/or converting their existing databases into the appropriate GIS format. These departments will also be provided assistance in establishing their own regular maintenance and updating procedures to ensure that the information remains current to the degree possible. A secondary, but critical component of this position's responsibilities will be to review and update a number of maps that are of high priority, including the zoning map, General Plan Land Use map, incorporated area maps, and activity maps.



Included in this request are one-time Object 2 funding for a new computer workstation and software, as well as specialized printing for the aforementioned maps.

Funding for this position is almost fully offset with revenues and reimbursements from LAFCO, Parks and Recreation Department, Department of Environmental Health, Ag/Weights & Measures/Animal Control, and the Open Space Authority.

Total Cost: \$57,766

Offset with expenditure reimbursements and revenue in the amount of \$52,000

Permit Fee Increase

A 5% across-the-board increase in permit fees is being requested to cover estimated increased costs anticipated with two major labor contracts due for renewal in Fiscal Year 2000. In addition, this fee increase will offset some significant increases in health insurance costs already expected in Fiscal Year 2000. This increase is necessary if the department is to maintain full cost recovery for the program per Board directive.

Total Revenue: \$50,000

Fire Marshal Plan Check

This recommendation increases revenues and expenditures in the Fire Marshal's Office by \$57,500, which represents funding for an additional .5 FTE Deputy Fire Marshal II position to be provided under the current agreement with the County Fire District. This position

increases the total staffing allocation from the District from 5.5 FTE to 6.0 FTE for a total maximum Agreement cost of \$568,361.

The additional position is necessary to address the increase in activity for plan checks and inspections required for fire code compliance, primarily for Stanford University development projects. This activity has already seen significant increases in the past two years and is expected to continue with a number of new major projects that Stanford has only recently identified to the County. Consistent with justification for other recent staff increases for the Building Inspection and Engineering Inspection programs, this position will be critical to ensuring that development of these projects can progress without any unnecessary delays from the County due to inadequate staffing support to review plans and conduct inspections. Fee revenues from these projects are expected to fully offset the cost for this additional increase at least through Fiscal Year 2000 and likely through Fiscal Year 2001. Accordingly, the budgeted revenues will be increased as well.

The department will be returning to the Board for approval of an updated Agreement with the District to incorporate this new level of service. Staff will also continue to monitor the cost recovery level for this program and make recommendations for adjustment to the staffing levels and/or fees as necessary.

Total Cost: \$57,500

Fully offset with expenditure reimbursement from County Fire

Planning and Development/ERA Admin — Budget Unit 0260

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
1180	Planning And Development Operations	6,438,096	8,053,829	8,381,251	8,054,505	676	-
1188	Weed Abatement	708,982	545,958	545,958	506,062	(39,896)	-7
	1 General Fund	71,532	-	-	-	-	-
	31 Weed Abatement	375,290	545,958	545,958	506,062	(39,896)	-7
	37 Solid Waste Management Fund	249,578	-	-	-	-	-



Planning and Development/ERA Admin — Budget Unit 0260

Expenditures by Cost Center (Continued)

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
	366 Survey Monument Preservation Fund	12,582	-	-	-	-	-
1189	ERA Administration	(78,587)	(188,974)	(180,873)	(166,886)	22,088	-12
	1 General Fund	(79,004)	(188,974)	(180,873)	(166,886)	22,088	-12
	37 Solid Waste Management Fund	417	-	-	-	-	-
	Total Expenditures	\$ 7,068,491	\$ 8,410,813	\$ 8,746,336	\$ 8,393,681	\$ (17,132)	-

Planning and Development/ERA Admin — Budget Unit 0260

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
1180	Planning and Development	6,264,194	6,680,934	7,005,147	6,754,459	73,525	1%
1188	Weed Abatement	364,489	547,000	547,000	547,000	0	0
0260	Total Revenues	6,628,683	7,227,934	7,552,147	7,301,459	73,525	1%

Planning And Development Operations — Cost Center 1180

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	81.5	7,254,035	5,980,934
Board Approved Adjustments During FY 1999	4.5	327,422	324,213
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-3.0	(217,644)	-
Internal Service Funds Adjustment	-	109,598	-
Other Required Adjustments	-	(411,204)	(413,488)
	Subtotal	\$ 7,062,207	\$ 5,891,659
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	-	69	-
1. Add One Planner III for the Urban Pockets Program	1.0	67,344	-
This action adds one Planner I/II/III (L85/L84/L83) in the Planning Office. This position is being recommended in response to the Board's desire for an expanded outreach effort to the community and to the cities for promotion and facilitation of annexation of unincorporated area pockets. A portion of this request (\$3,000) is one-time funding for a computer workstation and software.			
2. Add One Planner III for Zoning Administration and Increase to Permit Fees	1.0	64,344	50,000



Planning And Development Operations — Cost Center 1180

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
<p>This action adds one Planner I/II/III (L85/L84/L83) position in the Planning Office. This position is being recommended primarily in response to a continued high demand for services and information at the Planning Office's public service counter. The demand at the counter requires staff to be pulled away from their regular duties of application processing, Environmental Impact Reports, etc. In keeping with the Board's directive of maintaining a fully cost-recovered program, this recommendation includes an approximate 5% fee adjustment or about a \$50,000 increase in revenues given the current and projected permit application activity level. \$3,000 of this recommendation is a one-time expense for computer hardware/software related purchases.</p>			
3. Increase of Permit Application Fees	–	–	50,000
<p>A 5% across-the-board increase in permit fees is being recommended to cover estimated increased costs anticipated with two major labor contracts due for renewal in FY 2000. In addition, this fee increase will also offset some significant increases in health insurance costs that are expected in FY 2000. This increase is necessary if the department is to maintain full-cost recovery for the program per Board directive.</p>			
4. Add One Geographic Information Systems Technician I/II (Unclassified)	1.0	57,764	5,300
<p>The addition of a Geographic Information Systems Technician (new classification) is being recommended in response to an increasing demand for GIS mapping services and products from other ERA departments and County agencies. This position will provide technical assistance to various County departments as they begin the process of setting up and/or converting their existing databases into the appropriate GIS format. This expenditures for this position are almost fully offset with expenditure reimbursements and revenues from other departments and outside agencies.</p>			
5. Increase Permit Fees 5% + deferred revenue	–	–	57,500
<p>A 5% across-the-board increase in permit fees is being recommended to cover estimated increased costs anticipated with two major labor contracts due for renewal in FY 2000. In addition, this fee increase will also offset some significant increases in health insurance costs that are expected in FY 2000. This increase is necessary if the department is to maintain full-cost recovery for the program per Board directive.</p>			
Subtotal	3.0	285,105	162,800
Fund Subtotal	86.0	7,273,912	6,054,459
Solid Waste Management Fund (Fund Number 0037)			
FY 1999 Approved Budget	–	\$ 730,552	\$ 630,000
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	–	–
Internal Service Funds Adjustment	–	41	–
Other Required Adjustments	–	–	–
Subtotal	–	\$ 730,593	\$ 630,000
Recommended Changes for FY 2000			
Fund Subtotal	–	730,593	630,000
Survey Monument Preservation Fund (Fund Number 0366)			
FY 1999 Approved Budget	–	\$ 69,242	\$ 70,000
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	–	–
Internal Service Funds Adjustment	–	(19,242)	–
Other Required Adjustments	–	–	–
Subtotal	–	\$ 50,000	\$ 70,000
Recommended Changes for FY 2000			
Fund Subtotal	–	50,000	70,000
Total Recommendation	86.0	\$ 8,054,505	\$ 6,754,459



Weed Abatement — Cost Center 1188

Major Changes to the Budget

	Positions	Appropriations	Revenues
Weed Abatement (Fund Number 0031)			
FY 1999 Approved Budget	4.0	545,958	547,000
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(14,947)	–
Internal Service Funds Adjustment	–	(680)	–
Other Required Adjustments	–	(24,269)	–
Subtotal	4.0	\$ 506,062	\$ 547,000
Recommended Changes for FY 2000			
Total Recommendation	4.0	\$ 506,062	\$ 547,000

ERA Administration — Cost Center 1189

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	6.5	(188,974)	–
Board Approved Adjustments During FY 1999	–	8,101	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(11,096)	–
Internal Service Funds Adjustment	–	24,788	–
Other Required Adjustments	–	–	–
Subtotal	6.5	\$ (167,181)	\$ –
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	295	–
Subtotal	–	295	–
Total Recommendation	6.5	\$ (166,886)	\$ –



Department of Environmental Health Mission

The mission of the Department of Environmental Health is to protect the public from environmental perils or unsafe conditions such as those associated with environmentally transmitted diseases and the illegal release of dangerous chemicals. This mission is primarily carried out through a program of inspections, compliance monitoring, and enforcement of local and state laws and regulations. In addition, the department provides information, guidance, and assistance to industry and the general public on health and safety issues such as disease prevention and the proper disposal of hazardous wastes, including household hazardous waste.



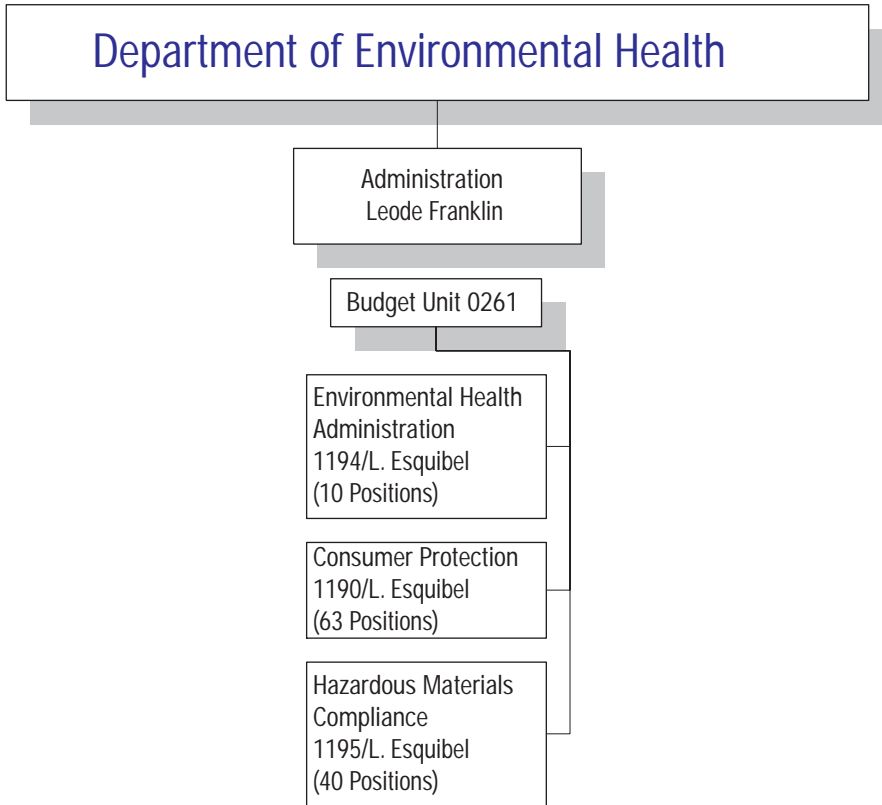
Cost: \$9,922,135

Goals

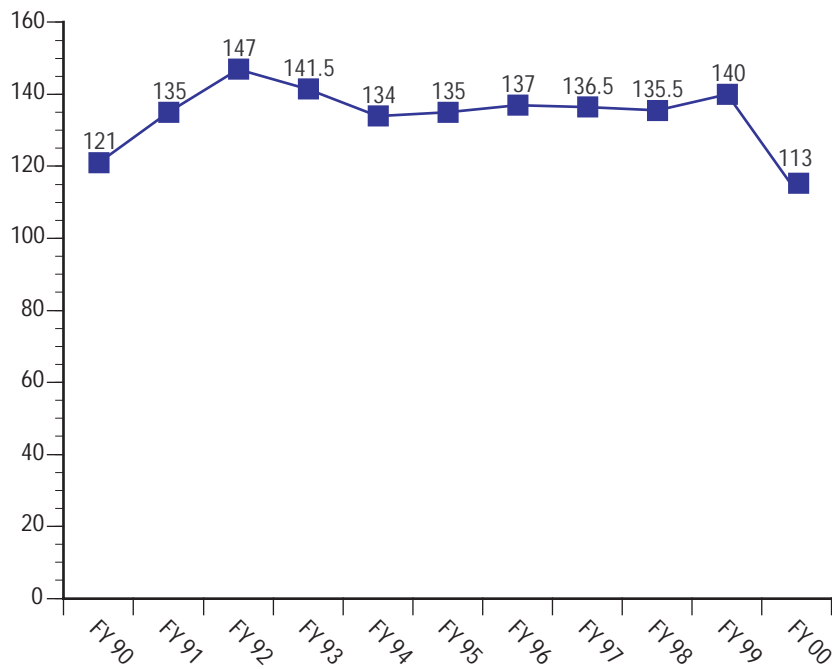
- ◆ Provide all requisite consultative, educational, and enforcement services to promote the safe and healthful operation of retail food facilities, public pools, small public water systems, and on-site sewage disposal systems.
- ◆ Provide all necessary consultative, educational, and enforcement services to promote the safe and lawful operation of facilities that store, handle, generate, or dispose of solid waste, medical waste, hazardous waste, or acutely hazardous materials.
- ◆ Provide convenient, cost effective service to residents and small businesses in the county for the transportation, treatment, and disposal of household hazardous waste.



Staff: 113



10-Year Staffing Trend



Department of Environmental Health

Overview

Consumer Protection provides education, consultation, inspection, plan review and permitting services in the following program areas: retail food establishments, public swimming pools, land development which includes water supply and on-site sewage disposal, noise control, disaster preparedness, housing and environmental lead contamination. In its regulatory role, this Division responds to food product recalls and conducts investigations involving food-related illness and illegal food production and sales.

The Hazardous Materials Compliance Division provides inspection and enforcement for the following regulatory programs: Hazardous Materials Storage, Hazardous Materials Generator Program, Toxic Gas, Risk Management Prevention for Acutely Hazardous Materials, Solid Waste and Bio-medical Waste. As a regulatory program, the Division's major role lies in coordinating and streamlining all programs under its jurisdiction in conjunction with local business and a variety of governmental agencies. The Hazardous Materials Compliance Division also administers the countywide Household Hazardous Waste Program.

Fiscal Year 1999 Accomplishments

- ◆ The Environmental Health Food Facility Inspection Standardization Manual has been completed. This document has been utilized as the training manual in the classroom for implementation of food inspection standardization. This manual was also used as one of the basic documents to develop the statewide standardization manual (Consumer Protection)

- ◆ Cooperative working and reporting arrangements have been instituted with participating cities and the Santa Clara County Fire District as part of the Certified Unified Program Agency (CUPA) program (Hazardous Materials Compliance)
- ◆ Conversion of two (San Jose and Sunnyvale) existing battery, oil and paint facilities to full service household hazardous waste facilities (Hazardous Materials Compliance)
- ◆ The Household Hazardous Waste program has doubled the annual public participation while reducing the cost per vehicle by 53% over the past five years (Hazardous Materials Compliance)

Fiscal Year 2000 Planned Accomplishments

- ◆ Implement the mandated Food Safety Training and Certification program (Consumer Protection)
- ◆ Completion of the San Martin full-service household hazardous waste facility (Hazardous Materials Compliance)
- ◆ Develop a stable funding source for the Household Hazardous Waste program (Hazardous Materials Compliance)
- ◆ Continue the development of a single fee and permit system for hazardous materials facilities located within the County jurisdiction (Hazardous Materials Compliance)
- ◆ Completion of a feasibility study for the development of an electronic communications media for transmitting hazardous materials information between appropriate agencies (Hazardous Materials Compliance)



Department of Environmental Health County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for the Environmental Resources Agency (ERA) - Department of Environmental Health advance the Board of Supervisors' priorities by providing staff training, development, and a safe work environment to improve service quality.

Food Safety and Certification Program

Effective January 1, 2000, AB 1978 requires most retail food facilities to have at least one employee who is trained and certified in food safety. In order to assist their clients in meeting this new legal requirement, the Consumer Protection Division proposes to use its existing staff for training and testing up to 750 students during the next fiscal year, including bilingual courses in Spanish, Chinese and Vietnamese. The augmentation will provide for a contract for related course materials and certificate issuance and tracking service. The fee will be set to fully recover all costs, including staff time.

Total Cost: \$23,500 plus staff costs
Offset with \$60,000 of fee revenues

Increase Training Funds

The current allocation for education expenses is \$2,500 for 63 Consumer Protection Division positions. Due to the highly specialized and technical nature of the CPD programs, there is a need to provide staff with adequate continuing education in new legislative requirements and enhanced training in program disciplines that are necessary for staff to perform while serving the public. This increased augmentation will be fully offset with current level revenues from permit and other fee revenue.

Total Cost: \$15,000

Add 1 Environmental Health Specialist

This unclassified position is being recommended in support of the Solid and Medical Waste programs which are responsible for permitting and inspecting solid waste facilities (e.g., landfills, transfer stations), waste transport vehicles, and medical waste generators (e.g., dentist offices, pharmacies, etc.). Currently, inspection efforts are not meeting mandated frequencies nor have all medical waste generators been identified and included in the program's database of facilities to be permitted for inspection. The addition of this position will not only help the program improve its inspection frequency but will also be used to increase enforcement efforts for ensuring mandatory garbage collection in the unincorporated areas. The position is being requested as unclassified at this time to allow time for the program to assess the long-term needs for this level of staffing.

Total Cost: \$59,426

California Integrated Waste Management Board (CIWMB) Block 5 Grant

3rd Year and Related Staffing Augmentation

This recommendation appropriates the third year of a three year CIWMB Block 5 grant commitment in the amount of \$505,321 and includes funding for expanded public education and outreach as well as temporary help staffing for the Battery, Oil and Paint recycling facilities (BOPs) and partial capital funding for the San Martin Hazardous Waste facility (which is primarily CIWMB Block 4 grant). Although this request includes the creation of a new classified Management Analyst position, it essentially replaces an unclassified Management Analyst position that will expire at the end of Fiscal Year 1999. The original position was created as unclassified because of the uncertainty of on-going grant funding. Due to the successful implementation of a number of grant-funded projects and facilities over the past few years, it is expected that there will be additional grant funding available at least through Fiscal Year 2001 to continue on-going support for this classi-



fied position. It should be noted that the excess revenues over appropriations for this recommendation are offsetting other permanent classified positions already included in the current level budget.

Total Cost: \$404,910

Fully offset by Block 5 Grant. Excess revenues of \$100,411 will be used to offset current level expenditures.

California Integrated Waste Management Board Oil Filter Grant

Household Hazardous Waste

This recommendation appropriates a one-time grant that is available to provide for oil filter bags, and incentive payments for Certified Centers for oil filter recycling as well as temporary help in support of the program. Temporary help will be used to distribute the bags to the certified centers in the County.

Total Cost: \$42,000

Fully offset by Oil Filter Grant

Environmental Health — Budget Unit 0261

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
1190	Consumer Protection Division	4,281,755	4,589,344	4,589,344	4,525,275	(64,069)	-1
1194	Environmental Health Services Administration	1,061,777	1,097,889	1,129,720	1,490,407	392,518	36
	1 General Fund	1,061,777	434	434	173	(261)	-60
	30 Environmental Health	-	1,097,455	1,129,286	1,490,234	392,779	36
1195	Hazardous Materials Compliance Division	3,380,463	4,624,385	5,145,954	3,906,453	(717,932)	-16
Total Expenditures		\$ 8,723,995	\$ 10,311,618	\$ 10,865,018	\$ 9,922,135	\$ (389,483)	-4%

Environmental Health — Budget Unit 0261

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
1190	Consumer Protection Division	\$ 5,251,853	\$ 5,280,559	\$ 5,280,559	\$ 5,674,188	\$ 393,629	7
1194	Environmental Health Services Administration	\$ -	\$ -	\$ 31,831	\$ -	\$ -	-
1195	Hazardous Materials Compliance Division	\$ 4,836,575	\$ 5,031,059	\$ 5,552,628	\$ 4,247,286	\$ (783,773)	-16
Total Revenues		\$ 10,088,428	\$ 10,311,618	\$ 10,865,018	\$ 9,921,474	\$ (390,144)	-4%



Consumer Protection Division — Cost Center 1190

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	–	153	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(153)	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	–	–
Subtotal	–	\$ –	\$ –
Recommended Changes for FY 2000			
Fund Subtotal	–	–	–
Environmental Health (Fund Number 0030)			
FY 1999 Approved Budget	63.0	\$ 4,589,191	\$ 5,280,559
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(148,761)	–
Internal Service Funds Adjustment	–	45,170	–
Other Required Adjustments	–	–	333,629
Subtotal	63.0	\$ 4,485,600	\$ 5,614,188
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	1,175	–
1. Food Certification Program Enhancement	–	23,500	60,000
<p>This action will allow the Consumer Protection Division to provide food safety training and education to retail food facilities. Effective 1/1/200, a new State law will require that most retail food establishments employ at least one person who is certified in food safety. Classes will be available in English, Chinese, Spanish and Vietnamese. The department will be reimbursed for the classes via a fee for each class.</p>			
2. Augment Existing Training Budget	–	15,000	–
<p>This action will augment the existing training budget in Environmental Health. Funds will be used to provide continuing education and training for the Consumer Protection Division staff to maintain technical knowledge, improve skill and abilities, and to stay abreast of new laws and emergency issues related to the program. This expenditure is fully cost recovered through current level fee revenues.</p>			
Subtotal	–	39,675	60,000
Fund Subtotal	63.0	4,525,275	5,674,188
Total Recommendation	63.0	\$ 4,525,275	\$ 5,674,188

Environmental Health Services Administration — Cost Center 1194

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	–	434	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(434)	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	–	–



Environmental Health Services Administration — Cost Center 1194

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Subtotal	–	\$ –	\$ –
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	173	–
Subtotal	–	173	–
Fund Subtotal	–	173	–
Environmental Health (Fund Number 0030)			
FY 1999 Approved Budget	9.0	\$ 1,097,455	\$ –
Board Approved Adjustments During FY 1999	2.0	31,831	31,831
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	404,915	–
Internal Service Funds Adjustment	–	(28,967)	–
Other Required Adjustments	–	(25,000)	(31,831)
Subtotal	10.0	\$ 1,480,234	\$ –
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	10,000	–
Subtotal	–	10,000	–
Fund Subtotal	10.0	1,490,234	–
Total Recommendation	10.0	\$ 1,490,407	\$ –

Hazardous Materials Compliance Division — Cost Center 1195

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	–	755	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(755)	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	–	–
Subtotal	–	\$ –	\$ –
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	1,317	–
Subtotal	–	1,317	–
Fund Subtotal	–	1,317	–
Environmental Health (Fund Number 0030)			
FY 1999 Approved Budget	39.0	\$ 4,623,630	\$ 5,031,059
Board Approved Adjustments During FY 1999	–	521,569	521,569
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(493,401)	–
Internal Service Funds Adjustment	–	13,285	–
Other Required Adjustments	–	(1,266,279)	(1,852,663)
Subtotal	38.0	\$ 3,398,804	\$ 3,699,965
Recommended Changes for FY 2000			



Hazardous Materials Compliance Division — Cost Center 1195

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
1. Add One Environmental Health Specialist (Unclassified)	1.0	59,424	—
The addition of the position is necessary to provide resources to perform mandated inspection frequencies in the Medical Waste and Pumper Programs and to ensure that the mandated Local Enforcement Agency permitting and plan review activities are performed on schedule and respond to the need for increased enforcement of the requirement for mandatory garbage collections. This expenditure is fully cost recovered through current level fee revenues.			
2. Appropriate Third Year of a Three Year California Integrated Waste Management Board Block	1.0	404,908	505,321
This recommendation appropriates the third year of a 3-year California Integrated Waste Management Board (CIWMB) Block 5 grant and includes funding for expanded public education and outreach as well as temporary help staffing and partial capital funding for the San Martin Hazardous Waste facility. The addition of a Management Analyst (B1P) essentially replaces an unclassified analyst that is expiring at the end of FY 1999.			
3. Appropriate a One-Time California Integrated Waste Management Board Oil Filter Grant	—	42,000	42,000
This recommendation would appropriate grant funds to provide for oil filter bags and incentive payments for Certified Centers for oil filter recycling as well as temporary help in support of the program for distribution of oil filter bags.			
Subtotal	2.0	506,332	547,321
Fund Subtotal	40.0	3,905,136	4,247,286
Total Recommendation	40.0	\$ 3,906,453	\$ 4,247,286



Department of Agriculture/Weights & Measures/Animal Control Mission

The mission of the Santa Clara County Department of Agriculture/Weights & Measures/Animal Control is to protect the public health and the environment, and promote equity in the marketplace by providing inspection services relating to pesticide use, agricultural pest surveillance, animal adoption and rabies control, and consumer protection for the residents of Santa Clara County and the general public.

Goals

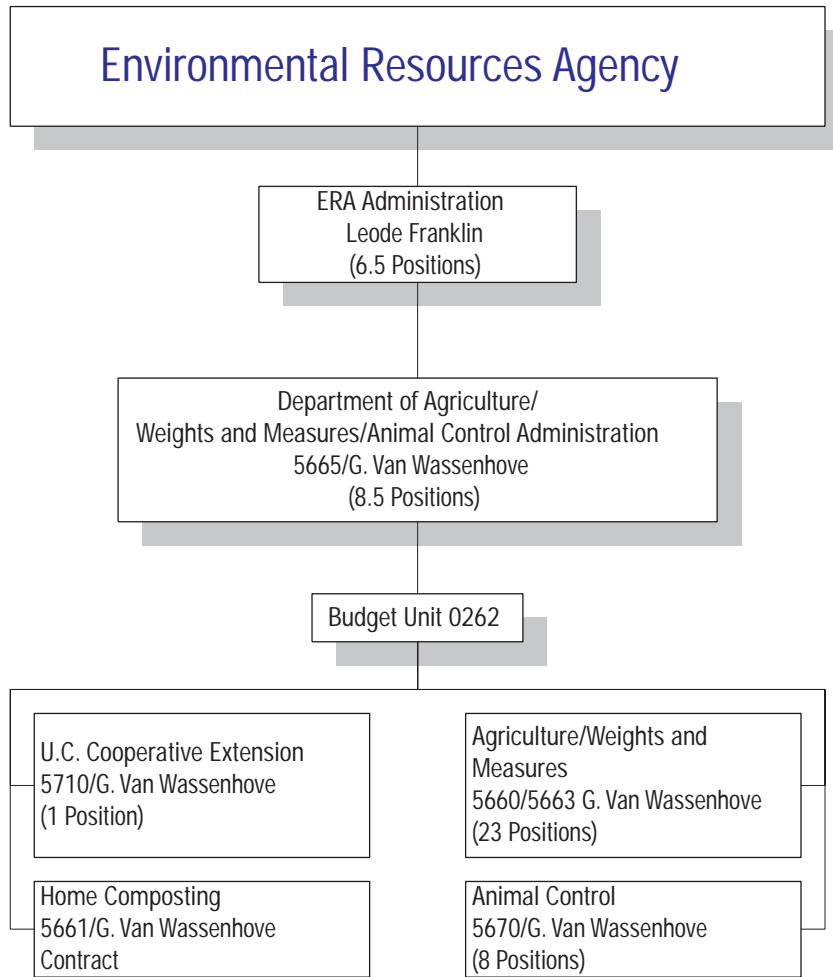
- ◆ Insure the quality care of animals by impounding, euthanizing, altering and adopting animals for the general public (Animal Control)
- ◆ Ensure compliance of animal laws by quarantining, licensing and taking possession of animals for the general public (Animal Control)
- ◆ Assure device accuracy by conducting scheduled inspections, investigations, and taking appropriate enforcement actions relating to commercial weighing devices operated by businesses located in Santa Clara County (Weights & Measures)
- ◆ Assure correct pricing of commodities by conducting inspections, investigations, audits, test purchases and taking appropriate enforcement actions at businesses located in Santa Clara County (Weights & Measures)
- ◆ Protect the environment and ensure a wholesome, ample and marketable food supply by performing inspections of shipments likely to harbor agricultural and urban pests for the residents, businesses and agricultural producers of Santa Clara County (Agriculture)
- ◆ Protect the public health and the environment by ensuring the legal, responsible, and judicious use of pesticides for the residents, businesses and agricultural producers of Santa Clara County (Agriculture)



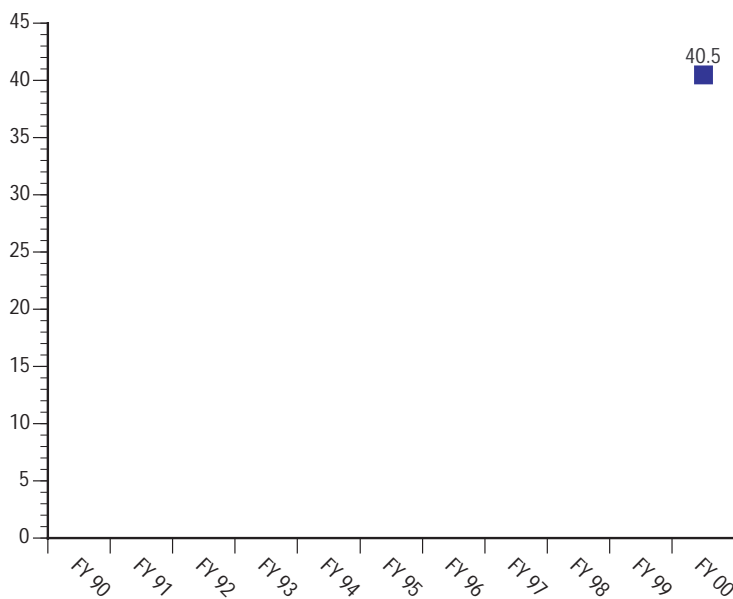
Cost: \$3,467,268



Staff: 40.5



10-Year Staffing Trend



Department of Agriculture/Weights & Measures/Animal Control Overview

The Santa Clara County Department of Agriculture/Weights & Measures/Animal Control enforces various State and local laws and ordinances relating to agricultural production, preservation, equity in the marketplace, and animals. Agriculture enforces State laws regarding food and agricultural practices; Weights and Measures enforces the accuracy of commercial weighing devices and the quantity and volume of packaged commodities.

Animal Control enforces State laws and County ordinances to protect the public from diseased and vicious animals, and provides adoption services for homeless animals. This Department also includes the University of California Cooperative Extension, a research-based program of public outreach and education in nutrition, youth development and agriculture.

The Home Composting Program, which provides community education and training in resource utilization and conservation, is administered by the Department but is funded by non-General Fund money generated by the Integrated Waste Management Program through Solid Waste Management.

Fiscal Year 1999 Accomplishments

- ◆ Received Board recognition for labor/management participation in a pilot Comprehensive Performance Management (CPM) program to develop a model to assist other departments in implementing CPM components

- ◆ Weights and Measures enforcement program increased the compliance rate for commercial weighing and measuring devices used in consumer transactions
- ◆ The South County Animal Shelter increased animal adoptions for the fourth straight year
- ◆ The Board-approved low cost spay/neuter program for stay cats was successfully implemented. Four veterinary clinics in the county are readily accessible to homeowners wishing to participate in the program
- ◆ The Pesticide Use Enforcement Program received a 100% effectiveness rating from the California Department of Pesticide Regulation and will receive its full share of state funding

Fiscal Year 2000 Planned Accomplishments

- ◆ Expand public outreach to increase the number of agricultural locations where beneficial biological control agents are used to control exotic weed pests (Agriculture)
- ◆ Improve the percentage of licensed animals through education and compliance visits to owners (Animal Control)
- ◆ Increase the level of compliance for retail locations using electronic scanning devices (Weights and Measures)



Department of Agriculture/Weights & Measures/Animal Control County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for the Environmental Resources Agency (ERA) - Department of Agriculture/Weights & Measures/Animal Control, advance the Board of Supervisors' priorities by ensuring that the delivery of County services enhance the County's Fiscal integrity and by investing in technology to improve service quality.

Recommended Augmentations

Increase Temporary Help for Seasonal Workload

This recommendation increases temporary help hours for an Animal Control Officer to provide for follow-up license compliance checks based on information gathered from the summer license survey program. This annual program continues to identify pet owners who have not licensed their animals in accordance with

state law. Additional seasonal help hours for an Animal Control Officer will provide necessary follow-up enforcement to ensure that all animals are licensed.

Included in this recommendation is a proposal to increase dog licensing fees by \$4 for unaltered dogs and \$2 for altered dogs. This increase is necessary to help offset increasing costs for the licensing and shelter programs and is the first increase in 5 years. The increase would set the fee at \$22 and \$11, respectively, which is still within the average range of other local jurisdictions.

Reimburse Planning Office for Geographic Information Systems Services

The excess of revenues over expenditures (\$1,700) will be budgeted as a one-time intracounty reimbursement to the Planning Office for Geographic Information Systems Services.

Total Cost: \$7,000

Fully offset with revenue from fee increase

Agriculture, Weights and Measures and Animal Control — Budget Unit 0262

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
5660	Agricultural Commissioner/Sealer	1,854,135	1,103,717	1,345,010	1,526,390	422,673	38
5661	Home Composting Program	6,160	(412)	(412)	-	412	-100
5663	Weights and Measures	-	410,565	410,565	398,129	(12,436)	-3
5665	Administration	-	452,899	452,899	590,791	137,892	30
5670	County Animal Control	784,911	881,766	881,766	793,618	(88,148)	-10
5710	Cooperative Extension	164,794	169,503	169,503	158,340	(11,163)	-7
Total Expenditures		\$ 2,810,000	\$ 3,018,038	\$ 3,259,331	\$ 3,467,268	\$ 449,230	15%



Agriculture, Weights and Measures and Animal Control — Budget Unit 0262

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
5660	Agricultural Commissioner/Sealer	\$ 1,266,213	\$ 1,071,550	\$ 1,291,449	\$ 1,257,348	\$ 185,798	17
5663	Weights and Measures	\$ -	\$ -	\$ -	\$ 310,845	\$ 310,845	-
5670	County Animal Control	\$ 390,743	\$ 375,179	\$ 375,179	\$ 382,179	\$ 7,000	2
5710	Cooperative Extension	\$ 46	\$ -	\$ -	\$ -	\$ -	-
	Total Revenues	\$ 1,657,002	\$ 1,446,729	\$ 1,666,628	\$ 1,950,372	\$ 503,643	35%

Agricultural Commissioner/Sealer — Cost Center 5660

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	11.0	1,103,717	1,071,550
Board Approved Adjustments During FY 1999	5.0	241,293	219,899
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-	84,104	-
Internal Service Funds Adjustment	-	86,067	-
Other Required Adjustments	-	10,276	(34,101)
Subtotal	16.0	\$ 1,525,457	\$ 1,257,348
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	-	933	-
Subtotal	-	933	-
Total Recommendation	16.0	\$ 1,526,390	\$ 1,257,348

Home Composting Program — Cost Center 5661

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	-	(412)	-
Board Approved Adjustments During FY 1999	-	-	-
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-	412	-
Internal Service Funds Adjustment	-	-	-
Other Required Adjustments	-	-	-
Subtotal	-	\$ -	\$ -
Recommended Changes for FY 2000			
Total Recommendation	-	\$ -	\$ -



Weights and Measures — Cost Center 5663

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	7.0	410,565	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(21,666)	–
Internal Service Funds Adjustment	–	2,435	–
Other Required Adjustments	–	6,795	310,845
Subtotal	7.0	\$ 398,129	\$ 310,845
Recommended Changes for FY 2000			
Total Recommendation	7.0	\$ 398,129	\$ 310,845

Administration — Cost Center 5665

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	8.5	452,899	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	15,917	–
Internal Service Funds Adjustment	–	39,472	–
Other Required Adjustments	–	79,906	–
Subtotal	8.5	\$ 588,194	\$ –
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	2,597	–
Subtotal	–	2,597	–
Total Recommendation	8.5	\$ 590,791	\$ –

County Animal Control — Cost Center 5670

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	8.0	881,766	375,179
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(36,961)	–
Internal Service Funds Adjustment	–	(29,723)	–
Other Required Adjustments	–	(27,117)	–
Subtotal	8.0	\$ 787,965	\$ 375,179
Recommended Changes for FY 2000			



County Animal Control — Cost Center 5670

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	–	353	–
1. Increase Temporary Help with Offsetting Revenues for seasonal Animal Control Officer	–	5,300	7,000
<p>This action increases Temporary Help to augment the seasonal peak workload and is fully offset with a fee increase for dog licensing. The additional hours will be used for an Animal Control Officer to provide follow-up license compliance checks based on information gathered from the summer license survey program. Also included in this action is a proposal to increase dog licensing fees by \$4 for unaltered dogs and \$2 for altered dogs. The balance of \$1,700 will be budgeted as a one-time intracounty expenditure reimbursement to the Planning Office for Geographic Information Systems services. The balance of \$1,700 is budgeted as a recommended intracounty transaction with the Planning Department for Geographic Information Systems (GIS) services.</p>			
Subtotal	–	5,653	7,000
Total Recommendation	8.0	\$ 793,618	\$ 382,179

Cooperative Extension — Cost Center 5710

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 1999 Approved Budget	1.0	169,503	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(14,144)	–
Internal Service Funds Adjustment	–	(1,104)	–
Other Required Adjustments	–	3,500	–
Subtotal	1.0	\$ 157,755	\$ –
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	585	–
Subtotal	–	585	–
Total Recommendation	1.0	\$ 158,340	\$ –



Vector Control District Mission

The mission of the Vector Control District is to protect public health and safety by detecting and minimizing vector borne disease, abating mosquitoes, and assisting the public in resolving problems with rodents, wildlife, and insects of medical significance.

Goals

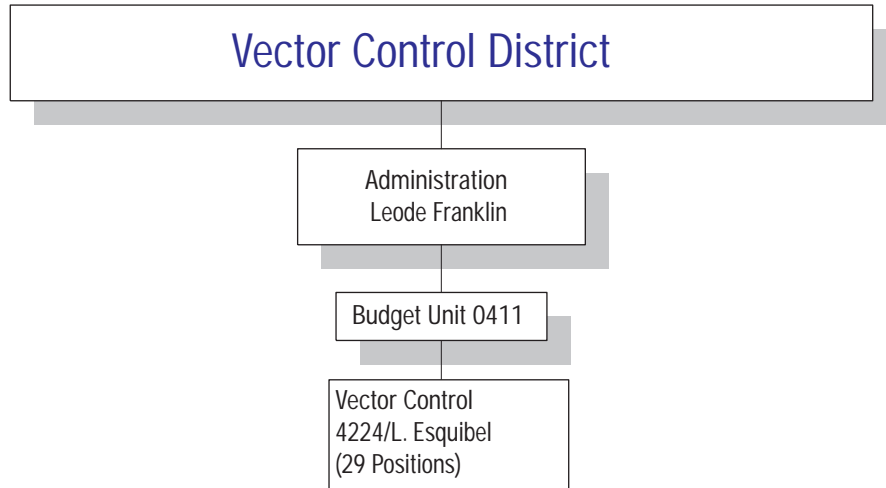
- ◆ Provide comprehensive vector control services.
- ◆ Minimize or control vector development.
- ◆ Provide assistance and resolution to customer-initiated service requests.
- ◆ Promote public awareness of vectors, vector control and vector borne diseases.



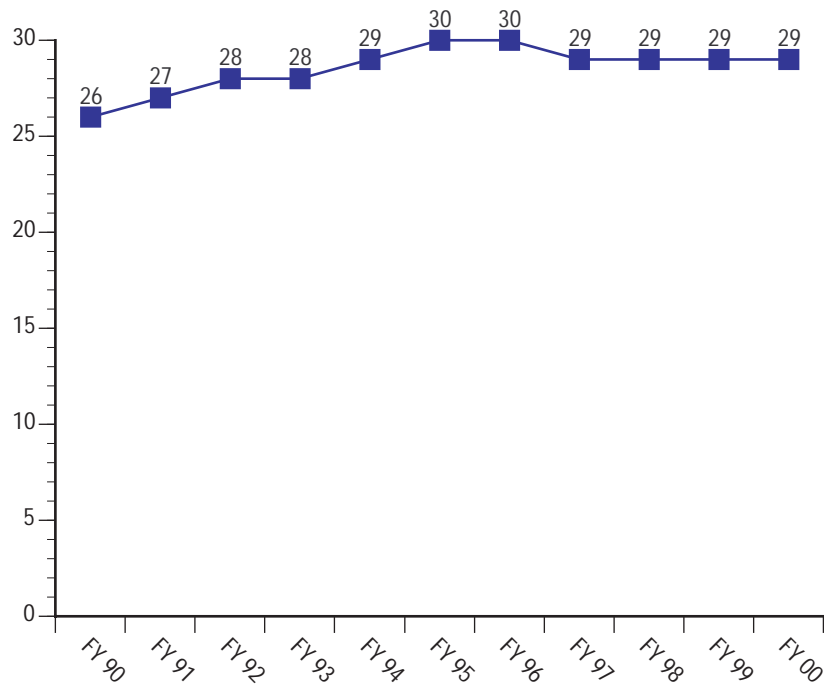
Cost: \$2,477,631



Staff: 29



10-Year Staffing Trend



Section 5: Housing, Land Use, Environment & Transportation



Vector Control District Overview

The Santa Clara County Vector Control District was formed in 1988 and is one of 10 special districts located in the Greater San Francisco Bay Area charged with providing mosquito and general vector control pursuant to California Health and Safety and California Government Codes. The District is one of five special districts in the State wherein the County Board of Supervisors acts as Trustees.

Revenue to operate the District is generated by benefit assessment charges levied against all non-exempt parcels in the county. The District is comprised of two benefit zones: one to the east of the Diablo Range ridge-line, the other to the west. The yearly per parcel benefit assessment charge ranges from \$0.67 to \$30.48. The District's operating budget for FY99 was \$4,793,101. The current staffing level includes 29 professional and technical employees.

Santa Clara County Vector Control District is geographically the largest of the ten Bay Area mosquito and vector control districts. At 1,312 square miles, the District serves more than 1.6 million residents. All fifteen cities within Santa Clara County have elected to join and participate in the vector control services offered by the District.

The Vector Control District is comprised of six program areas, which are briefly described below:

- ◆ **Mosquito Control Program:** The objective of this program is to prevent mosquito production through ongoing inspection and treatment of the 561 known vector species. Sources include more than 300 miles of streams, 4,000 to 5,000 acres of marshlands, 34,000 storm drain catch basins, as well various other water sources
- ◆ **Rodent Control:** The District responds to rodent complaints and provides home inspections for rodent proofing and environmental evaluation of the home and yard.
- ◆ **Miscellaneous Vector Control:** The District identifies, consults and provides advisory control measures for: ticks, mites, spiders, fleas, stored food pests, cockroaches, flies, wasps and other insects of public health significance.
- ◆ **Wildlife Management:** In cooperation with the California Department of Fish and Game, the Humane Society of Santa Clara County and the County's Animal Control Unit, the District provides services in situations where wildlife present a threat to public health.
- ◆ **Vector-Borne Disease Surveillance:** The District constantly keeps track of vector-borne diseases. These include, but are not limited to: mosquito-borne Encephalitis; mosquito-borne Malaria; tick-borne Lyme Disease; tick-borne Ehrlichiosis; animal and insect-borne Plague; and other selected wildlife diseases of human importance.
- ◆ **Educational Services:** Educational presentations using slides, videos and/or specimen displays are available in a wide range of vector control topics and are packaged for a wide range of target audiences.

FY 1999 Accomplishments

- ◆ The Vector Control District instituted a Service First approach to customer initiated service requests. A recent Vector Control District survey of customer satisfaction indicated that over 90% of the District's clients rates services as good or better.

FY 2000 Planned Accomplishments

- ◆ Complete the implementation of computerized field recording and data inputting equipment for staff which will consolidate paperwork and improve accuracy and timeliness of field data collection.
- ◆ Increase vector-borne disease surveillance in selected disease types: Encephalitis and Leptospirosis.
- ◆ Complete design and construction documents for Vector Control Maintenance Yard and Administration/Laboratory buildings.

The County Executive recommendation is to maintain the current level budget for Fiscal Year 2000.



Vector Control District — Budget Unit 0411

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
4224	Vector Control District	2,678,859	4,793,101	4,793,101	2,477,631	(2,315,470)	-48
	28 Vector Control District	2,676,844	3,006,101	3,006,101	2,477,631	(528,470)	-18
	199 VCD Capital Fund	2,015	1,787,000	1,787,000	–	(1,787,000)	-100
	Total Expenditures	\$ 2,678,859	\$ 4,793,101	\$ 4,793,101	\$ 2,477,631	\$ (2,315,470)	-48%

Vector Control District — Budget Unit 0411

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
4224	Vector Control District	\$ 3,074,091	\$ 3,019,977	\$ 3,019,977	\$ 2,580,000	\$ (439,977)	-15
	28 Vector Control District	2,668,736	2,580,000	2,580,000	2,580,000	–	–
	199 VCD Capital Fund	405,355	439,977	439,977	–	(439,977)	-100
	Total Revenues	\$ 3,074,091	\$ 3,019,977	\$ 3,019,977	\$ 2,580,000	\$ (439,977)	-15%

Vector Control District — Cost Center 4224

Major Changes to the Budget

	Positions	Appropriations	Revenues
Vector Control District (Fund Number 0028)			
FY 1999 Approved Budget	29.0	3,006,101	2,580,000
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	50,195	–
Internal Service Funds Adjustment	–	(578,665)	–
Other Required Adjustments	–	–	–
	Subtotal	\$ 2,477,631	\$ 2,580,000
Recommended Changes for FY 2000			
	Fund Subtotal	29.0	2,477,631
VCD Capital Fund (Fund Number 0199)			
FY 1999 Approved Budget	–	\$ 1,787,000	\$ 439,977
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	–	–
Internal Service Funds Adjustment	–	(1,787,000)	(439,977)



Vector Control District — Cost Center 4224

Major Changes to the Budget (Continued)

		Positions	Appropriations		Revenues
Other Required Adjustments					
	Subtotal	–	\$	–	\$
Recommended Changes for FY 2000					
	Fund Subtotal	–		–	–
Total Recommendation		29.0	\$	2,477,631	\$ 2,580,000



Department of Parks and Recreation Mission

The mission of the Santa Clara County Department of Parks and Recreation is to provide, protect, and preserve regional parklands for the enjoyment, education and inspiration of this and future generations.

Goals

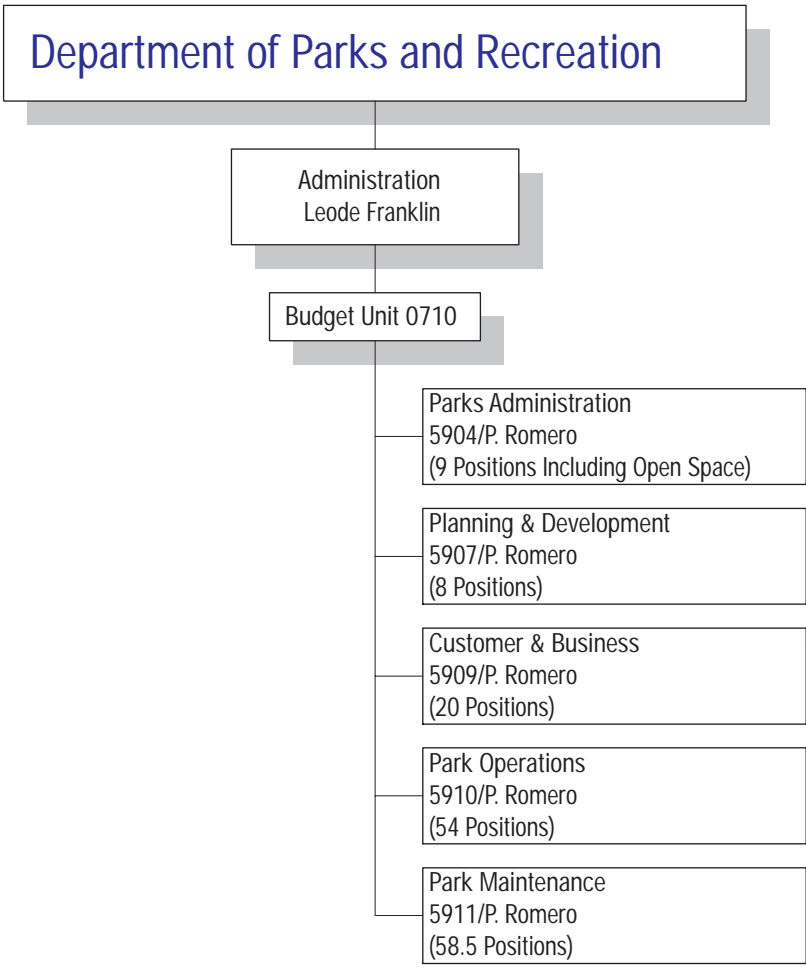
- ◆ Encourage people to use their parks, facilities and programs by providing quality maintenance, interpretation, public safety, recreational opportunities and informational services.
- ◆ Preserve the County's natural, cultural and recreational resources through resource identification, acquisition, management and education.
- ◆ Accomplish a long-range vision to acquire and develop regional parkland based on preserving natural resources and providing quality regional recreation.
- ◆ Actively involve the community in an open decision-making process to improve the quality of life for Santa Clara County citizens.
- ◆ Maintain financial responsibility, cost effectiveness and staff productivity.



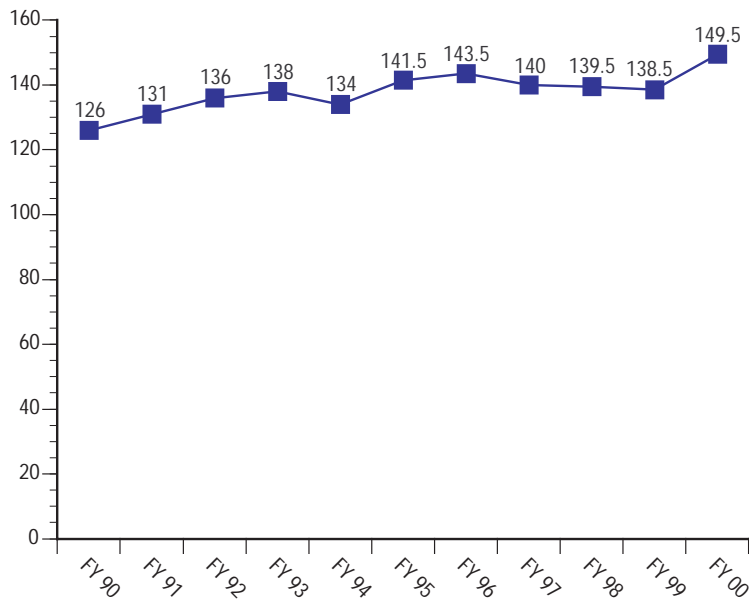
Cost: \$39,348,227



Staff: 149.5



10-Year Staffing Trend



Department of Parks and Recreation Overview

The Santa Clara County Department of Parks and Recreation administers the County's parks and recreation programs, operates and maintains the 27 diverse developed parks, works with cities, special park districts, contiguous counties and the State of California to develop complementary park and recreation programs.

The Park Charter was initially approved by voters in 1972. In November 1986, voters approved a Park Charter amendment which established the funding level at 1.5 cents per \$100 assessed valuation. The allocation of funds for acquisition was set a 20%, and the remaining 80% of funds were devoted to development, maintenance and operation of parks. In March 1996, the voters approved an extension to the Charter through and including Fiscal Year 2008-09. The allocation of funding per \$100 assessed valuation will be reduced to 1.425 cents in Fiscal Year 2003, through the remainder of the term.

In anticipation of the reduction to available funding in Fiscal Year 2003, the Department is launching a Revenue Enhancement Program, aimed at increasing revenues through the creation of new and innovative revenue enhancing programs.

Fiscal Year 1999 Accomplishments

- ◆ Implemented the first phase of the Board of Supervisors-approved Revenue Enhancement Plan by constructing appropriate new facilities and implementing revenue generating programs
- ◆ Opened newly acquired historic facility, La Casa Grande, to public use
- ◆ Created and implemented the Equestrian Trail Patrol Program

- ◆ Opened Chitactac-Adams County and Interpretive Display Center
- ◆ Fully implemented functional realignment of the entire Department, based upon the Comprehensive Performance Management (CPM) model
- ◆ Purchased more than 6,000 acres of new regional park lands
- ◆ Obtained funding for the Alviso Marina to implement launch ramp improvements and site amenities, pursuant to the master plan
- ◆ Initiated a Department-wide marketing and promotion program to make the residents of Santa Clara County more aware of park facilities and programs

Fiscal Year 2000 Planned Accomplishments

- ◆ Creation and implementation of a department-wide Natural Resource Management Inventory Program
- ◆ Implementation of a department-wide Interpretive Program
- ◆ Implementation of a Park Operations/Public Safety Policies and Procedures Manual
- ◆ Creation and implementation of a Park Maintenance Policies and Procedures Manual
- ◆ Expanded use of GIS/GPS and (Computer Aided Drafting) CAD technology throughout the department
- ◆ Interpretive site and program development for Joice Bernal Ranch
- ◆ Implementation of the Trail Master Plan (Phase 1) for Almaden Quicksilver County Park
- ◆ Implementation of the Cost Recovery Plan



Department of Parks and Recreation County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for the Environmental Resources Agency (ERA) - Department of Parks and Recreation advance the Board of Supervisors' priorities by ensuring that the delivery of County services enhance the County's Fiscal integrity; by improving the buildings, systems and the support-service infrastructure needed for efficient and effective County operations; and by investing in technology and providing staff training and development to improve service quality.

Staffing Changes

Add Deputy Director in Administration

A second Deputy Director of Parks and Recreation is established by deleting an existing position of Deputy Director of Support Services. The latter position has been on loan to the Santa Clara Open Space Authority (OSA) for the past few years and will be released from OSA in July, 1999. In addition, a Secretary II position was allocated to the OSA and will be also be deleted as part of this action.

This recommendation will establish an administrative structure consistent with the recent organizational change from a geographic to a functional structure. This involves establishment of a two-Deputy Director structure, one for general administration/planning and real estate, and one for overseeing the functional areas involved with field operations.

Total Savings: \$40,490

Replace Extra Help with Coded Positions in Park Operations

The additional cost of five new split-code Park Ranger positions to the Operations Unit will be partially offset with a reduction in extra-help and Sheriff Patrol funding. Benefits of this action include a decrease in staff turnover, which in turn leads to a decrease in annual new-hire training time.

Half-time rangers will be given the same training as full-time rangers, which will provide the public with a Park Ranger that is consistently trained and shares the same amount of responsibility. The split-code Park Ranger will be more reliable, responsible and accountable than an extra-help Ranger.

Total Cost: \$338,490

Offset with a \$152,410 reduction in extra-help funding

Add Four Park Maintenance Workers in Park Maintenance

The additional cost of four new Park Maintenance Worker I/II positions will be partially offset with a reduction in extra-help funding. One of the new positions will be a split-code, allowing two parks to realize an increase of .5 FTEs each. The new split-code will be able to cover the additional workload associated with the newly opened Chitactac-Adams Interpretive Center. The addition of these Park Maintenance Workers will augment the program in order to provide efficient and immediate response to the care and maintenance of the park areas.

Total Cost: \$162,008

Partially offset with a \$10,328 reduction in extra-help

Add Associate Real Estate Agent in Planning and Development

The Planning and Development Unit is comprised of two programs: Planning and Development and Real Estate Services. This position in Real Estate Services will provide all services currently performed within the program, including: lease preparation and monitoring, contract administration (for contracts between County Parks and other jurisdictions), management functions (evaluate easement requests, execute easements, execute and monitor right to enter permits, resolve boundary disputes or encroachments, research title and APN information, manage property and lease databases).

The addition of this position will allow the Parks Department to expand its services and recreational facilities to the public, expand the revenue base of the Department, which would enhance the long-term fiscal health of the County park system, provide more oppor-



tunities for potential new lessees to offer services within the park system, and provide increased accountability to the public and County Administration on Parks property management functions.

Total Cost: \$60,782

Add Natural Resource Management Technician

This position will assist the Natural Resource Management Coordinator in implementing scientifically-based resource management programs (surveys, vegetation, fisheries, wildlife) to preserve, protect and enhance park natural resources. The position will also be available to work with other park staff to monitor mitigations, assist with the natural resource inventory and maintain the natural resource database/Geographical Information System.

Total Cost: \$55,298

Interpretive Program at Joice-Bernal Ranch

The Joice-Bernal Ranch complex at the Santa Teresa Historic District will be completed in the Fall of 1999. This recommendation is funding for the initial planning, development and construction of interpretive elements at this site (signs, exhibits, program materials). Although there will be on-going facility maintenance costs associated with this interpretive site, this particular recommendation is one-time for development of the area.

An interpretive master plan for the site has been completed. Grant funding for this project is in the process of being awarded by the Historical Heritage Commission (HHC), up to an amount not to exceed \$75,000. Final amount pending approval by the HHC.

Total One-time Cost: \$90,000

Partially offset with approximately \$75,000 from the Historical Heritage Commission Fiscal Year 1999 allocation.

Natural Resource Management Resource Inventory - Phase I

The Natural Resource Inventory will be a comprehensive, Department-wide inventory. This will be a two-phase project. The first year will include contract services for satellite imaging, Geographic Information

System (GIS) mapping, database, vegetation/habitat and ground truthing. Phase Two will include wild-life/habitat utilization, database and ground truthing.

This information will be used for planning, operations, mitigation, monitoring, presentations and decision-making.

Total Cost: \$50,000

Business Services

Geographic Information Systems (GIS) and Global Positioning System (GPS)

This recommendation is for staff training, software, hardware and technical support relating to GIS and GPS usage. Staff will receive technical advice/assistance from the Planning Department's GIS professionals. Use of this technology will allow the Department to update maps, blueprints and plans of park facilities.

Total Cost: \$42,230

Marketing Program

This action unfunds a currently vacant Management Analyst position and increases expenditures associated with increased marketing consulting services, which will be used to implement Phase 2 of the Department's Marketing Plan.

The Department will be better able to implement the Marketing Plan by using professional consulting services. Phase Two of the plan includes promotional campaigns, direct mail and product sales. The Department will review the status of this program at the end of Fiscal Year 2000 and decide whether or not to re-fund the Management Analyst position, perform an add/delete action to create the appropriate position, or delete the position completely and continue with a marketing consultant.

Total Savings: \$12,981

Fee Increase

When seeking Board of Supervisors' approval for the recommended user fee increases in June 1997, the Parks Department was directed to develop a cost recovery/revenue enhancement plan for each park within the County, and for each service provided by the department. As part of the Cost Recovery Plan, a five-

year user fee adjustment plan was recommended which included recommendations for consistent user fee policies, user fee adjustments and new user fees.

This recommendation will increase camping-related fees by 50% and increase group picnic area fees by 33%. The additional revenue generated from these fee increases will allow the Department to implement their Revenue Enhancement Plan. A significant part of this plan is the increase in park visitor amenities and facilities.

This is the first of many cost recovery goals which are aimed to mitigate the impact of the return of 5% of the Park Charter Fund beginning Fiscal Year 2003 to the County's General Fund.

Total Revenue: \$179,457

Fixed Asset Recommendations

Park Maintenance

The Park Maintenance Unit fixed asset recommendation is made up of four separate requests:

- ◆ Three Electric Vehicles - These electric cart-like vehicles will help reduce damage to lawns and paths and allow the maintenance staff to access park areas that are off limits to full-size vehicles. They will have minimal impact on park visitors and the environment. Should these vehicles prove to be a success, the Department will purchase more, in an effort to reduce vehicle maintenance-related expenditures.
- ◆ Replacement Mower Deck - The existing decks need to be replaced. The replacement will extend the useful life of the rotary mower, increase the performance and reduce the bouncing associated with the worn deck. This piece of equipment is transported throughout the Department for mowing lawns.
- ◆ New Equipment Trailer - As part of the recent reorganization, the Department created a Grounds Crew which travels from park to park performing

grounds-related maintenance. The purchase of this trailer will allow the Crew to haul their own equipment, thereby freeing up the Heavy-Equipment Operator and allowing the Crew to work independently.

- ◆ Two-way Radio Repeater - This is a one-time recommendation to purchase a new two-way radio repeater to enhance communications between Park staff and County Communications. There are still some remote areas within the Department where radio communications are either weak or impossible. The addition of this repeater will enhance communications in some of these remote areas.

Total Cost: \$69,000

Park Operations

The fixed asset recommendation for the Park Operations Unit contains two requests:

- ◆ Replace Two Fire Pumpers - Replace two worn out, truck-mounted fire pumpers. These fire pumpers are mounted on park vehicles during the fire season and provide immediate fire suppression capability within the parks.
- ◆ Horse Trailer for the Mounted Patrol - The purchase of a horse trailer will allow the Parks Mounted Patrol Unit, which was created in Fiscal Year 1999, to move horses from park to park for patrol purposes.

Total Cost: \$22,440

Parks Administration

The Department has limited ability to print and copy color documents. The work is currently done on an older color copier/printer which prints at a document speed of 1 page every two minutes. This recommendation is for a new HP Color Jet printer with a copier function. It will print documents at a rate of 6 pages per minute and will be available to the entire Department for interpretation, training, personnel, resource management, budget and creation of presentation documents.

Total Cost: \$6,490

Capital Improvements

The Parks and Recreation Capital Improvement Program (CIP) does not undergo a review by the County's General Services Agency but receives direction and review from the Parks Commission through a series of public workshops. Following is a listing of Commission-endorsed CIP projects for Fiscal Year 2000, with funding to be provided primarily from a combination of the Almaden Quicksilver Settlement funds and Park Charter Fund balance. A detailed listing will be presented to the Board via a separate Board Transmittal at the June Budget Hearings.

- ◆ Almaden Quicksilver Chimney Study
- ◆ Almaden Quicksilver Trail Plan Implementation
- ◆ Alviso Master Plan Implementation
- ◆ Coyote Hellyer Improvements
- ◆ Coyote Lake Master Plan
- ◆ General Paving Projects
- ◆ Upper Guadalupe Creek Trail
- ◆ Grant Stables
- ◆ Mt. Madonna Fuel Tank Remediation
- ◆ Sanborn Water Pump/Distribution System

- ◆ Stevens Creek Bridge
- ◆ Uvas Canyon Water System
- ◆ General Historical Heritage Preservation
- ◆ General Land Acquisition

Total Cost: \$3,042,704

Contingency Reserves

The Parks Department will appropriate \$620,000 to contingency reserves in Fiscal Year 2000. Per policies set by the Department, reserves are being allocated as follows:

- ◆ A \$320,000 reappropriation (approximately 2%) contingency for parks operations. This reserve is re-established annually and is used for emergency or unanticipated situations requiring budget augmentation.
- ◆ A \$300,000 reappropriation contingency for parks capital projects. This reserve is re-established annually and is used for emergency or unanticipated situations relating to any capital projects.

Total Cost: \$620,000

County Parks And Recreation — Budget Unit 0710

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
5904	Administration	1,162,366	1,010,625	1,010,625	1,123,374	112,749	11
5907	Long-Range Planning And Property Management	634,076	858,387	858,387	927,762	69,375	8
5909	Customer and Business Services	16,838,180	24,826,163	37,744,411	25,866,530	1,040,367	4
	39 County Parks & Recreation Fund	1,764,025	1,861,312	1,861,312	1,704,445	(156,867)	-8
	56 County Park Fund-Discretionary	11,427,335	14,737,382	19,706,787	15,886,254	1,148,872	8
	65 Historical Heritage Projects	401,256	500,000	1,244,353	500,000	-	-
	66 County Park Fund - Acquisition	1,375,515	3,766,638	4,091,479	3,815,000	48,362	1



County Parks And Recreation — Budget Unit 0710

Expenditures by Cost Center (Continued)

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
	67 County Park Fund - Grants	304,393	-	1,741,597	-	-	-
	68 County Park Fund - Interest	1,565,656	3,960,831	9,098,883	3,960,831	-	-
5910	Park Operations	229,202	5,900,160	5,940,160	6,022,902	122,742	2
5911	Park Maintenance	480,145	5,453,284	5,453,284	5,407,659	(45,625)	-1
Total Expenditures		\$ 19,343,969	\$ 38,048,619	\$ 51,006,867	\$ 39,348,227	\$ 1,299,608	3%

County Parks And Recreation — Budget Unit 0710

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
5904	Administration	107,133	57,000	57,000	0	-57,000	-100%
5907	Long-Range Planning And Prop Mgmt	31,552,405	38,856,432	52,740,447	39,055,854	199,422	1%
Total Revenues		31,659,538	38,913,432	52,797,447	39,055,854	142,422	0%

Administration — Cost Center 5904

Major Changes to the Budget

	Positions	Appropriations	Revenues
County Parks & Recreation Fund (Fund Number 0039)			
FY 1999 Approved Budget	9.0	1,010,625	57,000
Board Approved Adjustments During FY 1999	-	-	-
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	269,648	-
Internal Service Funds Adjustment	-	-	-
Other Required Adjustments	-	(57,746)	(57,000)
	Subtotal	10.0	\$ 1,222,527
Recommended Changes for FY 2000			
1. Contract Services for Marketing Consultant	-	(49,300)	-



Administration — Cost Center 5904

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
This action increases contract services to hire a marketing consultant, offset by unfunding one vacant Management Analyst position (B1P) which is assigned to the Department's Marketing Program. A net savings of approximately \$13,000 is achieved. The Department is currently finishing Phase I of the Marketing Plan and is ready to embark on Phase II of the plan. The increase in appropriations for marketing consulting services will allow the Department to utilize professional expertise in implementing Phase II of the plan which includes a promotional campaign, direct mail and product sales.			
2. Add One Deputy Director; Delete One Deputy Director and One Secretary II	-1.0	(165,305)	-
This action deletes the two positions associated with the Open Space Authority (Deputy Director of Support Services (A76) and Secretary II (D19)) and adds a second Deputy Director of Parks and Recreation (A68). This action has a net savings of \$40,488 annually. The general park user will benefit from a more efficient Park Administration and the entire staff of the Department will operate more effectively through improved communications and focused efforts on critical functional areas.			
Subtotal	-1.0	(99,153)	-
Total Recommendation	9.0	\$ 1,123,374	\$ -

Long-Range Planning And Property Management — Cost Center 5907

Major Changes to the Budget

	Positions	Appropriations	Revenues
County Parks & Recreation Fund (Fund Number 0039)			
FY 1999 Approved Budget	7.0	858,387	-
Board Approved Adjustments During FY 1999	-	-	-
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-	(25,475)	-
Internal Service Funds Adjustment	-	-	-
Other Required Adjustments	-	34,070	1,242,149
Subtotal	7.0	\$ 866,982	\$ 1,242,149
Recommended Changes for FY 2000			
1. Add One Associate Real Estate Agent Code	1.0	60,780	-
This recommendation adds one Associate Real Estate Agent (C73) position to the Real Estate Services Program under the Planning and Development Unit. This new position will provide the staffing level that the Program needs in order to meet their mission and goals of acquiring regional parklands for recreational use and protection of natural and cultural resources. This position will perform lease preparation and monitoring, contract administration, property purchase, park residence management and other various property management functions.			
Subtotal	1.0	60,780	-
Total Recommendation	8.0	\$ 927,762	\$ 1,242,149



Customer and Business Services — Cost Center 5909

Major Changes to the Budget

	Positions	Appropriations	Revenues
County Parks & Recreation Fund (Fund Number 0039)			
FY 1999 Approved Budget	21.0	1,861,312	15,012,305
Board Approved Adjustments During FY 1999	1.0		40,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	447,446	—
Internal Service Funds Adjustment	—	(422,871)	—
Other Required Adjustments	—	(556,419)	(1,287,769)
Subtotal	20.0	\$ 1,329,468	\$ 13,764,536
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	—	16,257	—
1. Geographic Information Systems Funding	—	32,230	—
<p>This action appropriates funds which will allow the Department to expand the use of Geographic Information Systems (GIS) and Global Positioning Systems (GPS). Funds will be used for County Planning staff support, Department staff training in GIS and GPS, GIS and GPS software, and a new printer to print plans and blueprints. The Department has outdated and inaccurate "as-built" drawings, plans, maps and blueprints. The GIS and GPS tools will allow staff to update and store accurate drawings, plans and blueprints to better plan expansion of trails, facilities and activity areas. The request ties directly into Customer and Business Services' goals of maximizing staff productivity through information systems for office automation and of improving the Department's overall job performance by providing job skill training and professional development opportunities to staff.</p>			
2. Business Services Fixed Assets	—	6,490	—
<p>This recommendation will allow the Business Services Program to replace an older, slower, less efficient color printer with a new, high-speed, color laser printer. This printer will be available to Departmental staff for a variety of projects.</p>			
3. Fee Increase	—	—	179,457
<p>This recommendation increases camping and park use permit fees as part of an on-going Revenue Enhancement Program, which was first recommended and approved by the Board of Supervisors in FY 1998. This action will raise camping fees and park use permit fees (group picnic areas) to the comparable level of neighboring jurisdictions. The detailed recommendation, along with fee ordinance changes, will be presented to the Board in early Spring for approval and adoption.</p>			
4. Contingency Reserves	—	320,000	—
<p>This recommendation appropriates an approximately 2% contingency reserve for parks operations. This reserve is re-established annually and is used for emergency or unanticipated situations requiring budget augmentation.</p>			
Subtotal	—	374,977	179,457
Fund Subtotal	20.0	1,704,445	13,943,993
County Park Fund-Discretionary (Fund Number 0056)			
FY 1999 Approved Budget	—	14,737,382	19,231,831
Board Approved Adjustments During FY 1999	—	4,969,405	5,204,484
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Funds Adjustment	—	(31,788)	—
Other Required Adjustments	—	(6,093,745)	(5,215,484)
Subtotal	—	\$ 13,581,254	\$ 19,220,831
Recommended Changes for FY 2000			
1. Park Capital Improvement Projects	—	2,305,000	—



Customer and Business Services — Cost Center 5909

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
The following items are recommended as part of the FY 2000 Capital Improvements Plan in the Parks Department:			
◆ Fund 56:			
a. \$20,000 - Almaden Quicksilver Chimney Study			
b. \$150,000 - Almaden Quicksilver Trail Plan Implementation			
c. \$300,000 - Alviso Master Plan Implementation			
d. \$410,000 - Coyote Hellyer Improvements			
e. \$200,000 - Coyote Lake Master Plan			
f. \$370,000 - Paving for Various Required Projects			
g. \$125,000 - Grant Ranch Stables			
h. \$100,000 - Mount Madonna Fuel Tank Remediation			
i. \$100,000 - Sanborn Park Water Pump and Distribution System			
j. \$100,000 - Stevens Creek Bridge			
k. \$50,000 Uvas Canyon Water System			
l. \$80,000 - Upper Guadalupe Creek Trail			
m. \$300,000 - Park Capital Improvement Contingency Funds			
◆ Fund 65:			
n. \$500,000 - Historical Heritage Commission Annual Allocation			
◆ Fund 66:			
o. \$237,704 - Park Capital Improvement Projects			
	Subtotal	2,305,000	—
	Fund Subtotal	15,886,254	19,220,831
Historical Heritage Projects (Fund Number 0065)			
FY 1999 Approved Budget	—	500,000	500,000
Board Approved Adjustments During FY 1999	—	744,353	744,353
Cost to Maintain Current Program Services	—	—	—
Salary and Benefit Adjustments	—	—	—
Internal Service Funds Adjustment	—	—	—
Other Required Adjustments	—	(1,244,353)	(744,353)
	Subtotal	\$ —	\$ 500,000
Recommended Changes for FY 2000			
1. Park Capital Improvement Projects	—	500,000	—



Customer and Business Services — Cost Center 5909

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
The following items are recommended as part of the FY 2000 Capital Improvements Plan in the Parks Department:			
◆ Fund 56:			
a. \$20,000 - Almaden Quicksilver Chimney Study			
b. \$150,000 - Almaden Quicksilver Trail Plan Implementation			
c. \$300,000 - Alviso Master Plan Implementation			
d. \$410,000 - Coyote Hellyer Improvements			
e. \$200,000 - Coyote Lake Master Plan			
f. \$370,000 - Paving for Various Required Projects			
g. \$125,000 - Grant Ranch Stables			
h. \$100,000 - Mount Madonna Fuel Tank Remediation			
i. \$100,000 - Sanborn Park Water Pump and Distribution System			
j. \$100,000 - Stevens Creek Bridge			
k. \$50,000 Uvas Canyon Water System			
l. \$80,000 - Upper Guadalupe Creek Trail			
m. \$300,000 - Park Capital Improvement Contingency Funds			
◆ Fund 65:			
n. \$500,000 - Historical Heritage Commission Annual Allocation			
◆ Fund 66:			
o. \$237,704 - Park Capital Improvement Projects			
	Subtotal	500,000	–
	Fund Subtotal	500,000	500,000
County Park Fund - Acquisition (Fund Number 0066)			
FY 1999 Approved Budget	–	3,766,638	3,767,000
Board Approved Adjustments During FY 1999	–	324,841	769,529
Cost to Maintain Current Program Services	–	–	–
Salary and Benefit Adjustments	–	–	–
Internal Service Funds Adjustment	–	121,728	–
Other Required Adjustments	–	(635,911)	(721,529)
	Subtotal	\$ 3,577,296	\$ 3,815,000
Recommended Changes for FY 2000			
1. Park Capital Improvement Projects	–	237,704	–



Customer and Business Services — Cost Center 5909

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
The following items are recommended as part of the FY 2000 Capital Improvements Plan in the Parks Department:			
◆ Fund 56:			
a. \$20,000 - Almaden Quicksilver Chimney Study			
b. \$150,000 - Almaden Quicksilver Trail Plan Implementation			
c. \$300,000 - Alviso Master Plan Implementation			
d. \$410,000 - Coyote Hellyer Improvements			
e. \$200,000 - Coyote Lake Master Plan			
f. \$370,000 - Paving for Various Required Projects			
g. \$125,000 - Grant Ranch Stables			
h. \$100,000 - Mount Madonna Fuel Tank Remediation			
i. \$100,000 - Sanborn Park Water Pump and Distribution System			
j. \$100,000 - Stevens Creek Bridge			
k. \$50,000 Uvas Canyon Water System			
l. \$80,000 - Upper Guadalupe Creek Trail			
m. \$300,000 - Park Capital Improvement Contingency Funds			
◆ Fund 65:			
n. \$500,000 - Historical Heritage Commission Annual Allocation			
◆ Fund 66:			
o. \$237,704 - Park Capital Improvement Projects			
	Subtotal	237,704	—
	Fund Subtotal	3,815,000	3,815,000
County Park Fund - Grants (Fund Number 0067)			
FY 1999 Approved Budget	—	—	—
Board Approved Adjustments During FY 1999	—	1,741,597	1,987,597
Cost to Maintain Current Program Services	—	—	—
Salary and Benefit Adjustments	—	—	—
Internal Service Funds Adjustment	—	—	—
Other Required Adjustments	—	(1,741,597)	(1,987,597)
	Subtotal	\$ —	\$ —
Recommended Changes for FY 2000			
	Fund Subtotal	—	—
County Park Fund - Interest (Fund Number 0068)			
FY 1999 Approved Budget	—	\$ 3,960,831	\$ 345,296
Board Approved Adjustments During FY 1999	—	5,138,052	5,138,052
Cost to Maintain Current Program Services	—	—	—
Salary and Benefit Adjustments	—	—	—
Internal Service Funds Adjustment	—	—	—



Customer and Business Services — Cost Center 5909

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Other Required Adjustments		(5,138,052)	(5,149,467)
Subtotal	–	\$ 3,960,831	\$ 333,881
Recommended Changes for FY 2000			
Fund Subtotal	–	3,960,831	333,881
Total Recommendation	20.0	\$ 25,866,530	\$ 37,813,705

Park Operations — Cost Center 5910

Major Changes to the Budget

	Positions	Appropriations	Revenues
County Parks & Recreation Fund (Fund Number 0039)			
FY 1999 Approved Budget	46.0	5,900,160	–
Board Approved Adjustments During FY 1999	2.0	40,000	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(243,857)	–
Internal Service Funds Adjustment	–	(50,480)	–
Other Required Adjustments	–	48,273	–
Subtotal	48.0	\$ 5,694,096	\$ –
Recommended Changes for FY 2000			
1. Replace Two Fire Pumpers	–	11,440	–
This recommendation is a one-time fixed asset expenditure for the Park Operations unit. The recommendation contains two actions:			
◆ Replace two existing fire pumper units, which are approximately ten years old and designated for replacement			
◆ Purchase a new horse trailer for the Mounted Patrol Unit for the transportation of department horses.			
2. Add One Natural Resource Technician Code	1.0	55,296	–
This action adds one Natural Resource Technician position (new code) to the Park Natural Resource Management Program. This new position will assist the existing Natural Resource Management Coordinator with program implementation in wildlife habitat management, restoration, mitigation, and inventorying. This additional staff is critical in carrying out the program goals of preserving, protecting and enhancing the natural diversity of the parks while maintaining a balance between biodiversity and public use as well as promoting public awareness of the parks natural resources and their importance.			
3. Add Five Full-time Park Ranger Codes	4.5	186,070	–
This recommendation adds five full-time Park Ranger (T09) split-codes to the Park Operations Program. These five new positions will be utilized as split-codes. These new positions will be funded with a reduction in temporary help and Sheriff Patrol costs, and with Park Charter Funds. The addition of these ranger positions will reduce the cost of training and retaining temporary help rangers as well as provide more consistency and accountability within the Park Operations Program. These positions will also increase the level of service provided to park visitors via increased emergency response and interpretation.			
4. Fund Horse Trailer	–	11,000	–
This recommendation is a one-time fixed asset expenditure for the Park Operations unit. The recommendation contains two actions:			
◆ Replace two existing fire pumper units, which are approximately ten years old and designated for replacement			
◆ Purchase a new horse trailer for the Mounted Patrol Unit for the transportation of department horses.			
5. Joice Bernal Interpretive Program	–	15,000	–



Park Operations — Cost Center 5910

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues	
This action appropriates \$15,000 for the development of an interpretive program at the Santa Teresa Historic District - Joice Bernal. The request ties directly into the Interpretive Program's mission and goals of fostering an awareness and appreciation of Santa Clara County's natural, cultural and historical resources through quality interpretive programs, facilities and services to the public and park visitors. The total cost of this program is \$100,000. The balance of \$85,000 comes from a FY 1999 Historical Heritage Commission appropriation.				
6. Natural Resource Inventory Program	-	50,000	-	
This action appropriates \$50,000 for phase I of a two-year Natural Resource Inventory Program, which encompasses a complete Department-wide natural resource inventory. Phase I of the program includes satellite imaging; GIS mapping; compilation of a natural resource database; vegetation and habitat analysis/description; soil surveys and mapping; hydrological data imaging and databases; elevation models, and ground truthing. The recommendation ties directly into the Natural Resource Management Program's mission and goals by developing a monitoring device, which allows the Department to monitor long-term impacts on management schemes, and alert staff of possible problems/impacts.				
	Subtotal	5.5	328,806	-
Total Recommendation	54.0	\$ 6,022,902	\$ -	

Park Maintenance — Cost Center 5911

Major Changes to the Budget

	Positions	Appropriations	Revenues	
County Parks & Recreation Fund (Fund Number 0039)				
FY 1999 Approved Budget	55.5	5,453,284	-	
Board Approved Adjustments During FY 1999	-	-	-	
Cost to Maintain Current Program Services				
Salary and Benefit Adjustments	-1.0	(215,902)	-	
Internal Service Funds Adjustment	-	52,402	-	
Other Required Adjustments	-	(113,125)	-	
	Subtotal	54.5	\$ 5,176,659	\$ -
Recommended Changes for FY 2000				
1. Purchase Park Maintenance Fixed Assets	-	\$69,000	-	



Park Maintenance — Cost Center 5911

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
<p>This recommendation contains four one-time fixed asset items. The recommendation is as follows:</p> <ul style="list-style-type: none"> ◆ Three electric vehicles: \$36,000 - These electric cart-like vehicles will help reduce damage to lawns and paths and allow the maintenance staff to access park areas with little impact to park visitors or the environment. ◆ One Rotary Deck for Mower: \$16,500 - The existing deck needs to be repaired or replaced. It is more cost effective to replace the existing deck, as recommended by the park mechanic. A new deck will increase the performance of the mower and extend the useful life of the mower as well. ◆ One Equipment Trailer: \$9,350 - This piece of equipment is intended for both the Project Crew and Grounds Crew to transport equipment to various parks. ◆ One Radio Repeater: \$7,150 - A new two-way radio repeater will enhance the radio communications for park staff. Currently, some of the newly acquired properties have areas that are inaccessible to radio traffic. 			
2. Add Four Permanent Park Maintenance Worker Positions	4.0	162,000	–
<p>This recommendation adds four coded Park Maintenance Worker I/II (T17/T16) positions to the Park Maintenance Program, Cost Center 5911. Of the four positions, one will be a split-code. These positions will be funded with a reduction in temporary help and the Park Charter Fund.</p> <p>The addition of these positions is intended to augment the existing maintenance staff, reduce annual training and recruiting costs of extra-help workers and provide more consistency and accountability to the Park Maintenance worker job functions. The recommendation is also intended to increase the level of service delivery to the park visitors. The split-code positions will be assigned to Mt. Madonna and Uvas Canyon Parks. The other three will be assigned to Ed Levin Park, Hellyer Park and the Project Crew.</p>			
Subtotal	4.0	231,000	–
Total Recommendation	58.5	\$ 5,407,659	\$ –



Roads Department Mission

The mission of the Roads Department is to preserve, operate, and enhance the County's expressways and unincorporated roads in a safe, timely, and cost-effective manner in order to meet the needs of the traveling public.

Goals

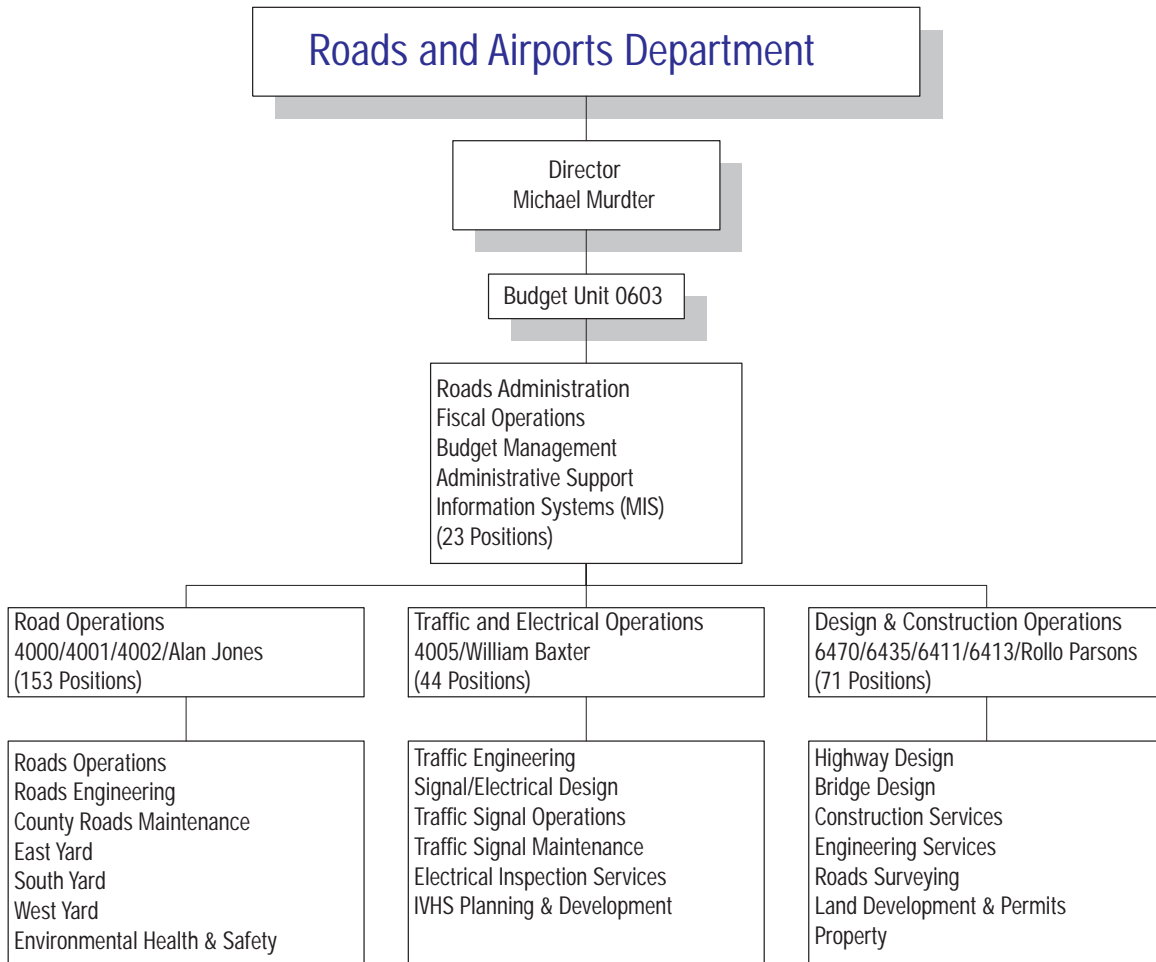
- ◆ Maintain, repair and replace paved surfaces, bridges, traffic signals, signage, guardrails, street lights and other road features to ensure the safety of the traveling public and to minimize life cycle costs.
- ◆ Provide roadway monitoring, traffic engineering, signal synchronization and accident prevention services to ensure the safety of the traveling public and to mitigate traffic congestion.
- ◆ Plan and execute projects to increase the capacity and to optimize the efficiency of the existing roadway, expressway, pedestrian way and bike path network.
- ◆ Provide land development, survey, inspection, permit and environmental services to our customers in a responsive and cost-effective manner.



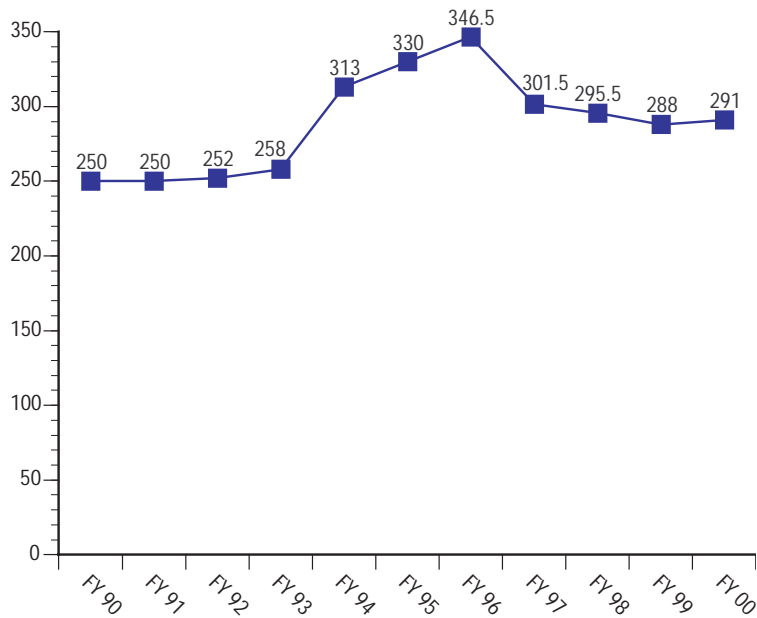
Cost: \$47,923,264



Staff: 291



10-Year Staffing Trend



Roads Department Overview

Santa Clara County is the only county in the State of California that operates and maintains its own expressway system. The Roads Department has approximately 300 employees and an annual budget of approximately \$48 million dollars. In addition to the approximately 65 miles of expressways, the Department's programs cover almost 650 miles of County roadways. There are three separate corporation maintenance yards which are located in the south, east and west parts of the County. The County of Santa Clara Roads Department is comprised of the following divisions: Road and Fleet Operations, Design & Construction Operations, Traffic & Electrical Operations and Department Administration. Responsibilities by division are as follows:

Road and Fleet Operations. Includes Road Maintenance, which performs repairs and scheduled maintenance of the County roads network based on a Pavement Management System that is certified by the Metropolitan Transportation Commission; and Roads Engineering, which supports maintenance activities through design work.

Traffic & Electrical Operations. Provides traffic engineering functions such as signal synchronization; design, maintenance and inspection of county traffic lights; and the maintenance of the electrical facilities.

Design and Construction Operations. Work performed by this division includes surveying, land development services, engineering, contract administration and inspection for road, bridge and expressway projects.

Administration. Provides support services for both Roads and Airports departments in the areas of fiscal, budget, management information systems, personnel management, and grant coordination.

The Roads Department is funded primarily by the Road Fund, which is a special revenue fund whose main source of funds is the State gasoline tax. Approximately \$25 million dollars are received annually from gasoline taxes and are supplemented with special Federal, State and Local funding for capital improvement projects. In addition to design, maintenance and safety of the

County's roadways, the Roads Department oversees and operates the County Lighting Service Fund, the Overlook Road District Maintenance Project and the El Matador Drive Maintenance Project.

The County of Santa Clara is one of two counties in the State which have been certified by Caltrans to be a lead agency for bridge seismic retrofit projects. There are over 200 County-owned bridges with a number of retrofits in process.

The expressway system contains over 120 signalized intersections which are operated on individual Expressway synchronized systems. Funding for Expressway System improvements (resurfacing, level of service, and signal synchronization) will result from the passage of Measures A/B.

Capital project funding will also increase substantially due to local Measure A/B, the one-half cent sales tax increase targeted for transportation projects. This funding will provide a projected \$59 million dollars to the Road fund over the life of the tax for Pavement Management projects, Intersection Level-of-Service (LOS) Improvements and Intelligent Transportation systems. The Department estimates A/B revenues of \$11.8 million dollars in Fiscal Year 2000 and has added three additional engineering positions to work on these programs.

A recently proposed revision to the State Transportation Improvement Program (STIP) would allocate \$4.5 million dollars for preliminary engineering and right-of-way acquisition for improvements to Montague Expressway, the County's most congested expressway.

Fiscal Year 1999 Accomplishments

- ◆ Completed Fiscal Year 1999 budget augmentation pavement repairs to Kirk Avenue, Alum Rock Avenue, Fleming Avenue, New Avenue, Bascom Avenue, Burbank Avenue, Woodard Road, San Martin Avenue, Holsclaw Road, Pole Line Road, and chip-sealed 70 lane-miles of unincorporated roads

- ◆ Completed repairs to fifteen (15) locations damaged in the 1998 El Nino storms. Received American Public Works Association (APWA) award for Old Santa Cruz Highway at Aldercrofts Creek Box Culvert Repair project
- ◆ Completed Alternative Analysis for Montague Expressway Expansion Project from Highway 101 to I-680 and obtained city consensus for a preferred alternative
- ◆ Completed Leavelsey Road and Watsonville Road improvement projects
- ◆ Completed Silicon Valley Smart Corridor Project, Phases I and II

Fiscal Year 2000 Planned Accomplishments

- ◆ Implement first year of Measure B projects (pavement repairs, signal synchronization, and intersection level-of-service improvements)
- ◆ Complete Hazard Elimination Safety (HES) project on McKean Road and Frazier Lake Road
- ◆ Complete five bridge seismic retrofit projects and three bridge rail safety improvement projects
- ◆ Complete repairs to all 1995, 1997, and 1998 FEMA small project damage sites
- ◆ On Montague Expressway, complete construction of Coyote Creek Bridge widening and complete the environmental documentation for the Expansion Project preferred alternative



Roads Department

County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for the Roads Department advance the Board of Supervisors' priorities by reducing traffic congestion by securing funding for projects such as the Silicon Valley Smart Corridor, the Montague Expressway, and the implementation of Measures A and B. The Department also strives to enhance the County's fiscal integrity by improving buildings, systems and the support-service infrastructure required for efficient and effective County Operations.

Fixed Asset Funding

Roads Operations

This fixed asset recommendation will fund preventative maintenance at the three Road Maintenance Yards. The South and West yards will reroof various buildings. The East Yard will have the yard resurfaced with asphalt.

Total Cost: \$195,000

Road Fleet

Recommend the on-going Heavy Equipment Replacement Program. This annual, on-going program replaces heavy equipment at the end of its useful life.

Total Cost: \$635,000

Motor Pool

The Roads Motor Pool replaces vehicles at the end of their useful lives. The Fiscal Year 2000 replacement schedule lists a total of 15 vehicles slated for replacement.

Total Cost: \$258,900

Roads Operations

Hazardous Materials Management

This recommendation increases expenditures for Hazardous Materials Management at the Oregon Expressway/Alma undercrossing. All expenditures are reimbursable from Hewlett Packard, Varian Associates and the City of Palo Alto.

Total Cost: \$159,900

Fully offset with revenues budgeted in the Current Level Budget

Structural Maintenance

This is a \$130,490 recommendation for the exterior painting of buildings at both the East and West Road Maintenance Yards. The balance of the recommendation (\$26,000) will be used for various on-going maintenance activities.

Total Cost: \$156,490

Facilities Assessment and Equipment Training

This action increases Specialized Services within Roads Operations for a facilities conditions assessment (\$33,000) and an augmentation of training funds (\$15,000) for light and heavy equipment training. The facilities conditions assessment will allow the Department to have a clear picture of the condition of their facilities and allow them to more accurately budget facility maintenance/modifications within their Five Year Plan.

Total Cost: \$48,555

Roads and Airports Administration

Management Audit

Funding for the Roads portion of the Roads and Airports Department management audit that will be conducted by the Harvey M. Rose Accountancy Corporation. This audit was approved on the Harvey Rose workplan in Fiscal Year 1999.

Total Cost: \$200,000



Local Match Set-Aside

The Roads Department will be budgeting a local match set-aside for Fiscal Year 2000 which will be used for any unanticipated grant funding requiring a local match of funds.

Total Cost: \$100,000

Sale of Excess Land to the Santa Clara Valley Water District

The Roads Department budgeted the sale of this parcel in Fiscal Year 1999 and had to reverse the budget at Mid-year since the sale will not take place until Fiscal Year 2000 due to hazardous material mitigation. The property in question, for which the Department has no use, is located near the Tamien Park and Ride station. The parcel in question is needed by the Santa Clara Valley Water District for flood control purposes, and is part of the Guadalupe River Parkway.

Total Revenues: \$850,000

Technological Enhancements/Augmentations

Maintenance Management System

The Road Maintenance Division will contract with a consultant to develop and implement a Maintenance Management System which will track road maintenance expenditures by program. This will allow expenditures to be tracked and compared directly to the Five Year Plan, which is set up by program rather than by Division.

Total Cost: \$60,000

Computer Hardware and Software for Board-Approved Positions

This one-time funding is associated with Board-approved staff increase relating to Measure A/B capital, TEA-21, and Montague Expressway Projects. Funds will be used to purchase new computer hardware and software for the 3 additional staff members. Funds will also provide Computer Aided Design (CAD) training and licensing for the new staff members.

Total Cost: \$24,000

Progress Payment System

One-time funding for a Progress Payment System in the Roads Construction Division. The Roads Department annually tracks millions of dollars of construction

contract payments. The development of this system will allow the Department to more accurately track construction payments.

Total Cost: \$50,000

Capital Projects

Traffic and Electrical Division

- ◆ Spot Safety Program - This is an on-going Hazardous Elimination Safety Program, primarily funded with Federal grants.

Total Cost: \$1,050,000

- ◆ Signal Synchronization - Funding for the Signal Synchronization Program comes from Measure B sales tax dollars. Projects will minimize travel delays on County roadways by instituting effective signal coordination and use of Intelligent Transportation Systems technology (ITS).

Specific projects are undetermined at this time but should be finalized during the Base Case discussions in May 1999.

Total Cost: \$3,668,000

Offset with \$3,500,000 of Measure B Revenue

Highways and Bridges

- ◆ Santa Teresa Boulevard - Funds will be used to complete Santa Teresa Boulevard between Highland Avenue and California Avenue in Supervisorial District One. Prior year project funds for this project have been rolled over into the current year budget. This is part of the federally funded Rural Set-aside Program.

Total Cost: \$390,000

Offset with \$340,000 of Rural Set-aside funding

- ◆ Montague Expressway Project - The Roads Department will be receiving State Transportation Improvement Program (STIP) funds for the final design of widening and improvements to Montague Expressway, which will reduce forecast travel delays and enhance and expand High Occupancy Volume (HOV) lane operation.

Total Cost: \$4,575,000

Offset with \$4,500,000 of State Transportation Improvement Project funds

- ◆ Bridge Program - The majority of the funding for the bridge projects are Federal (Highway Bridge Replacement and Rehabilitation (HBRR)) and State grants. Funds will be used to strengthen, replace, rehabilitate, and upgrade bridge rails and approach railings; and, maintain, repair, and bi-annually inspect County bridges.

Total Cost: \$2,710,000

Offset with \$2,144,400 of various Federal and State grant funds

- ◆ Measure A/B Projects - Funds will be made available to the Department pending the Board of Supervisors' adoption of the Measure A/B Base Case Implementation Plan. Funds will be used to repair, maintain, and improve pavement conditions on County roadways; and, to implement improvements to relieve congestion at expressway intersections as approved and adopted in the Measure B Base Case Plan.

Total Cost: \$8,300,000

Fully offset with Measure B funds

Roads Operations — Budget Unit 0603

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
4000	Roads Operations	\$ 2,149,160	\$ 2,238,785	\$ 2,726,496	\$ 2,656,630	\$ 417,845	19
4001	Road Maintenance	\$ 8,362,144	\$ 9,659,346	\$ 9,766,346	\$ 9,654,749	\$ (4,597)	-
	23 Road Fund	8,349,600	9,589,346	9,681,346	9,596,449	7,103	-
	1618 Overlook Road District	12,544	20,000	35,000	8,300	(11,700)	-59
	1620 El Matador Drive Maint	-	50,000	50,000	50,000	-	-
4002	Road Engineering	\$ 2,571,113	\$ 1,431,030	\$ 3,211,030	\$ 498,058	\$ (932,972)	-65
4005	Road Traffic And Electrical	\$ 4,907,297	\$ 4,015,146	\$ 4,032,146	\$ 3,839,270	\$ (175,876)	-4
	23 Road Fund	4,906,505	4,015,146	4,032,146	3,839,270	(175,876)	-4
	1528 County Lighting Service Fund	792	-	-	-	-	-
4008	Motor Pool	\$ 557,368	\$ 367,512	\$ 550,512	\$ 495,295	\$ 127,783	35
4101	Road Fleet	\$ 1,566,699	\$ 1,711,944	\$ 1,829,344	\$ 1,815,426	\$ 103,482	6
	23 Road Fund	1,566,669	1,711,944	1,829,344	1,815,426	103,482	6
	80 TA Motor Pool ISF	30	-	-	-	-	-
6410	Roads And Airports Administration	\$ -	\$ 2,773,081	\$ 3,232,907	\$ 3,729,133	\$ 956,052	34
6411	Land Development	\$ -	\$ 1,360,888	\$ 1,529,388	\$ 1,297,574	\$ (63,314)	-5
	23 Road Fund	-	1,076,821	1,186,821	1,003,571	(73,250)	-7
	1528 County Lighting Service Fund	-	284,067	342,567	294,003	9,936	3
6413	Survey and Property	\$ -	\$ 1,094,035	\$ 1,094,035	\$ 701,196	\$ (392,839)	-36
6435	Highway And Bridge Design	\$ -	\$ 738,994	\$ 5,090,938	\$ 343,012	\$ (395,982)	-54
6470	Roads Construction	\$ -	\$ 791,828	\$ 791,828	\$ 534,937	\$ (256,891)	-32



Roads Operations — Budget Unit 0603

Expenditures by Cost Center (Continued)

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
6472	Roads And Airports Fiscal	\$ -	\$ 846,375	\$ 846,375	\$ 855,984	\$ 9,609	1
6474	Roads Capital Projects-Traffic and Electrical	\$ -	\$ 1,838,000	\$ 3,098,323	\$ 4,368,000	\$ 2,530,000	138
6475	Roads Capital Projects-Maintenance	\$ -	\$ -	\$ -	\$ 699,000	\$ 699,000	-
6476	Roads Capital Projects-Highways & Bridges	\$ -	\$ 5,888,500	\$ 9,147,486	\$ 16,435,000	\$ 10,546,500	179
Total Expenditures		\$ 20,113,781	\$ 34,755,464	\$ 46,947,154	\$ 47,923,264	\$ 13,167,800	38%

Roads Operations — Budget Unit 0603

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
4000	Roads Operations	\$ 481,043	\$ 302,000	\$ 639,711	\$ 453,000	\$ 151,000	50
4001	Road Maintenance	\$ 257,464	\$ 358,000	\$ 373,000	\$ 375,300	\$ 17,300	5
	23 Road Fund	232,339	288,000	288,000	317,000	29,000	10
	1618 Overlook Road District	20,565	20,000	35,000	8,300	(11,700)	-59
	1620 El Matador Drive Maint	4,560	50,000	50,000	50,000	-	-
4002	Road Engineering	\$ 55,895	\$ 75,000	\$ 1,445,000	\$ 75,000	\$ -	-
4005	Road Traffic And Electrical	\$ 596,667	\$ 295,000	\$ 312,000	\$ 190,000	\$ (105,000)	-36
	23 Road Fund	596,649	295,000	312,000	190,000	(105,000)	-36
	80 TA Motor Pool ISF	18	-	-	-	-	-
4008	Motor Pool	\$ 417,414	\$ 526,985	\$ 709,985	\$ 526,985	\$ -	-
4101	Road Fleet	\$ 7,490	\$ 27,000	\$ 144,400	\$ 27,000	\$ -	-
6410	Roads And Airports Administration	\$ -	\$ 25,879,898	\$ 28,438,990	\$ 26,365,000	\$ 485,102	2
6411	Land Development	\$ -	\$ 575,000	\$ 743,500	\$ 599,000	\$ 24,000	4
	23 Road Fund	-	300,000	410,000	275,000	(25,000)	-8
	1528 County Lighting Service Fund	-	275,000	333,500	324,000	49,000	18
6413	Survey and Property	\$ -	\$ 384,300	\$ 346,000	\$ 331,000	\$ (53,300)	-14
6435	Highway And Bridge Design	\$ -	\$ -	\$ 4,532,177	\$ -	\$ -	-
6470	Roads Construction	\$ -	\$ 165,000	\$ 140,000	\$ 180,000	\$ 15,000	9
6474	Roads Capital Projects-Traffic and Electrical	\$ -	\$ 1,792,000	\$ 3,016,323	\$ 3,950,000	\$ 2,158,000	120
6476	Roads Capital Projects-Highways & Bridges	\$ -	\$ 4,751,200	\$ 6,468,161	\$ 15,552,953	\$ 10,801,753	227
Total Revenues		\$ 1,815,973	\$ 35,131,383	\$ 47,309,247	\$ 48,625,238	\$ 13,493,855	38%



Roads Operations — Cost Center 4000

Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 1999 Approved Budget	14.0	2,238,785	302,000
Board Approved Adjustments During FY 1999	–	487,711	337,711
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	109,923	–
Internal Service Funds Adjustment	–	753	–
Other Required Adjustments	–	(741,490)	(186,711)
Subtotal	13.0	\$ 2,095,682	\$ 453,000
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	1,003	–
1. Facility Modifications	–	195,000	–
Request for preventative maintenance at the three Road Maintenance yards. Funds will be used for roof replacement at the West and South yards and the resurfacing (asphalt) of the East Yard.			
2. Hazardous Waste Management - Oregon Expressway/Alma Undercrossing	–	159,900	–
Add funding for Hazardous Waste Management on Oregon Expressway at the Alma undercrossing. The expenditures for this project are reimbursed from Hewlett Packard, Varian and the City of Palo Alto.			
3. Maintenance of Structures	–	156,490	–
Request for funds for the exterior painting of the East and West yards, plus on-going maintenance activities.			
4. Facilities Assessment and Training	–	48,555	–
Request for funding of a facilities condition assessment. Funds will also be used to augment existing funds for light and heavy equipment training.			
Subtotal	–	560,948	–
Total Recommendation	13.0	\$ 2,656,630	\$ 453,000

Road Maintenance — Cost Center 4001

Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 1999 Approved Budget	136.0	9,589,346	288,000
Board Approved Adjustments During FY 1999	2.0	92,000	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(211,335)	–
Internal Service Funds Adjustment	–	1,113	–
Other Required Adjustments	–	65,301	29,000
Subtotal	138.0	\$ 9,536,425	\$ 317,000
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	24	–
1. Maintenance Management System	–	60,000	–
This action will provide consulting services to develop and implement a Maintenance Management System that will track road maintenance expenditures by program.			
Subtotal	–	60,024	–



Road Maintenance — Cost Center 4001

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Fund Subtotal	138.0	9,596,449	317,000
Overlook Road District (Fund Number 1618)			
FY 1999 Approved Budget	–	20,000	20,000
Board Approved Adjustments During FY 1999	–	15,000	15,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	–	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	(26,700)	(26,700)
Subtotal	–	\$ 8,300	\$ 8,300
Recommended Changes for FY 2000			
Fund Subtotal	–	8,300	8,300
El Matador Drive Maint (Fund Number 1620)			
FY 1999 Approved Budget	–	\$ 50,000	\$ 50,000
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	–	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	–	–
Subtotal	–	\$ 50,000	\$ 50,000
Recommended Changes for FY 2000			
Fund Subtotal	–	50,000	50,000
Total Recommendation	138.0	\$ 9,654,749	\$ 375,300

Road Engineering — Cost Center 4002

Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 1999 Approved Budget	3.0	1,431,030	75,000
Board Approved Adjustments During FY 1999	–	1,780,000	1,370,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	3,028	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	(2,716,000)	(1,370,000)
Subtotal	3.0	\$ 498,058	\$ 75,000
Recommended Changes for FY 2000			
Total Recommendation	3.0	\$ 498,058	\$ 75,000



Road Traffic And Electrical — Cost Center 4005

Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 1999 Approved Budget	43.0	4,015,146	295,000
Board Approved Adjustments During FY 1999	3.0	17,000	17,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	(30,805)	-
Internal Service Funds Adjustment	-	(21,700)	-
Other Required Adjustments	-	(140,371)	(122,000)
Subtotal	44.0	\$ 3,839,270	\$ 190,000
Recommended Changes for FY 2000			
Total Recommendation	44.0	\$ 3,839,270	\$ 190,000

Motor Pool — Cost Center 4008

Major Changes to the Budget

	Positions	Appropriations	Revenues
TA Motor Pool ISF (Fund Number 0080)			
FY 1999 Approved Budget	-	367,512	526,985
Board Approved Adjustments During FY 1999	-	183,000	183,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-	-	-
Internal Service Funds Adjustment	-	(73,117)	-
Other Required Adjustments	-	(241,000)	(183,000)
Subtotal	-	\$ 236,395	\$ 526,985
Recommended Changes for FY 2000			
1. Road Fund Motor Pool	-	258,900	-
This action will allocate funding for the Road Fund Motor Pool for annual vehicle replacement. The Department will be replacing a total of 15 vehicles.			
Subtotal	-	258,900	-
Total Recommendation	-	\$ 495,295	\$ 526,985

Road Fleet — Cost Center 4101

Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 1999 Approved Budget	-	1,711,944	27,000
Board Approved Adjustments During FY 1999	-	117,400	117,400
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-	-	-
Internal Service Funds Adjustment	-	(227,468)	-
Other Required Adjustments	-	(421,450)	(117,400)
Subtotal	-	\$ 1,180,426	\$ 27,000



Road Fleet — Cost Center 4101

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Recommended Changes for FY 2000			
1. Increase Fixed Assets for Heavy Equipment Procurement Program	–	635,000	–
Procurement budget for the on-going Heavy Equipment Procurement Program.			
Subtotal	–	635,000	–
Total Recommendation	–	\$ 1,815,426	\$ 27,000

Roads And Airports Administration — Cost Center 6410

Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 1999 Approved Budget	11.0	2,773,081	25,879,898
Board Approved Adjustments During FY 1999	–	459,826	2,559,092
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	588,726	–
Internal Service Funds Adjustment	–	9,894	–
Other Required Adjustments	–	(402,500)	(2,923,990)
Subtotal	11.0	\$ 3,429,027	\$ 25,515,000
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	106	–
1. Local Match Set-Aside	–	100,000	–
This action will budget funds for projects requiring a local match relating to potential Capital projects. Each year the Roads Department has opportunities to receive grant funding with a required local match. This allocation will set aside funding for unanticipated grant opportunities that arise post-budget.			
2. Sale of Excess Land to SCVWD	–	–	850,000
Sale of excess land to the Santa Clara Valley Water District (SCVWD). Property is located near the Tamien Park and Ride Station and is unused by the Roads Department. The parcel in question is needed by the Water District for flood control purposes, and is part of the Guadalupe River Parkway.			
3. Roads Department Management Audit	–	200,000	–
This action budgets funds for the Board-approved management audit of the Roads Department, and will be carried out by the Harvey M. Rose Accountancy Corporation.			
Subtotal	–	300,106	850,000
Total Recommendation	11.0	\$ 3,729,133	\$ 26,365,000



Land Development — Cost Center 6411

Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 1999 Approved Budget	12.0	1,076,821	300,000
Board Approved Adjustments During FY 1999	–	110,000	110,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(40,950)	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	(142,300)	(135,000)
Subtotal	12.0	\$ 1,003,571	\$ 275,000
Recommended Changes for FY 2000			
Fund Subtotal	12.0	1,003,571	275,000
County Lighting Service Fund (Fund Number 1528)			
FY 1999 Approved Budget	–	\$ 284,067	\$ 275,000
Board Approved Adjustments During FY 1999	–	58,500	58,500
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	–	–
Internal Service Funds Adjustment	–	(6,567)	–
Other Required Adjustments	–	(42,000)	(9,500)
Subtotal	–	\$ 294,000	\$ 324,000
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	3	–
Subtotal	–	3	–
Fund Subtotal	–	294,003	324,000
Total Recommendation	12.0	\$ 1,297,574	\$ 599,000

Survey and Property — Cost Center 6413

Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 1999 Approved Budget	16.0	1,094,035	384,300
Board Approved Adjustments During FY 1999	–	–	(38,300)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	13,375	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	(406,214)	(15,000)
Subtotal	16.0	\$ 701,196	\$ 331,000
Recommended Changes for FY 2000			
Total Recommendation	16.0	\$ 701,196	\$ 331,000



Highway And Bridge Design — Cost Center 6435

Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 1999 Approved Budget	20.0	738,994	–
Board Approved Adjustments During FY 1999	2.0	4,351,944	4,532,177
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	115,101	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	(4,887,027)	(4,532,177)
Subtotal	20.0	\$ 319,012	\$ –
Recommended Changes for FY 2000			
1. One-time Computer-related expense associated with Board-approved positions	–	24,000	–
This action allocates funds to purchase computer hardware and software associated with the positions previously approved by the Board relating to Measure A/B Capital, T-21 and Montague Expressway projects.			
Subtotal	–	24,000	–
Total Recommendation	20.0	\$ 343,012	\$ –

Roads Construction — Cost Center 6470

Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 1999 Approved Budget	21.0	791,828	165,000
Board Approved Adjustments During FY 1999	–	–	(25,000)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(29,556)	–
Internal Service Funds Adjustment	–	(673)	–
Other Required Adjustments	–	(276,933)	40,000
Subtotal	21.0	\$ 484,666	\$ 180,000
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	271	–
1. Progress Payment System	–	50,000	–
This action will allocate funds for the purchase or development of a Progress Payment System. This system will be used to track progressive payments relating to construction contracts.			
Subtotal	–	50,271	–
Total Recommendation	21.0	\$ 534,937	\$ 180,000



Roads And Airports Fiscal — Cost Center 6472

Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 1999 Approved Budget	12.0	846,375	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	6,274	–
Internal Service Funds Adjustment	–	3,611	–
Other Required Adjustments	–	(29)	–
Subtotal	13.0	\$ 856,231 \$	–
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	(247)	–
Subtotal	–	(247)	–
Total Recommendation	13.0	\$ 855,984 \$	–

Roads Capital Projects-Traffic and Electrical — Cost Center 6474

Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 1999 Approved Budget	–	1,838,000	1,792,000
Board Approved Adjustments During FY 1999	–	1,260,323	1,224,323
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	–	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	(2,998,323)	(3,016,323)
Subtotal	–	\$ 100,000 \$	–
Recommended Changes for FY 2000			
1. Hazardous Elimination Safety Program	–	600,000	450,000
This action appropriates fund for the Hazardous Elimination Safety Program. The majority of these program costs are offset via Federal grants.			
2. Signal Synchronization Program	–	3,668,000	3,500,000
This action allocates funds for the Signal Synchronization Program. The projects will minimize travel delays on County roadways by instituting effective signal coordination and the use of Intelligent Transportation Systems (ITS) technology.			
Subtotal	–	4,268,000	3,950,000
Total Recommendation	–	\$ 4,368,000 \$	3,950,000



Roads Capital Projects-Maintenance — Cost Center 6475

Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 1999 Approved Budget	–	–	–
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	–	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	699,000	–
Subtotal	–	\$ 699,000	\$ –
Recommended Changes for FY 2000			
Total Recommendation	–	\$ 699,000	\$ –

Roads Capital Projects-Highways & Bridges — Cost Center 6476

Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 1999 Approved Budget	–	5,888,500	4,751,200
Board Approved Adjustments During FY 1999	–	3,258,986	1,716,961
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	–	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	(8,687,486)	(5,905,548)
Subtotal	–	\$ 460,000	\$ 562,613
Recommended Changes for FY 2000			
1. Santa Teresea Boulevard Project	–	390,000	340,149
This action will allocate funding for the Santa Teresa Boulevard project. This project will complete the Santa Teresa Boulevard project between Highland Avenue and California Avenue in District One.			
2. Montague Expressway Improvements	–	4,575,000	4,500,000
The Roads Department will be receiving State Transportation Improvement Project (STIP) funds for the final design of widening and improvements to Montague Expressway expected to reduce forecast travel delays and enhance and expand High Occupancy Volume (HOV) lane operation.			
3. Various bridge safety projects	–	2,710,000	1,850,191
This action will allocate funds for various bridge projects. Funds will be used to seismically strengthen, replace, rehabilitate, and upgrade bridge rails and approach railings; and maintain, repair, and bi-annually inspect county bridges. The majority of funding for these programs comes from the Highway Bridge Replacement and Rehabilitation (HBRR) Federal Program.			
4. Measure A/B Projects	–	8,300,000	8,300,000
Funds for Measure A/B projects will be made available to the department pending the Board's adoption of the Measure A/B Base Case Implementation Plan. Funds will be used to repair, maintain and improve pavement conditions on County roadways; and to implement improvements to relieve congestion at expressway intersections.			
Subtotal	–	15,975,000	14,990,340
Total Recommendation	–	\$ 16,435,000	\$ 15,552,953



Airports Department Mission

The mission of the Airports Department is to provide safe and efficiently operated airports that meet the needs of the traveling public, and to preserve, operate and enhance the County's airports consistent with federal and state aviation regulations and County requirements.

Goals

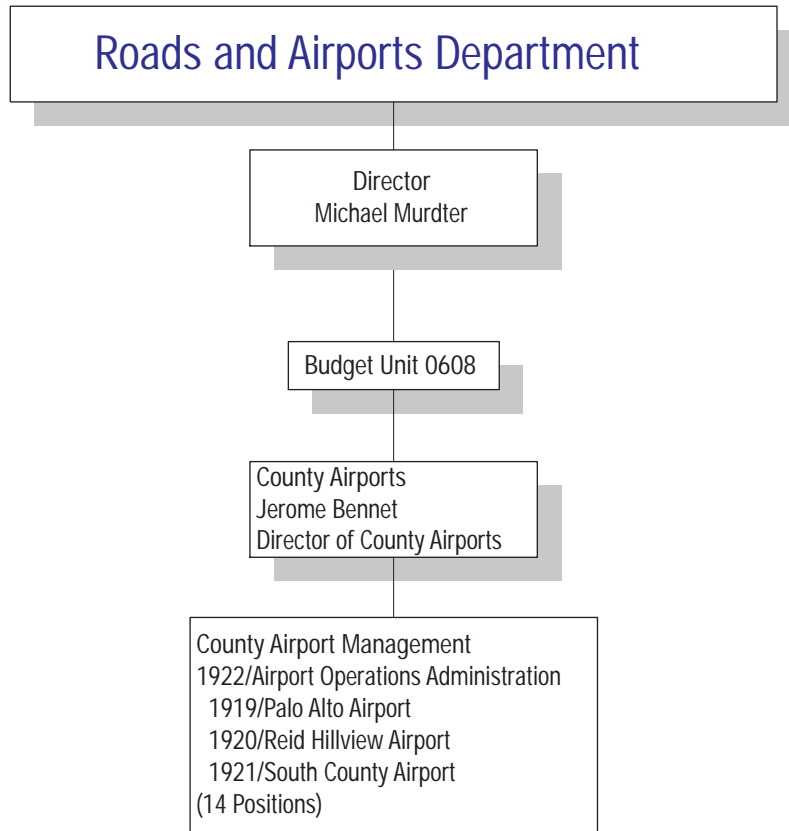
- ◆ Provide safe, well-maintained and efficient airports and aviation-related services, meeting the needs of the general aviation community.



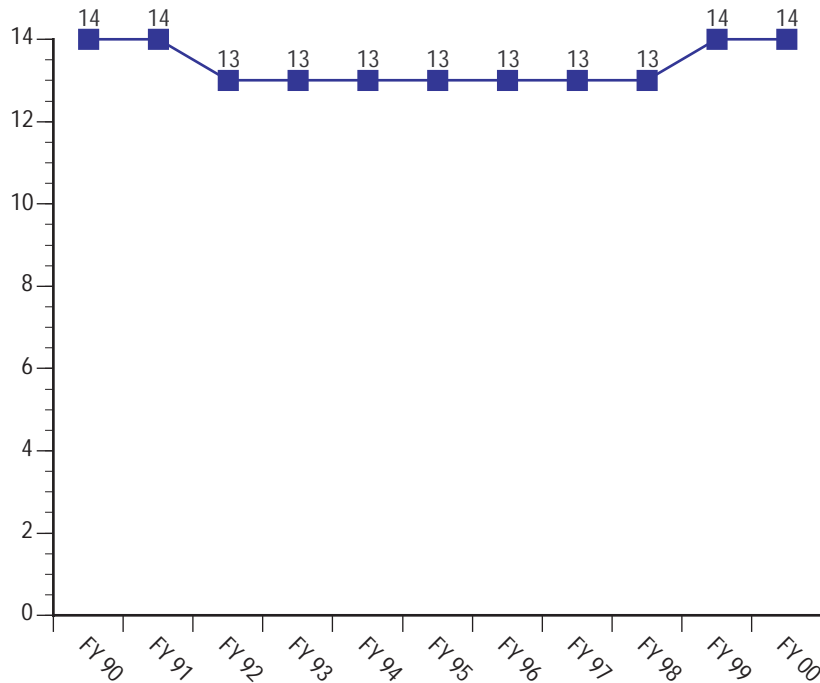
Cost: \$1,933,537



Staff: 14



10-Year Staffing Trend



Airports Department Overview

The Airports Department is authorized by the Santa Clara County Code (Section A13-13 (c)) to "Plan, design, construct, maintain and operate County airports." The Board of Supervisors determine the level of service to be provided at the airports and the Santa Clara County Airports Commission provides advice, studies and recommendations to the Board on Airport issues.

The Airport Department is funded through an enterprise fund and exists solely through the revenues it generates from airport fees and from Federal Aviation Administration (FAA) grants for capital improvement projects. The Airports Department has a \$2.0 million budget and 14 staff members.

Fiscal Year 1999 Accomplishments

- ◆ Completed the Reid-Hillview Airport Maintenance and Safety Improvements Capital project using funds received from a previous FAA grant
- ◆ Received a new FAA grant for Airport Maintenance and Safety Improvements at Reid-Hillview Airport

- ◆ Received a new FAA grant for a Federal Aviation Regulation (FAR) Part 150 Noise Compatibility Study at Reid-Hillview Airport
- ◆ Initiated a major update to the Airport Rules and Regulations and Aircraft Basing Agreement

Fiscal Year 2000 Accomplishments

- ◆ Complete the Reid-Hillview Airport Noise Compatibility Planning Study
- ◆ Complete the Palo Alto FAA Airport Improvement Program (AIP) grant project consisting of safety and security improvements, airfield lighting, pavement repair and rehabilitation and drainage improvements
- ◆ Complete Reid-Hillview FAA Airport Improvement Program grant project consisting of safety and maintenance improvements, pavement repair and rehabilitation and drainage improvements
- ◆ Secure FAA grant funding for County Airports Master Plan Update and Business Plan
- ◆ Complete the update to the Airports Rules & Regulations and Aircraft Basing Agreement



Airports Department County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for the Airports Department advance the Board of Supervisors' priorities by enhancing the County's fiscal integrity.

Palo Alto Airport Landscaping Project

This recommendation will provide landscaping of security fencing at a net cost of \$60,000 to the Airports Enterprise Fund. The fencing in question parallels

Embarcadero Road at the Palo Alto Airport. Security fencing will be installed in conjunction with a federally-funded Capital Improvement Project at the Palo Alto Airport. The Palo Alto City Council conditioned the landscaping of the security fencing upon approving the security improvement project. Expenditures relating to this project may be reimbursable from the Federal Aviation Administration (FAA).

Total Cost: \$60,000

Airports Operations — Budget Unit 0608

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
1919	Palo Alto Airport	402,015	315,203	2,495,945	377,939	62,736	20
	54 Palo Alto Special Aviation Fund	89,984	-	2,090,242	-	-	-
	61 Airport Enterprise Fund	312,031	315,203	405,703	377,939	62,736	20
1920	Reid Hillview Airport	583,024	2,685,605	3,130,880	654,315	(2,031,290)	-76
	53 Reid Hillview Special Aviation Fund	30,113	1,850,000	1,850,000	-	(1,850,000)	-100
	61 Airport Enterprise Fund	552,911	835,605	1,280,880	654,315	(181,290)	-22
1921	South County Airport	143,802	65,513	65,513	36,915	(28,598)	-44
1922	Airports Operations Administration	111,415	650,513	786,352	864,368	213,855	33
Total Expenditures		\$ 1,240,256	\$ 3,716,834	\$ 6,478,690	\$ 1,933,537	\$ (1,783,297)	-48%



Airports Operations — Budget Unit 0608

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
1919	Palo Alto Airport	\$ 518,762	\$ 474,424	\$ 2,564,052	\$ 598,646	\$ 124,222	26
	54 Palo Alto Special Aviation Fund	74,976	–	2,089,628	130,785	130,785	–
	61 Airport Enterprise Fund	443,786	474,424	474,424	467,861	(6,563)	-1
1920	Reid Hillview Airport	\$ 1,087,047	\$ 3,125,216	\$ 3,284,176	\$ 2,998,650	\$ (126,566)	-4
	53 Reid Hillview Special Aviation Fund	1,567	1,850,000	1,850,000	1,748,250	(101,750)	-6
	61 Airport Enterprise Fund	1,085,480	1,275,216	1,434,176	1,250,400	(24,816)	-2
1921	South County Airport	\$ 215,208	\$ 111,178	\$ 111,178	\$ 126,395	\$ 15,217	14
	55 South County Special Aviation Fund	108,039	–	–	–	–	–
	61 Airport Enterprise Fund	107,169	111,178	111,178	126,395	15,217	14
1922	Airports Operations Administration	\$ 56,676	\$ 10,000	\$ 523,268	\$ 27,305	\$ 17,305	173
	54 Palo Alto Special Aviation Fund	–	–	614	(130,785)	(130,785)	–
	61 Airport Enterprise Fund	56,676	10,000	522,654	158,090	148,090	1,481
	Total Revenues	\$ 1,877,693	\$ 3,720,818	\$ 6,482,674	\$ 3,750,996	\$ 30,178	1%

Palo Alto Airport — Cost Center 1919

Major Changes to the Budget

	Positions	Appropriations	Revenues
Palo Alto Special Aviation Fund (Fund Number 0054)			
FY 1999 Approved Budget	–	–	–
Board Approved Adjustments During FY 1999	–	2,090,242	2,089,628
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	–	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	(2,090,242)	(1,958,843)
Subtotal	–	\$ –	\$ 130,785
Recommended Changes for FY 2000			
Fund Subtotal	–	–	130,785
Airport Enterprise Fund (Fund Number 0061)			
FY 1999 Approved Budget	4.0	\$ 315,203	\$ 474,424
Board Approved Adjustments During FY 1999	–	90,500	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(8,460)	–
Internal Service Funds Adjustment	–	329	–
Other Required Adjustments	–	(79,650)	(6,563)



Palo Alto Airport — Cost Center 1919

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Subtotal	4.0	\$ 317,922	\$ 467,861
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	17	–
1. Palo Alto Landscaping Improvement Project	–	60,000	–
This action will provide funding for landscaping along the portion of security fencing that parallels Embarcadero Road at the Palo Alto Airport. Fencing will be installed as part of a federally-funded Capital Improvement Project. Expenditures relating to the landscaping project may be reimbursed from the FAA. The City of Palo Alto conditioned the landscaping piece of this project.			
Subtotal	–	60,017	–
Fund Subtotal	4.0	377,939	467,861
Total Recommendation	4.0	\$ 377,939	\$ 598,646

Reid Hillview Airport — Cost Center 1920

Major Changes to the Budget

	Positions	Appropriations	Revenues
Reid Hillview Special Aviation Fund (Fund Number 0053)			
FY 1999 Approved Budget	–	1,850,000	1,850,000
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	–	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	(1,850,000)	(101,750)
Subtotal	–	\$ –	\$ 1,748,250
Recommended Changes for FY 2000			
Fund Subtotal	–	–	1,748,250
Airport Enterprise Fund (Fund Number 0061)			
FY 1999 Approved Budget	6.0	\$ 835,605	\$ 1,275,216
Board Approved Adjustments During FY 1999	–	445,275	158,960
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(26,663)	–
Internal Service Funds Adjustment	–	16,197	–
Other Required Adjustments	–	(616,104)	(183,776)
Subtotal	6.0	\$ 654,310	\$ 1,250,400
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	5	–
Subtotal	–	5	–
Fund Subtotal	6.0	654,315	1,250,400
Total Recommendation	6.0	\$ 654,315	\$ 2,998,650



South County Airport — Cost Center 1921

Major Changes to the Budget

	Positions	Appropriations	Revenues
Airport Enterprise Fund (Fund Number 0061)			
FY 1999 Approved Budget	–	65,513	111,178
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(28,187)	–
Internal Service Funds Adjustment	–	(39)	–
Other Required Adjustments	–	(400)	15,217
Subtotal	–	\$ 36,887	\$ 126,395
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	28	–
Subtotal	–	28	–
Total Recommendation	–	\$ 36,915	\$ 126,395

Airports Operations Administration — Cost Center 1922

Major Changes to the Budget

	Positions	Appropriations	Revenues
Palo Alto Special Aviation Fund (Fund Number 0054)			
FY 1999 Approved Budget	–	–	–
Board Approved Adjustments During FY 1999	–	–	614
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	–	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	–	(131,399)
Subtotal	–	\$ –	\$ (130,785)
Recommended Changes for FY 2000			
Fund Subtotal	–	–	(130,785)
Airport Enterprise Fund (Fund Number 0061)			
FY 1999 Approved Budget	4.0	\$ 650,513	\$ 10,000
Board Approved Adjustments During FY 1999	–	135,839	512,654
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	(4,379)	–
Internal Service Funds Adjustment	–	193,955	–
Other Required Adjustments	–	(111,585)	(364,564)
Subtotal	4.0	\$ 864,343	\$ 158,090
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	25	–
Subtotal	–	25	–
Fund Subtotal	4.0	864,368	158,090
Total Recommendation	4.0	\$ 864,368	\$ 27,305



County Fire Districts Overview

Pursuant to the state and local Health and Safety Code-related legislation, the residents of Santa Clara County are served by four fire protection districts: the Santa Clara County Fire Department (also known as Central Fire Protection District), Los Altos Hills Fire Protection District, South Santa Clara County Fire Protection District, and Saratoga Fire District.

The districts are empowered to establish, equip, and maintain a fire department. Each district may operate rescue and first-aid services; and may provide and maintain all functions necessary for the prevention of fire, and for the protection of life and property from fire.

The Recommended Budget was published before the Districts could complete revenue and expenditure projections for Fiscal Year 2000. The Fiscal Year 2000 Recommended Budget presented here reflects a roll-over of the District's approved Fiscal Year 1999 budget. Revised income projections and expenditure adjustments by the commissioners will be prepared by the Office of Budget and Analysis as part of the Final Budget process.

Santa Clara County Fire Department

The Santa Clara County Fire Department (also known as the Santa Clara County Central Fire Protection District) provides service to the communities of Campbell, Cupertino, Los Altos, Monte Sereno, Morgan Hill, half of Saratoga, The Town of Los Gatos, and the Town of Los Altos Hills and unincorporated areas generally west of these cities. The Santa Clara County Board of Supervisors, sitting as the Board of Directors, hear all concerns at the regular meetings of the Board of Supervisors.

Health and Safety Code Section 13862 empowers the Department to provide fire protection services, rescue services, emergency medical services, hazardous materials emergency response services, and other services relating to the protection of lives and property.

The organization is structured around five (5) distinct service divisions:

- ◆ the Fire Prevention Division, providing public fire education, inspection services and code enforcement;
- ◆ the Operations Division, coordinating resources for emergency response;
- ◆ the Training Division, coordinating and delivering training to District employees;
- ◆ the Administrative Services Division, comprised of general management and administrative support units; and
- ◆ the Support Services Division, comprised of supply, apparatus maintenance and facility maintenance personnel.

Prior to 1978, the Santa Clara County Fire Marshal's Office operated as a stand-alone agency reporting to the Board of Supervisors. Following Proposition 13, the agency was eliminated and Central Fire began its own Fire Prevention Division. In 1987, the Santa Clara County Fire Department began providing fire marshal services to County facilities and unincorporated County areas under a contract administered by the Environmental Resources Agency.

Revenues include local property taxes; contract revenues; Homeowners Property Tax Replacement (HOPTR); supplemental property taxes and miscellaneous revenues.

Saratoga Fire District

The district operates pursuant to California Health and Safety Code Section 140001 et. seq. and is governed by a three member Board of Fire Commissioners elected to four year terms by the voters of the district. Vacancies are filled by appointment of the remaining directors.

The district may establish, equip and maintain a fire department, may enter into contracts for the purpose of fire protection and may perform any or all activities necessary for the prevention of fires.



The district provides fire protection for one half of the City of Saratoga, comprising the central, western, and southerly sections, and serves approximately 20,000 people.

Revenues include local property taxes, Homeowners Property Tax Replacement (HOPTR), supplemental property taxes, and miscellaneous revenues.

Budget totals for revenues and expenditures may change between the time of preparation of the Recommended Budget and the Final Budget due to revised income projections and expenditure adjustments by the commissioners.

Los Altos Hills Fire District

The Los Altos Hills Fire District is empowered to establish, equip, and maintain a fire department. It may enter into contracts for the purpose of fire protection and may perform any or all activities necessary for the prevention of fires. The Santa Clara County Board of Supervisors, as the governing body, appoints seven district commissioners for four-year terms.

The district provides fire protection to the unincorporated area adjacent to the City of Los Altos and approximately 12.1 square miles in the Town of Los Altos Hills bounded by Arastradero Road, Permanente Creek, the City of Palo Alto, and the Mid Peninsula Regional Park District and Permanente properties. The district serves approximately 13,000 people.

Revenues include local property taxes; contract revenues; Homeowners Property Tax Replacement (HOPTR); supplemental property taxes and miscellaneous revenues.

South Santa Clara County Fire District

The South Santa Clara County Fire District operates under the provisions of the California Health and Safety Code commencing at Section 13801. The County Board of Supervisors, as the governing body, appoints seven district commissioners to four year terms.

The district is empowered to establish, equip and maintain a fire department, enter into contracts for the purpose of fire protection and may perform any and all activities necessary for the prevention of fires. The district provides fire protection, first responder defibrillator medical services, and advanced life support (paramedics) to the unincorporated rural areas of southern Santa Clara County.

The district includes unincorporated County area south of Metcalf Road and serves approximately 35,000 county residents.

The district employs nineteen full-time staff, one half-time employee, and seventeen "paid call" firefighters. The full-time employees and one 3/4 time employee are California Department of Forestry personnel whose salaries and wages are reimbursed to the State by the district through a contractual arrangement. The district currently maintains three fire stations: one on Highway 152 west of Gilroy, one near San Martin, and one in Morgan Hill.

Revenues include local property taxes, Homeowners Property Tax Replacement (HOPTR), supplemental property taxes, and miscellaneous revenues.

Central Fire District Zone 1 & 2 — Budget Unit 9104

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations			FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted				
9104	Central Fire District Zone 1 & 2	\$ 32,379,462	\$ 32,001,349	\$ 32,001,349	\$ 42,392,042	\$ 10,390,693	32	
	Total Expenditures	\$ 32,379,462	\$ 32,001,349	\$ 32,001,349	\$ 42,392,042	\$ 10,390,693	32%	



Central Fire District Zone 1 & 2 — Budget Unit 9104

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
9104	Central Fire District Zone 1 & 2	\$ 28,645,358	\$ 32,643,688	\$ 32,643,688	\$ 36,248,314	\$ 3,604,626	11
	Total Revenues	\$ 28,645,358	\$ 32,643,688	\$ 32,643,688	\$ 36,248,314	\$ 3,604,626	11%

Central Fire District Zone 1 & 2 — Cost Center 9104

Major Changes to the Budget

	Positions	Appropriations	Revenues
Central Fire District (Fund Number 1524)			
FY 1999 Approved Budget	–	\$ 32,001,349	\$ 32,643,688
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	2,672,479	–
Internal Service Funds Adjustment	–	775,751	–
Other Required Adjustments	–	–	3,604,626
	Subtotal	\$ 35,449,579	\$ 36,248,314
Recommended Changes for FY 2000			
Internal Service Fund Adjustments	–	57,463	–
1. Contingency Reserve Appropriation	–	4,000,000	–
This recommendation appropriates available Fund Balance (Fund 1524 - Central Fire District) into the FY 2000 budget as contingency reserves.			
2. Fixed Asset Request	–	3,000,000	–
The Central Fire Protection District will use the majority of the Capital Project allocation for the construction of the new Cupertino fire station. In addition, various station remodels will be completed with these funds. The equipment allocation will be used for the purchase of at least 3 new fire engines, a new telephone system that is not Year 2000 Compliant (Y2K) and various other pieces of equipment needed for the operation (emergency generators, firefighting equipment, paramedic equipment, etc.). The District has not purchased any new firefighting vehicles in the last few years and is now in a position to begin replacing worn vehicles.			
	Subtotal	7,057,463	–
Total Recommendation	–	\$ 42,392,042	\$ 36,248,314



Los Altos Fire District — Budget Unit 9114

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
9114	Los Altos Fire District	1,997,964	5,981,920	5,981,920	6,238,601	256,681	4
	1606 Los Altos Fire District	1,997,964	5,981,920	5,981,920	6,213,601	231,681	4
	1607 Los Altos Fire District Capital	–	–	–	25,000	25,000	–
Total Expenditures		\$ 1,997,964	\$ 5,981,920	\$ 5,981,920	\$ 6,238,601	\$ 256,681	4%

Los Altos Fire District — Budget Unit 9114

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
9114	Los Altos Fire District	\$ 2,705,336	\$ 3,461,059	\$ 3,461,059	\$ 3,539,549	\$ 78,490	2
Total Revenues		\$ 2,705,336	\$ 3,461,059	\$ 3,461,059	\$ 3,539,549	\$ 78,490	2%

Los Altos Fire District — Cost Center 9114

Major Changes to the Budget

	Positions	Appropriations	Revenues
Los Altos Fire District (Fund Number 1606)			
FY 1999 Approved Budget	–	\$ 5,981,920	\$ 3,461,059
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	–	–
Internal Service Funds Adjustment	–	628	–
Other Required Adjustments	–	231,053	78,490
	Subtotal	\$ 6,213,601	\$ 3,539,549
Recommended Changes for FY 2000			
	Fund Subtotal	6,213,601	3,539,549
Los Altos Fire District Capital (Fund Number 1607)			
FY 1999 Approved Budget	–	\$ –	\$ –
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	–	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	25,000	–
	Subtotal	\$ 25,000	\$ –
Recommended Changes for FY 2000			
	Fund Subtotal	25,000	–
Total Recommendation	–	\$ 6,238,601	\$ 3,539,549



So. Santa Clara Co. Fire District — Budget Unit 9118

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
9118	South Santa Clara County Fire District	1,927,740	2,059,451	2,059,451	2,282,264	222,813	11
Total Expenditures		\$ 1,927,740	\$ 2,059,451	\$ 2,059,451	\$ 2,282,264	\$ 222,813	11%

So. Santa Clara Co. Fire District — Budget Unit 9118

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
9118	South Santa Clara County Fire District	\$ 2,011,965	\$ 1,851,528	\$ 1,851,528	\$ 1,851,528	\$ -	-
Total Revenues		\$ 2,011,965	\$ 1,851,528	\$ 1,851,528	\$ 1,851,528	\$ -	-

South Santa Clara County Fire District — Cost Center 9118

Major Changes to the Budget

	Positions	Appropriations	Revenues
So. Santa Clara County Fire (Fund Number 1574)			
FY 1999 Approved Budget	-	\$ 2,059,451	\$ 1,851,528
Board Approved Adjustments During FY 1999	-	-	-
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-	2,000	-
Internal Service Funds Adjustment	-	(1,381)	-
Other Required Adjustments	-	27,194	-
	Subtotal	\$ 2,087,264	\$ 1,851,528
Recommended Changes for FY 2000			
1. South County Fire District Fixed Asset Request	-	195,000	-
The South County Fire District requests an additional \$185,000 for Fixed Assets in the FY 2000 budget.			
	Subtotal	195,000	-
Total Recommendation	-	\$ 2,282,264	\$ 1,851,528\$



Saratoga Fire District — Budget Unit 9250

Expenditures by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
9250	Saratoga Fire District	2,183,952	1,948,900	1,948,900	2,375,273	426,373	22
Total Expenditures		\$ 2,183,952	\$ 1,948,900	\$ 1,948,900	\$ 2,375,273	\$ 426,373	22%

Saratoga Fire District — Budget Unit 9250

Revenues by Cost Center

CC	Cost Center Name	FY 1998 Actual	FY 1999 Appropriations		FY 2000 Recommended	Amount Chg From FY 1999 Approved	% Chg From FY 1999 Approved
			Approved	Adjusted			
9250	Saratoga Fire District	\$ 2,062,007	\$ 1,988,250	\$ 1,988,250	\$ 2,297,080	\$ 308,830	16
Total Revenues		\$ 2,062,007	\$ 1,988,250	\$ 1,988,250	\$ 2,297,080	\$ 308,830	16%

Saratoga Fire District — Cost Center 9250

Major Changes to the Budget

	Positions	Appropriations	Revenues
Saratoga Fire District (Fund Number 1894)			
FY 1999 Approved Budget	–	\$ 1,948,900	\$ 1,988,250
Board Approved Adjustments During FY 1999	–	–	–
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	–	332,649	–
Internal Service Funds Adjustment	–	–	–
Other Required Adjustments	–	93,724	308,830
	Subtotal	\$ 2,375,273	\$ 2,297,080
Recommended Changes for FY 2000			
Total Recommendation	–	\$ 2,375,273	\$ 2,297,080





Appendix





FY 2000 Recommended Budget Position Detail Report

Countywide Positions

Committee Name	FY 1999 Positions		FY 2000 Recommended	Amount Chg from FY 1999 Approved
	Approved	Adjusted		
Finance and Government Operations	1804.5	1933.0	1903.5	99.0
Public Safety and Justice	3677.5	3755.5	3743.5	66.0
Children and Families - Social Services Agency	2606.0	2649.0	2690.5	84.5
Santa Clara Valley Health and Hospital System	4637.5	4738.5	4927.0	289.5
Housing, Land Use, Environment and Transportation	719.0	740.5	744.5	25.5
Total Positions	13444.5	13816.5	14009.0	564.5

Finance and Government Operations Position Detail

Budget Unit Name	FY 1999 Positions		FY 2000 Recommended	Amount Chg from FY 1999 Approved
	Approved	Adjusted		
0101 Supervisorial District 1	7.0	7.0	7.0	0.0
0102 Supervisorial District 2	7.0	7.0	7.0	0.0
0103 Supervisorial District 3	7.0	7.0	7.0	0.0
0104 Supervisorial District 4	7.0	7.0	7.0	0.0
0105 Supervisorial District 5	7.0	7.0	7.0	0.0
0106 Clerk Of The Board	30.0	33.0	34.0	4.0
0107 County Executive	68.0	74.0	69.0	1.0
0115 Assessor	272.0	278.0	272.0	0.0
0117 Measure B Trans Improvement Pgm	0.0	2.0	2.0	2.0
0120 County Counsel	96.5	104.5	106.5	10.0
0610 County Library	188.5	207.5	204.0	15.5
0135 GSA Intragovernmental Services	99.0	100.0	99.0	0.0
0140 Registrar Of Voters	33.0	34.0	34.0	1.0
0145 GSA Data Processing	179.0	190.0	204.0	25.0
0190 GSA Communications	115.0	116.0	115.0	0.0
0263 Facilities Department	211.0	263.0	239.0	28.0
0130 Personnel, Training, & Labor Relations	103.5	114.5	112.5	9.0
0132 Risk Management & Employee Benefits Services	67.0	68.0	66.5	-0.5
0110 Controller Treasurer	79.0	82.0	81.0	2.0
0112 Tax Collector	66.0	66.0	63.0	-3.0
0114 County Recorder	65.5	67.5	69.5	4.0
0118 Purchasing	27.0	28.5	27.5	0.5
0148 Department Of Revenue	69.5	69.5	70.0	0.5
Total Positions	1804.5	1933.0	1903.5	99.0



Public Safety and Justice Position Detail

Budget Unit Name	FY 1999 Positions		FY 2000 Recommended	Amount Chg from FY 1999 Approved
	Approved	Adjusted		
0200 District Attorney Family Support	335.5	347.5	345.0	9.5
0202 District Attorney Administration	432.0	451.0	447.0	15.0
0203 District Attorney Crime Laboratory	42.0	45.0	46.0	4.0
0204 Public Defender	215.0	217.0	216.5	1.5
0210 Office Of Pretrial Services	35.5	36.5	36.0	0.5
0230 Sheriff Services	575.0	578.0	585.0	10.0
0231 Court/Custody Operations	117.0	117.0	117.0	0.0
0235 DOC Contract	714.5	714.5	713.5	-1.0
0240 Department Of Correction	394.5	400.5	397.5	3.0
0246 Probation Department	794.5	826.5	818.0	23.5
0293 Medical Examiner-Coroner	22.0	22.0	22.0	0.0
Total Positions	3677.5	3755.5	3743.5	66.0

Children and Families - Social Services Agency Position Detail

Budget Unit Name	FY 1999 Positions		FY 2000 Recommended	Amount Chg from FY 1999 Approved
	Approved	Adjusted		
0501 Social Services Administration	2600.0	2643.0	2682.5	82.5
0509 SSA Nutrition Services To The Aged	6.0	6.0	8.0	2.0
Total Positions	2606.0	2649.0	2690.5	84.5

Santa Clara Valley Health and Hospital System Position Detail

Budget Unit Name	FY 1999 Positions		FY 2000 Recommended	Amount Chg from FY 1999 Approved
	Approved	Adjusted		
0410 Public Health	574.5	624.0	617.5	43.0
0412 Mental Health	381.0	387.5	386.5	5.5
0414 Children's Shelter & Custody Health Services	270.5	270.5	288.5	18.0
0417 Bureau Of Drug And Alcohol Programs	143.5	155.5	162.5	19.0
0725 Valley Health Plan	28.0	28.0	33.0	5.0
0921 Valley Medical Center	3240.0	3273.0	3439.0	199.0
Total Positions	4637.5	4738.5	4927.0	289.5



Housing, Land Use, Environment and Transportation Position Detail

	Budget Unit Name	FY 1999 Positions		FY 2000 Recommended	Amount Chg from FY 1999 Approved
		Approved	Adjusted		
0168	Housing And Community Development	11.0	11.0	11.0	0.0
0260	Planning and Development/ERA Admin	92.0	96.5	96.5	4.5
0261	Environmental Health	111.0	113.0	113.0	2.0
0262	Dept of Agric, Wts & Meas, and Animal Cntrl	35.5	40.5	40.5	5.0
0411	Vector Control District	29.0	29.0	29.0	0.0
0710	County Parks And Recreation	138.5	141.5	149.5	11.0
0603	Roads Operations	288.0	295.0	291.0	3.0
0608	Airports Operations	14.0	14.0	14.0	0.0
	Total Positions	719.0	740.5	744.5	25.5





List of General-Funded Community-Based Organizations

Contract Name	Responsible Dept	FY97 Appr	FY98 Appr	FY99 Appr	Amount as of April 1999
Alcohol Recovery Homes	Alcohol/Drug	\$ 1,181,072	\$ 2,231,434	\$ 2,466,361	\$ 2,566,200
Asian Amer Community Involvement	Alcohol/Drug	72,000	74,160	76,385	76,385
Asian American Recovery Services	Alcohol/Drug	18,750	291,554	300,301	187,189
Bill Wilson Center	Alcohol/Drug	18,750	25,750	26,523	26,523
Combined Addicts & Prof. Svcs. (CAPS)	Alcohol/Drug	202,364	140,535	144,751	252,717
Community Hlth Awareness Cncl (CHAC)	Alcohol/Drug	110,478	114,104	117,527	117,528
Community Solutions	Alcohol/Drug	388,113	411,714	453,083	485,083
Crossroads	Alcohol/Drug	80,000	82,709	127,891	127,891
Eastfield Ming Quong	Alcohol/Drug	130,776	133,900	137,917	137,917
Economic and Social Opportunities (ESO)	Alcohol/Drug	238,778	269,278	277,356	305,356
Gardner Family Care Corporation	Alcohol/Drug	800,394	789,609	813,297	922,329
Adult and Child Guidance Center	Alcohol/Drug	225,000	309,000	318,270	318,270
Horizon Services Inc.	Alcohol/Drug	543,319	603,466	621,570	621,570
InnVision	Alcohol/Drug	32,850	45,114	60,898	60,898
National Counsel on Alcohol and Drug Dependence	Alcohol/Drug	252,511	273,465	281,669	310,919
Pathway Society	Alcohol/Drug	452,371	415,058	427,510	922,957
Social Advocates for Youth (SAY)	Alcohol/Drug	67,626	69,655	0	0
Ujima	Alcohol/Drug	18,750	25,750	26,523	26,523
Vida Nueva	Alcohol/Drug	84,342	0	0	0
Volunteers of America (VOA)	Alcohol/Drug	614,867	0	0	0
National Guard	Clerk of the Board	1,979	1,979	1,979	1,979
Santa Clara Arts Council	Clerk of the Board	230,000	245,000	324,000	283,802
United Veterans Parade	Clerk of the Board	5,000	5,000	5,000	5,000
Pro Bono Project	County Executive	20,000	13,733	36,357	35,292
Silicon Valley Independent Living Center	County Executive	258,320	266,000	273,980	273,980
Deaf Counseling Advocacy & Referral Agency (DCARA)	County Executive	6,050	0	0	0
Emergency Housing Consortium	County Executive	242,000	242,000	299,112	299,112
Hands On Services	County Executive	0	6,000	7,983	7,983
Peninsula Area Info. & Referral Services (PAAIRS)	County Executive	16,000	10,987	20,752	0
Project Sentinel	County Executive	18,500	12,703	42,874	59,904
SCC Bar Association	County Executive	64,719	44,440	0	0
Victim Witness-HOJ Advoc.	District Attorney	78,557	80,944	83,372	
Center for Training and Careers (CTC)	DOC		439,915	453,112	453,112
Correctional Institute Chaplaincy Program	DOC	47,754	49,187	0	0
Economic and Social Opportunities (ESO)	DOC	417,396	0	0	0
Achieve	Mental Health	474,902	489,137	503,811	518,377
Adult and Child Guidance	Mental Health	435,582	448,648	462,107	462,108
Alliance for Community Care	Mental Health	7,197,541	7,359,425	7,733,799	9,681,341
Alum Rock Counseling Center	Mental Health	41,500	42,745	44,027	44,026
Asian Amer Community Involvement	Mental Health	708,204	715,219	736,676	957,211
Catholic Charities	Mental Health	375,961	382,137	419,351	428,600
Chamberlain's	Mental Health	286,526	295,122	303,976	378,796
Children's Health Council	Mental Health	135,304	139,065	143,237	143,237
Community Solutions	Mental Health	1,049,505	1,080,990	1,113,420	1,113,422



List of General-Funded Community-Based Organizations (Continued)

Contract Name	Responsible Dept	FY97 Appr	FY98 Appr	FY99 Appr	Amount as of April 1999
Eastfield Ming Quong	Mental Health	2,359,461	2,430,245	2,554,652	2,697,780
Emergency Housing Consortium	Mental Health	50,307	51,816	53,370	53,370
Gardner Community Health Center	Mental Health	1,092,892	1,302,821	1,486,104	1,662,749
HOPE Rehabilitation Services	Mental Health	300,833	309,855	319,151	357,151
Indian Health Center	Mental Health	87,582	90,210	92,916	215,088
InnVision	Mental Health	427,183	439,999	491,167	490,061
Mekong Community Center	Mental Health	186,419	192,012	197,772	197,773
MH Advocacy Project - SC Co Bar Assoc	Mental Health	296,234	352,920	437,310	341,181
Odd Fellow Rebekah Home	Mental Health	252,269	259,837	267,632	267,632
Seneca	Mental Health	169,914	175,011	180,261	246,096
Ujima	Mental Health	303,074	351,304	361,843	361,842
Foster Grandparents	Probation	7,491	7,716	7,716	
Eastfield Ming Quong	Probation	25,000	31,000	31,000	31,000
Sentencing Alternatives	Probation	216,447	222,940	222,940	190,983
Aris	Public Health	273,511	282,837	289,726	365,315
Gardner Community Health Center	Public Health	420,235	0	0	898,022
May View Community Health Center	Public Health	167,324	402,390	414,462	434,462
W.A.T.C.H.	Social Svcs Gen Fund Contracts	8,568	8,400	8,400	8,400
AACI - Child Abuse Prevention	Social Svcs Gen Fund Contracts	91,555	0	0	0
Adult & Child Guidance Center	Social Svcs SOS Network	127,635	127,635	169,789	169,789
AIDS Resources Information & Svcs (ARIS) Housing Program	Social Svcs Gen Fund Contracts	0	0	20,000	20,000
AIDS Resources Information Svcs (ARIS) Food and Nutrition	Social Svcs Gen Fund Contracts	0	0	50,000	50,000
Alum Rock Counseling Center	Social Svcs SOS Network	219,967	219,967	325,006	325,006
Asian Americans for Community Involvement	Social Svcs Sr Nutrition Prog Contracts	15,200	14,580	30,103	30,103
Asian Americans for Community Involvement - Domestic Violence Prgm	Social Svcs Gen Fund Contracts	0	25,260	25,260	25,260
Asian Americans for Community Involvement - Immigration Counseling	Social Svcs Gen Fund Contracts	47,717	0	0	0
Asian Americans for Community Involvement - Senior Svcs Case Mgmt	Social Svcs Gen Fund Contracts	0	0	37,000	37,000
Bill Wilson Center	Social Svcs SOS Network	49,077	157,076	314,698	314,698
Camp Fire Boys & Girls	Social Svcs Gen Fund Contracts	0	0	25,072	25,072
Catholic Charities	Social Svcs Sr Nutrition Prog Contracts	521,816	541,029	531,461	531,461
Catholic Charities - Grandparent Caregiver Program	Social Svcs Gen Fund Contracts	0	0	40,000	40,000
Planned Parenthood Mar Monte	Public Health				536,632
Catholic Charities - Immigration Legal Services Program	Social Svcs Gen Fund Contracts	124,848	97,481	140,000	140,000
Catholic Charities - Shared Housing Program	Social Svcs Gen Fund Contracts	0	20,795	20,795	20,795
Catholic Charities - The Job Market	Social Svcs Gen Fund Contracts	0	34,223	100,000	100,000
Catholic Charities - YES (LEAP Project)	Social Svcs Gen Fund Contracts	0	0	65,671	65,671
Catholic Charities - YES (Truancy Outreach & Support Project)	Social Svcs Gen Fund Contracts	0	60,357	60,357	60,357

Appendix

List of General-Funded Community-Based Organizations



County of Santa Clara
FY 2000 Recommended Budget

List of General-Funded Community-Based Organizations (Continued)

Contract Name	Responsible Dept	FY97 Appr	FY98 Appr	FY99 Appr	Amount as of April 1999
City of Campbell	Social Svcs Sr Nutrition Prog Contracts	95,913	98,797	91,085	91,085
City of Milpitas	Social Svcs Sr Nutrition Prog Contracts	97,169	100,414	102,516	102,516
City of San Jose	Social Svcs Sr Nutrition Prog Contracts	523,783	531,683	550,947	550,947
City of San Jose (Grace Baptist)	Social Svcs Gen Fund Contracts	377,041	150,000	0	0
City of San Jose Grace Baptist Community Center (Youth Programs)	Social Svcs Gen Fund Contracts	0	50,000	0	0
City of Santa Clara	Social Svcs Sr Nutrition Prog Contracts	72,543	74,828	76,225	76,225
Community Health Awareness Council	Social Svcs Gen Fund Contracts	0	0	46,110	46,110
Community Kids to Camp	Social Svcs Gen Fund Contracts	16,646	16,646	20,000	20,000
Community Services Agency of Mountain View & Los Altos	Social Svcs Sr Nutrition Prog Contracts	110,707	117,174	125,871	125,871
Community Svcs Agency of Mt. View & Los Altos-Alpha Omega Shelter	Social Svcs Gen Fund Contracts	4,549	5,000	5,000	5,000
Community Svcs Agency of Mt. View & Los Altos-Emergency Assistance	Social Svcs Gen Fund Contracts	0	0	25,317	25,317
Community Svcs Agency of Mt. View & Los Altos-Senior Case Mgmt.	Social Svcs Gen Fund Contracts	4,549	0	17,000	17,000
Community Solutions	Social Svcs SOS Network	80,926	80,926	117,504	117,504
Community Solutions-Domestic Violence Support Services	Social Svcs Gen Fund Contracts	0	60,000	60,000	60,000
Community Solutions - La Isle Pacific Shelter	Social Svcs Gen Fund Contracts	27,610	27,069	27,069	27,069
Community Technology Alliance	Social Svcs Gen Fund Contracts	20,400	20,400	20,400	20,400
Compass Group USA, Inc	Social Svcs Sr Nutrition Prog Contracts	0	0	980,000	980,000
Concern for the Poor	Social Svcs Gen Fund Contracts	12,485	12,240	12,240	12,240
Court Designated Child Advocates	Social Svcs Gen Fund Contracts	0	0	48,300	48,300
Creative Family Connections	Social Svcs Gen Fund Contracts	17,895	17,895	4,474	4,474
Crosscultural Community Services Center	Social Svcs Gen Fund Contracts	0	119,108	29,777	29,777
Cupertino Senior Day Services	Social Svcs Gen Fund Contracts	21,106	21,106	31,000	31,000
Economic & Social Opportunities - Project CIE	Social Svcs Gen Fund Contracts	0	0	20,000	20,000
Emergency Housing Consortium (Reception Center)	Social Svcs Gen Fund Contracts	0	36,000	40,686	40,686
Emergency Housing Consortium (South County)	Social Svcs Gen Fund Contracts	50,550	50,550	50,550	50,550
Ethiopian Community Services	Social Svcs Gen Fund Contracts	43,432	33,432	33,427	33,427
Family Svc Mid-Peninsula-Domestic Violence Offender's Treatment	Social Svcs Gen Fund Contracts	0	0	25,100	25,100
First Methodist Church of Los Gatos	Social Svcs Sr Nutrition Prog Contracts	147,801	155,754	78,205	78,205
First Methodist Church of Sunnyvale	Social Svcs Sr Nutrition Prog Contracts	207,011	239,770	246,181	246,181
Eastfield - Family Partnership	Social Svcs Gen Fund Contracts	0	0	20,528	20,528



List of General-Funded Community-Based Organizations (Continued)

Contract Name	Responsible Dept	FY97 Appr	FY98 Appr	FY99 Appr	Amount as of April 1999
Good Sam. Charitable Trust (aka. Visiting RNs Assoc Cont. Care)	Social Svcs Sr Nutrition Prog Contracts	974,345	1,004,680	0	0
Homeless Care Force	Social Svcs Gen Fund Contracts	0	0	35,000	35,000
Indian Health Center - Family Support Project	Social Svcs Gen Fund Contracts	0	0	50,000	50,000
Indian Health Center - Family Support Systems Project	Social Svcs Gen Fund Contracts	0	0	28,500	28,500
Indochinese Resettlement & Cultural Center-Children, Youth, Families	Social Svcs Gen Fund Contracts	0	0	50,000	50,000
Indochinese Resettlement & Cultural Center-Welfare Hotline Svcs	Social Svcs Gen Fund Contracts	0	20,000	40,000	40,000
Information and Referral Svcs.	Social Svcs Gen Fund Contracts	15,300	15,300	15,300	15,300
Inn Vision- Family Place	Social Svcs Gen Fund Contracts	22,440	17,500	23,000	23,000
Inn Vision- Montgomery Shelter	Social Svcs Gen Fund Contracts	53,997	40,000	45,000	45,000
Inn Vision-Commercial Street	Social Svcs Gen Fund Contracts	23,979	20,000	25,000	25,000
Jewish Community Center	Social Svcs Sr Nutrition Prog Contracts	89,879	85,168	63,372	63,372
Jewish Family Service of Santa Clara	Social Svcs Gen Fund Contracts	0	61,402	69,345	69,345
Korean-American Comm.	Social Svcs Gen Fund Contracts	20,808	25,000	0	0
La Comida de California	Social Svcs Sr Nutrition Prog Contracts	114,501	137,008	139,898	139,898
Live Oak Adult Day Care	Social Svcs Gen Fund Contracts	54,475	54,475	80,000	80,000
Loaves and Fishes Family Kitchen	Social Svcs Gen Fund Contracts	30,600	36,000	40,000	40,000
Mexican American Community Services	Social Svcs Gen Fund Contracts	91,555	91,555	91,555	91,555
Next Door	Social Svcs Gen Fund Contracts	24,970	24,480	0	0
Northside	Social Svcs Sr Nutrition Prog Contracts	102,413	100,642	100,819	100,819
Occupational Training Institute Foothill-De Anza Community Colleges	Social Svcs Gen Fund Contracts	0	77,200	87,200	87,200
Odd Fellow-Rebekah Children's Home	Social Svcs Gen Fund Contracts	0	0	34,000	34,000
Outreach (Immigration)	Social Svcs Gen Fund Contracts	0	50,000	76,500	76,500
Outreach (Senior Program)	Social Svcs Gen Fund Contracts	177,132	166,004	188,000	188,000
Parents Helping Parents	Social Svcs Gen Fund Contracts	63,256	67,430	16,858	16,858
Planned Parenthood Mar Monte	Social Svcs Gen Fund Contracts	0	35,000	42,462	42,462
Portuguese Org Soc Services	Social Svcs Gen Fund Contracts	54,166	20,000	0	0
Portuguese Org. for Social Services	Social Svcs Sr Nutrition Prog Contracts	32,963	31,184	35,007	35,007
Project Match	Social Svcs Gen Fund Contracts	19,976	0	15,000	15,000
Respite & Research for Alzheimer's Disease	Social Svcs Gen Fund Contracts	18,720	23,720	33,720	33,720
Sacred Heart Community Services (Community Food program)	Social Svcs Gen Fund Contracts	20,808	25,000	25,000	25,000
Sacred Heart Community Services (Families First Program)	Social Svcs Gen Fund Contracts	0	0	20,000	20,000
Sacred Heart Community Services (Services to Immigrants)	Social Svcs Gen Fund Contracts	0	25,000	45,000	45,000
Salvation Army	Social Svcs Sr Nutrition Prog Contracts	150,147	156,189	150,228	150,228
Santa Clara County Collaborative on Affordable Housing & Homeless Issues	Social Svcs Gen Fund Contracts	0	10,000	0	0

Appendix

List of General-Funded Community-Based Organizations



County of Santa Clara
FY 2000 Recommended Budget

List of General-Funded Community-Based Organizations (Continued)

Contract Name	Responsible Dept	FY97 Appr	FY98 Appr	FY99 Appr	Amount as of April 1999
Santa Clara Unified School District - Skills Plus Program	Social Svcs Gen Fund Contracts	23,971	23,971	28,800	28,800
Saratoga Area Senior Coordinating Council	Social Svcs Gen Fund Contracts	17,437	0	0	0
SC Valley MultiService Center (Project SHARE)	Social Svcs Gen Fund Contracts	20,400	20,400	0	0
Second Harvest Food Bank	Social Svcs Gen Fund Contracts	158,141	158,141	0	0
Second Start - Project Ascent	Social Svcs Gen Fund Contracts	0	62,460	64,334	64,334
Second Start - Youth Offenders with Disabilities	Social Svcs Gen Fund Contracts	0	0	6,683	6,683
Senior Adults Legal Assistance	Social Svcs Gen Fund Contracts	20,400	20,400	40,400	40,400
Avenidas	Social Svcs Gen Fund Contracts	52,185	52,185	53,750	53,750
Services for Brain-Injury	Social Svcs Gen Fund Contracts	31,979	31,979	40,000	40,000
Social Advocates for Youth	Social Svcs SOS Network	38,885	90,885	152,638	152,638
St. Joseph's Family Center (Children/Youth)	Social Svcs Gen Fund Contracts	0	39,063	40,000	40,000
St. Joseph's Family Center (Shelter)	Social Svcs Gen Fund Contracts	0	20,000	20,000	20,000
St. Vincent de Paul Society - Emergency Assistance Project	Social Svcs Gen Fund Contracts	0	0	20,000	20,000
St. Vincent de Paul Society - Employment Support Program	Social Svcs Gen Fund Contracts	0	40,000	60,000	60,000
Sunnyvale Community Services	Social Svcs Gen Fund Contracts	24,470	24,470	25,000	25,000
Support Network for Battered Women - Project Right Response	Social Svcs Gen Fund Contracts	21,762	22,200	22,200	22,200
The Unity Care Group, Inc.	Social Svcs Gen Fund Contracts	0	0	25,000	25,000
Timpany Center	Social Svcs Gen Fund Contracts	45,439	0	0	0
Urban Ministry of Palo Alto	Social Svcs Gen Fund Contracts	0	0	20,000	20,000
Veteran's Workshop, Inc.	Social Svcs Gen Fund Contracts	0	20,000	0	0
Vietnamese American Cultural & Social	Social Svcs Gen Fund Contracts	79,070	0	0	0
Vietnamese American Cultural & Social	Social Svcs Sr Nutrition Prog Contracts	24,945	26,671	47,775	47,775
Vietnamese Voluntary Foundation	Social Svcs Gen Fund Contracts	0	50,000	0	0
West Valley Presbyterian Church	Social Svcs Sr Nutrition Prog Contracts	133,491	130,006	126,312	126,312
Youth & Family Assistance	Social Svcs Gen Fund Contracts	0	0	17,500	17,500
Yu-Ai Kai	Social Svcs Sr Nutrition Prog Contracts	123,004	124,357	127,521	127,521
Yu-Ai Kai	Social Svcs Gen Fund Contracts	15,095	25,000	188,348	188,348
YWCA - Next Step	Social Svcs Gen Fund Contracts	0	30,000	55,000	55,000
YWCA - The Parent Project	Social Svcs Gen Fund Contracts	0	0	22,000	22,000



List of General-Funded Community-Based Organizations (Continued)

Contract Name	Responsible Dept	FY97 Appr	FY98 Appr	FY99 Appr	Amount as of April 1999
Mother's Milk Bank	Special Programs	35,000	36,000	40,000	40,000
Pathway Society	Probation		110,000	175,000	175,000
Catholic Charities	Alcohol/Drug			24,000	24,000
Pate House	Alcohol/Drug			43,200	43,200
Rainbow Recovery	Alcohol/Drug			153,000	153,000
Countywide Alcohol and Drug Services, Inc.	Alcohol/Drug			144,000	144,000
Billy deFrank	Public Health			127,968	127,968
Billy deFrank	Public Health			105,000	105,000
Peninsula Center for the Blind and Visually Impaired	Social Svcs Gen Fund Contracts			20,000	20,000
City of San Jose/Grace Baptist	Mental Health			200,000	200,000

Historical Analysis of Fund Balance Allocations for the General Fund

FISCAL YEAR	General Fund Balance As Of June 30	Contingency Appropriation	Capital Budget	Computer and System Related	Reserves Other One Time Needs	Ongoing Costs
1999 Estimate	66,200,000	24,100,000	21,170,530	17,513,959	3,415,511	
1998 Actual	68,000,000	23,742,000	18,354,970	17,715,030	8,188,000	
1997 Actual	40,400,000	20,000,000	8,200,000	8,800,000	3,400,000	
1996 Actual	35,400,000	14,000,000	9,155,831	12,244,169		
1995 Actual	23,214,000	13,000,000	4,214,000	3,145,438	1,254,562	1,600,000
1994 Actual	33,347,663	15,000,000		10,900,000		2,100,000
1993 Actual	37,100,000	12,000,000	15,000,000	2,685,000		7,415,000
1992 Actual	25,500,000	12,000,000	5,263,001	7,036,999		1,200,000
1991 Actual	22,600,000	12,500,000	4,400,000	1,000,000		4,700,000
1990 Actual	36,400,000	15,100,000	11,320,000	8,980,000		1,000,000
1989 Actual	28,900,000	15,500,000	7,000,000	6,150,000	250,000	
1988 Actual	22,750,000	12,000,000	2,348,000	3,152,000	250,000	5,000,000
1987 Actual	18,000,000	12,000,000	6,000,000			
1986 Actual	25,570,000	11,900,000	10,420,830	2,999,170	250,000	
1985 Actual	29,412,338	11,400,000	18,012,338			
1984 Actual	24,560,000	10,000,000	14,560,000			
1983 Actual	16,783,569	10,000,000	6,783,569			
1982 Actual	(3,665,881)					
1981 Actual	(13,883,576)					



General Fund Unallocated Revenue

Budget Unit	Department	Revenue Account	Account Name	FY1998 Actual	FY1999 Approved	FY2000 Recommended
	All		Fund Balance		44,258,000	44,000,000
292	Public Guardian	9251	AB 1018 Interest	394,688	350,000	350,000
110	Controller	9106	Sales and Use Tax	3,307,000	3,675,000	3,535,000
110	Controller	9122	Aircraft Taxes	691,000	640,000	670,000
110	Controller	9251	Investment Income	18,139,917	12,522,000	14,850,000
110	Controller	9313	Motor Vehicle in Lieu	114,904,000	117,826,000	130,350,000
110	Controller	9315	Highway Prop Rental	0	8,000	6,500
110	Controller	9367	HOPTR	3,564,000	3,500,000	3,585,000
110	Controller	9818	Local Contribution	465,000	1,600,000	2,100,000
110	Controller	9250	PERS Rebate	11,934,000	3,121,602	0
112	Tax Collector	9009	Prop Tax-SB-813	7,582,000	4,662,000	7,358,000
112	Tax Collector	9010	Prop Tax-Current Secured	163,119,000	172,841,000	174,813,927
112	Tax Collector	9020	Prop Tax-Current Unsec	27,968,000	29,506,000	30,509,969
112	Tax Collector	9104	Prop Tax-Prior Unsecured	245,000	245,000	0
112	Tax Collector	9105	Prop Tax-Penalties & Costs	7,794,000	10,166,000	10,166,000
148	Dept of Revenue	9107	Franchise Fees	712,000	620,000	700,000
148	Dept of Revenue	9124	Transient Occupancy Tax	284,000	324,000	280,000
180	PSA-Recorder	9121	Real Property Transfer Tax	14,515,000	12,847,000	15,526,000
810	Cnty Debt Service	9252	Net Interest on Notes	13,227,000	11,715,688	9,925,276
Total Unallocated Revenues				388,845,605	430,427,290	448,725,672

Use of Unallocated Revenue

Budget Unit	Department	FY 1999 Approved	FY 2000 Recommended
101	Supervisory Dist #1	(612,728)	(579,693)
102	Supervisory Dist #2	(612,728)	(579,693)
103	Supervisory Dist #3	(612,728)	(579,693)
104	Supervisory Dist #4	(612,728)	(579,693)
105	Supervisory Dist #5	(612,728)	(579,693)
106	Clerk of the Board	(4,302,534)	(4,768,863)
107	County Executive	(8,419,491)	(7,846,964)
110	Controller	25,760,623	26,476,221
112	Tax Collector	(2,073,251)	(969,550)
114	County Recorder	2,160,771	2,366,360
115	Assessor	(15,199,464)	(15,055,453)
118	Purchasing	(1,501,623)	(1,292,947)
119	Special Programs	(96,783,149)	(88,806,613)
120	County Counsel	(776,225)	(1,302,799)
130	Personnel, Training, Labor Relations	(7,676,278)	(8,324,166)
132	Risk Management and Employee Benefits	(333,562)	(57,486)
135	GSA Intergovernmental Svcs	(967,696)	(884,131)
145	Data Processing	(639,755)	(16,399,045)



Use of Unallocated Revenue

Budget Unit	Department	FY 1999 Approved	FY 2000 Recommended
140	Registrar of Voters	(2,938,413)	(3,135,740)
148	Dept of Revenue	368,913	600,781
190	Communications	(6,685,375)	(6,578,756)
200	DA Family Support	1,122,954	7,455,679
202	DA Administration	(28,911,227)	(29,092,315)
203	DA Crime Lab	(1,793,790)	(1,824,505)
204	Public Defender	(22,450,663)	(21,921,804)
210	Pretrial Release	(2,640,241)	(3,045,455)
217	Criminal Justice Services	110,729,494	110,514,999
230	Sheriff	(26,403,979)	(24,754,786)
231	Court/Custody Operations	(10,294,879)	(10,553,202)
235	DOC Contract	(57,919,749)	(55,557,301)
240	Dept of Correction	(39,186,139)	(40,253,082)
246	Probation Dept	(40,494,536)	(40,364,602)
260	Environmental Resources Agency	(1,084,127)	(1,052,567)
261	Environmental Health	(1,342)	(1,490)
262	Dept of Agriculture, Weights, and Measures	(1,571,309)	(1,516,896)
263	GSA Facilities Dept	(45,688,857)	(48,361,777)
293	Medical Examiner	(2,079,834)	(2,162,194)
410	Public Health	(23,828,510)	(25,998,096)
412	Mental Health	(21,684,982)	(24,756,512)
414	Criminal Justice & Institutional Svcs	0	98,664
417	Drug Abuse Bureau	(8,635,757)	(10,499,268)
501	Social Services Administration	(42,899,627)	(41,885,808)
509	Nutrition Program	(1,382,380)	(1,709,319)
511	SSA Categorcal Aids	(19,865,516)	(23,038,878)
810	Controller Debt Svc	(17,514,448)	(18,884,184)
910	Contingency - Salary Reserve	0	(16,800,000)
	Total Use of Unallocated Revenues	(427,549,593)	(454,842,315)



Index

A

Access Program 397
 Acute Psychiatric Services 399
 Administration 270, 282, 476, 490
 Administration And Operations 68
 Administration Services 77
 Administrative Booking 286
 Administrative Division 303
 Adult Custody Medical Services Program 404
 Adult Custody Mental Health Services Program 405
 Adult Division Admin & Support 301
 Adult Investigation 304
 Adult Literacy 108
 Adult Supervision 305
 Adult/Older Adult Services 397
 Agency Administration 168, 350
 Aging and Adult Administration 345
 Aging and Adult Program 347
 Aging and Adult Support Staff 348
 Agricultural Commissioner/Sealer 475
 Agriculture, Weights and Measures and Animal Contr 477
 Airports Operations 521
 Airports Operations Administration 521
 Alternate Public Defender 243
 Alum Rock Library 106
 Ambulatory Care 386
 Appropriations Contingencies 53
 Appropriations-Contingencies 53
 Assessment Appeals 70
 Assessment Services 87
 Assessment Standards 87
 Assessor 89
 Assessor Administration 86

B

Bay Area Services Network (BASN) Programs 419
 Benefit Services Program 364
 Budget Unit by Name
 Agriculture, Weights and Measures and Animal Contr 477
 Airports Operations 521
 Appropriations-Contingencies 53
 Assessor 89
 Bureau Of Drug And Alcohol Programs 421
 Central Fire District Zone 1 & 2 524
 Children's Shelter & Custody Health Services 405
 Clerk Of The Board 70
 Controller-County Debt Service 192

County Counsel 98
 County Executive 80
 County Library 109
 County Parks And Recreation 497
 County Recorder 204
 Court/Custody Operations 271
 Criminal Justice System-Wide Costs 251
 Department Of Correction 290
 Department Of Revenue 216
 Department Of Risk Management 181
 District Attorney Administration 236
 District Attorney Crime Laboratory 237
 District Attorney Family Support 229
 DOC Contract 281
 Environmental Health 469
 Facilities Department 155
 GSA Data Processing 137
 GSA Intragovernmental Services 117
 GSA Services - Communications 146
 Housing And Community Development 452
 Human Resources, Labor Relations, and Equal Opportunity and Employee Development 171
 Los Altos Fire District 525
 Measure B Trans Improvement Prog 91
 Medical Examiner-Coroner 310
 Mental Health 400
 OBA Special Programs 52
 Office Of Pretrial Services 248
 Planning and Development/ERA Admin 462
 Probation Department 305
 Prop 99 Non-County Hospital Fund 422
 Public Defender 243
 Purchasing 211
 Registrar Of Voters 122
 Roads Operations 514
 Saratoga Fire District 527
 SB12/SB855 Funds 375
 Sheriff Services 268
 So. Santa Clara Co. Fire District 526
 Social Services Administration 365
 SSA Categorical Aids Payments 368
 SSA Nutrition Services To The Aged 366
 Supervisorial District 1 58
 Supervisorial District 2 59
 Supervisorial District 3 60
 Supervisorial District 4 60
 Supervisorial District 5 61
 Tax Collector 197
 Vector Control District 481

Budget Units by Number

0101 58
 0102 59
 0103 60
 0104 60
 0105 61
 0106 70
 0107 80
 0112 197
 0114 204
 0115 89
 0117 91
 0118 211
 0119 52
 0120 98
 0130 171
 0132 181
 0135 117
 0140 122
 0145 137
 0148 216
 0168 452
 0190 146
 0200 229
 0202 236
 0203 237
 0204 243
 0210 248
 0217 251
 0230 268
 0231 271
 0235 281
 0240 290
 0246 305
 0260 462
 0261 469
 0262 477
 0263 155
 0293 310
 0409 375
 0411 481
 0412 400
 0414 405
 0417 421
 0501 365
 0509 366
 0511 368
 0603 514
 0608 521
 0610 109
 0710 497
 0721 422
 0810 192
 0910 53
 9104 524
 9114 525
 9118 526
 9250 527

Bureau Administration 396, 412

Bureau Of Drug And Alcohol Programs 421

C

Campbell Library 105
 Capital Programs Division 155
 Census 2000 169
 Center For Urban Analysis 80
 Central Center 416
 Central Fire District Zone 1 & 2 524
 Central Services 385
 Central Valley Clinic 417
 Child Abuser Vertical Prosecution Grant 232
 Child Development Services 357
 Children's Intensive Services 399
 Children's Services Programs 365
 Children's Shelter 354
 Children's Shelter & Custody Health Services 405
 Children's Shelter Services 405
 Children, Adolescent & Family Services Adm 413
 Civic Center Parking Garage 116
 Civil Division 268
 CLARAnet 137
 Classification 279, 286
 Clerk Of The Board 70
 Collection Operations 216
 Communication Administration 145
 Communication Technical Services 146
 Community Services 300
 Consumer Protection Division 468
 Contract Services 420
 Controller Treasurer 189
 Controller-County Debt Service 192
 Cooperative Extension 477
 Correctional Center For Women 289
 Correctional Center for Women (CCW) 271, 280
 Correctional Industries 280, 287
 Cost Centers by Name
 Access Program 397
 Acute Psychiatric Services 399
 Administration 270, 282, 476, 490
 Administration And Operations 68
 Administration Services 77
 Administrative Booking 286
 Administrative Division 303
 Adult Custody Medical Services Program 404
 Adult Custody Mental Health Services Program 405
 Adult Division Admin & Support 301
 Adult Investigation 304
 Adult Literacy 108



- Adult Supervision 305
 Adult/Older Adult Services 397
 Agency Administration 168, 350
 Aging and Adult Administration 345
 Aging and Adult Program 347
 Aging and Adult Support Staff 348
 Agricultural
 Commissioner/Sealer 475
 Airports Operations
 Administration 521
 Alternate Public Defender 243
 Alum Rock Library 106
 Ambulatory Care 386
 Appropriations Contingencies 53
 Assessment Appeals 70
 Assessment Services 87
 Assessment Standards 87
 Assessor Administration 86
 Bay Area Services Network (BASN)
 Programs 419
 Benefit Services Program 364
 Bureau Administration 396, 412
 Campbell Library 105
 Capital Programs Division 155
 Census 2000 169
 Center For Urban Analysis 80
 Central Center 416
 Central Fire District Zone 1 & 2 524
 Central Services 385
 Central Valley Clinic 417
 Child Abuser Vertical Prosecution
 Grant 232
 Child Development Services 357
 Children's Intensive Services 399
 Children's Services Programs 365
 Children's Shelter 354
 Children's Shelter Services 405
 Children, Adolescent & Family
 Services Adm 413
 Civic Center Parking Garage 116
 Civil Division 268
 CLARAnet 137
 Classification 279, 286
 Collection Operations 216
 Communication Administration 145
 Communication Technical
 Services 146
 Community Services 300
 Consumer Protection Division 468
 Contract Services 420
 Controller Treasurer 189
 Cooperative Extension 477
 Correctional Center For
 Women 289
 Correctional Center for Women
 (CCW) 271, 280
 Correctional Industries 280, 287
 County Animal Control 476
 County Counsel Administration 98
 County Debt-Tax & Rev Anticipation
 Notes 191
 County Employee Benefits 168
 County Information Services 136
 County Internal Auditor 188
 County Recorder 204
 Countywide Training Programs 170
 Court Security 266
 Criminal Justice System-Wide
 Costs 251
 Cupertino Library 104
 Customer and Business
 Services 492
 DA Administration 234
 DA Anti-Drug Abuse Enforcement
 Program 231
 DA Attorneys 236
 DA Auto Insurance Fraud
 Prosecution 233
 DA Crime Lab Administration 237
 DA Family Support
 Administration 229
 DA Investigations 235
 DA Major Narcotic Vendor
 Prosecution 233
 Data Management 265, 284
 Data Processing Administration
 Division 132
 Data Processing Information Service
 Center 135
 Data Processing Operations 133
 Data Processing Systems And
 Programming 134
 Data Processing Technical Planning
 And Control 133
 Detective Division 262
 East Valley Clinic 417
 Electronic Data Processing 355
 Elmwood Men's Facility 270, 279,
 287
 Emergency Medical Services 387
 Employee Wellness Program 179
 Employment Services
 Program 361
 Employment Services Office
 Professional Staff 363
 Employment Services Support
 Staff 362
 Environmental Health Services
 Administration 468
 Equal Opportunity Division 167
 ERA Administration 462
 Exemptions 87
 Family And Children Services 397
 Fiscal Division 261, 283
 Fish And Game Commission 70
 Fleet Management-Roads 116
 Food Services 285
 General Elections 122
 Gilroy Community Juvenile Justice
 Grant 353
 Gilroy Library 107
 GSA Administration 115
 GSA Building Operations 154
 GSA Custodial Services 154
 GSA Fleet Management
 Division 116
 GSA Printing Services 117
 GSA Property Management 155
 H Holden Ranch 302
 Hazardous Materials Compliance
 Division 469
 Highway And Bridge Design 512
 Home Composting Program 475
 Homeless Project 415
 Housing And Community
 Development 452
 Information Systems 88
 Inmate Programs 281, 289
 Inpatient Emergency Psychiatric
 Services 399
 Insurance Risk Management 181
 Intergovernmental Employee
 Relations 168
 Internal Affairs 265, 277
 Job Training and Partnership (JTPA)
 Programs 360
 JTPA Administration 358
 JTPA Direct Program - Prior
 Year 359
 JTPA Office Professional Staff 358
 Justice Division 79
 Justice Outpatient 421
 Juvenile Division Admin &
 Support 299
 Juvenile Hall 299
 Juvenile Probation Services 405
 Juvenile Services 298
 Labor Relations Administration 167
 Labor Reserve 53
 LAFCO-Local Agency Formation
 Commission 78
 Land Development 511
 Laundry Services 288
 Lease Purchase-Lease Payment
 Fund 192
 Legislative Programs 78
 Library Headquarters 104
 Library Technical Services 108
 Long-Range Planning And Property
 Management 491
 Los Altos Fire District 525
 Los Altos Library 109
 M Wright Residential Center 302
 Main Jail Complex 270, 278, 285
 Management Information Systems
 Unit 359
 Measure B Trans Improvement
 Program 91
 Medical Examiner-Coroner 310
 Mental Health Information
 Systems 396
 Methadone Treatment/Medical
 Services Admin 416
 Milpitas Library 106
 Morgan Hill Library 107
 Motor Pool 509
 Muriel Wright Program 413
 North County Center 418
 North County Region 398
 Office Of Budget And Analysis 79
 Office Of Emergency Services 145
 Office Of Human Relations 80
 Operations 280, 288
 OSEC-Occupational Safety &
 Envrmtl Compliance 179
 PA/G/C Information Systems 349
 Palo Alto Airport 519
 Park Maintenance 497
 Park Operations 496
 Parks Patrol 268
 Patrol Division 262
 Personal Property 88
 Personnel 277, 283
 Personnel And Training 263
 Personnel Operations 169
 Pharmacy Services 400
 Planning And Development
 Operations 460
 Pretrial Services
 Administration 248
 Prevention Services 414
 Professional Compliance And
 Audit 283
 Program Support 352
 Prop 99 Non-County Hospital
 Fund 422
 Public Defender Administration 242
 Public Health Administration 384
 Purchasing Department 211
 Real Property 88
 Records Section 265
 Refugee Targeted Assistance
 Program 360
 Region 1 387
 Region 2 388
 Region 3 388
 Region 4 388
 Region 5 389
 Region 6 389
 Registrar Of Voters 121
 Reid Hillview Airport 520
 Reserves Unit 267
 Residential Administration 415
 Risk Management
 Administration 181
 Road Engineering 508
 Road Fleet 509
 Road Maintenance 507
 Road Traffic And Electrical 509
 Roads And Airports
 Administration 510
 Roads And Airports Fiscal 513
 Roads Capital Projects-Highways &
 Bridges 514
 Roads Capital Projects-
 Maintenance 514
 Roads Capital Projects-Traffic and
 Electrical 513
 Roads Construction 512
 Roads Operations 507
 San Jose Region 398
 Saratoga Fire District 527
 Saratoga Library 105
 SB 855 Funds 375
 SB12 Payments 375
 Sheriff Administration 260
 South County Airport 521
 South County Clinic 418
 South Santa Clara County Fire
 District 526
 Special Appropriations 69
 Special Elections 122
 Special Programs 52
 SSA Categorical Aids

Payments 368	1144 179	2928 386	3832 234
SSA Nutrition Services To The	1145 168	2934 387	3834 235
Aged 366	1146 180	2936 387	3835 235
Staff Development 354	1147 180	2945 388	3836 236
Staff Development Trainees 354	1148 169	2954 388	3900 260
Statutory Rape Prosecution 233	1149 181	2962 388	3901 261
St-Cnty Prop Tax Admin Program,	1150 86	2970 389	3903 262
AB 719 89	1151 87	2978 389	3904 262
St-Cnty Property Tax Admin	1152 87	3000 270	3905 263
Program 89	1153 87	3026 270	3906 264
Stride Clinic 418	1154 88	3036 270	3907 264
Summer Youth Program 359	1155 88	3041 271	3909 265
Supervisory District 1 58	1156 88	3047 271	3912 265
Supervisory District 2 59	1157 89	3105 277	3913 265
Supervisory District 3 60	1158 89	3112 277	3914 266
Supervisory District 4 60	1162 169	3124 278	3919 267
Supervisory District 5 61	1163 170	3126 278	3922 267
Support Services 290, 386	1168 452	3135 279	3924 267
Survey and Property 511	1171 69	3136 279	3927 268
Tax Collector 197	1173 70	3137 280	3929 268
Tax Collector-AB 818 197	1180 460	3140 280	4000 507
Telephone Services 135	1188 462	3141 280	4001 507
Training 267, 278, 284	1189 462	3146 281	4002 508
Training Administrative	1190 468	3217 251	4005 509
Support 171	1194 468	3400 282	4008 509
Transit Patrol 267	1195 469	3401 283	4101 509
Transportation 271	1220 79	3405 283	4130 404
Treatment & Recovery	1221 79	3412 283	4140 405
Administration 415	1230 80	3413 284	4150 405
Unemployment Insurance 180	1298 70	3424 284	4160 405
Vector Control District 481	1919 519	3426 285	4224 481
VMC Hospital Bonds 192	1920 520	3428 285	4322 375
Warrants And Fugitives 264	1921 521	3432 286	4324 375
Weed Abatement 462	1922 521	3435 286	4350 396
Weights and Measures 476	2111 191	3436 287	4355 396
Welfare Fraud Investigation 235	2112 192	3437 287	4380 397
West Valley Center 419	2113 189	3438 288	4401 397
Westside Station 264	2115 192	3439 298	4410 397
William F James Ranch 301	2148 216	3440 288	4440 398
Women's Residential Center 298	2212 197	3441 289	4480 398
Women's Services 414	2213 197	3446 289	4560 399
Work Furlough Program 300	2300 211	3449 290	4570 399
Worker's Compensation	2305 115	3500 242	4590 399
Insurance 180	2308 116	3501 243	4599 400
Workers Comp Fraud Grant 232	2310 181	3590 248	4600 412
Cost Centers by Number	2320 116	3702 298	4610 413
1001 52	2321 116	3704 299	4612 413
1010 53	2346 117	3706 299	4620 414
1020 53	2350 132	3708 300	4630 414
1101 58	2351 133	3710 300	4640 415
1102 59	2352 133	3712 301	4642 415
1103 60	2353 134	3714 301	4645 415
1104 60	2354 135	3716 302	4650 416
1105 61	2356 135	3718 302	4652 416
1106 68	2357 136	3720 303	4654 417
1107 77	2358 137	3724 304	4655 417
1113 78	2400 154	3726 305	4656 418
1115 188	2455 154	3750 310	4657 418
1117 91	2500 155	3800 229	4658 418
1120 98	2515 155	3811 231	4659 419
1126 167	2530 145	3812 232	4670 419
1136 78	2550 145	3813 232	4671 420
1140 167	2555 146	3814 233	4673 421
1141 168	2900 384	3815 233	4700 345
1142 168	2909 385	3818 233	4710 347
1143 179	2925 386	3820 237	4715 348



- 4755 349
 4800 350
 4810 352
 4831 353
 4861 354
 4862 354
 4870 354
 4890 366
 4901 368
 4903 355
 5000 357
 5010 358
 5012 358
 5020 359
 5040 359
 5042 359
 5044 360
 5100 360
 5200 361
 5202 362
 5203 363
 5300 364
 5400 365
 5556 104
 5559 104
 5560 105
 5567 105
 5571 106
 5575 106
 5576 107
 5577 107
 5585 108
 5586 108
 5600 121
 5605 122
 5610 122
 5655 204
 5660 475
 5661 475
 5662 109
 5663 476
 5665 476
 5670 476
 5700 80
 5710 477
 5904 490
 5907 491
 5909 492
 5910 496
 5911 497
 6410 510
 6411 511
 6413 511
 6435 512
 6470 512
 6472 513
 6474 513
 6475 514
 6476 514
 7000 422
 9104 524
 9114 525
 9118 526
 9250 527
- County Animal Control 476
 County Counsel 98
- County Counsel Administration 98
 County Debt-Tax & Rev Anticipation Notes 191
 County Employee Benefits 168
 County Executive 80
 County Information Services 136
 County Internal Auditor 188
 County Library 109
 County Parks And Recreation 497
 County Recorder 204
 Countywide Training Programs 170
 Court Security 266
 Court/Custody Operations 271
 Criminal Justice System-Wide Costs 251
 Cupertino Library 104
 Customer and Business Services 492
- D**
 DA Administration 234
 DA Anti-Drug Abuse Enforcement Program 231
 DA Attorneys 236
 DA Auto Insurance Fraud Prosecution 233
 DA Crime Lab Administration 237
 DA Family Support Administration 229
 DA Investigations 235
 DA Major Narcotic Vendor Prosecution 233
 Data Management 265, 284
 Data Processing Administration Division 132
 Data Processing Information Service Center 135
 Data Processing Operations 133
 Data Processing Systems And Programming 134
 Data Processing Technical Planning And Control 133
 Department Of Correction 290
 Department Of Revenue 216
 Department of Risk Management 181
 Detective Division 262
 District Attorney Administration 236
 District Attorney Crime Laboratory 237
 District Attorney Family Support 229
 DOC Contract 281
- E**
 East Valley Clinic 417
 Electronic Data Processing 355
 Elmwood Men's Facility 270, 279, 287
 Emergency Medical Services 387
- Employee Wellness Program 179
 Employment Services Program 361
 Employment Services Office Professional Staff 363
 Employment Services Support Staff 362
 Environmental Health 469
 Environmental Health Services Administration 468
 Equal Opportunity Division 167
 ERA Administration 462
 Exemptions 87
- F**
 Facilities Department 155
 Family And Children Services 397
 Fiscal Division 261, 283
 Fish And Game Commission 70
 Fleet Management-Roads 116
 Food Services 285
- G**
 General Elections 122
 Gilroy Community Juvenile Justice Grant 353
 Gilroy Library 107
 GSA Administration 115
 GSA Building Operations 154
 GSA Custodial Services 154
 GSA Data Processing 137
 GSA Fleet Management Division 116
 GSA Intragovernmental Services 117
 GSA Printing Services 117
 GSA Property Management 155
 GSA Services - Communications 146
- H**
 H Holden Ranch 302
 Hazardous Materials Compliance Division 469
 Highway And Bridge Design 512
 Home Composting Program 475
 Homeless Project 415
 Housing And Community Development 452
- I**
 Information Systems 88
 Inmate Programs 281, 289
 Inpatient Emergency Psychiatric Services 399
- Insurance Risk Management 181
 Intergovernmental Employee Relations 168
 Internal Affairs 265, 277
- J**
 Job Training and Partnership (JTPA) Programs 360
 JTPA Administration 358
 JTPA Direct Program - Prior Year 359
 JTPA Office Professional Staff 358
 Justice Division 79
 Justice Outpatient 421
 Juvenile Division Admin & Support 299
 Juvenile Hall 299
 Juvenile Probation Services 405
 Juvenile Services 298
- L**
 Labor Relations Administration 167
 Labor Reserve 53
 LAFCO-Local Agency Formation Commission 78
 Land Development 511
 Laundry Services 288
 Lease Purchase-Lease Payment Fund 192
 Legislative Programs 78
 Library Headquarters 104
 Library Technical Services 108
 Long-Range Planning And Property Management 491
 Los Altos Fire District 525
 Los Altos Library 109
- M**
 M Wright Residential Center 302
 Main Jail Complex 270, 278, 285
 Management Information Systems Unit 359
 Measure B Trans Improvement Prog 91
 Measure B Trans Improvement Program 91
 Medical Examiner-Coroner 310
 Mental Health 400
 Mental Health Information Systems 396
 Methadone Treatment/Medical Services Admin 416
 Milpitas Library 106
 Morgan Hill Library 107
 Motor Pool 509
 Muriel Wright Program 413

N

North County Center 418
North County Region 398

O

OBA Special Programs 52
Office Of Budget And Analysis 79
Office of Emergency Services 145
Office Of Human Relations 80
Office Of Pretrial Services 248
Operations 280, 288
OSEC-Occupational Safety &
Envrmntl Compliance 179

P

PA/G/C Information Systems 349
Palo Alto Airport 519
Park Maintenance 497
Park Operations 496
Parks Patrol 268
Patrol Division 262
Personal Property 88
Personnel 277, 283
Personnel And Training 263
Personnel Operations 169
Pharmacy Services 400
Planning And Development
Operations 460
Planning and Development/ERA
Admin 462
Pretrial Services
Administration 248
Prevention Services 414
Probation Department 305
Professional Compliance And
Audit 283
Program Support 352

Prop 99 Non-County Hospital
Fund 422
Public Defender 243
Public Defender
Administration 242
Public Health Administration 384
Purchasing 211
Purchasing Department 211

R

Real Property 88
Records Section 265
Refugee Targeted Assistance
Program 360
Region 1 387
Region 2 388
Region 3 388
Region 4 388
Region 5 389
Region 6 389
Registrar Of Voters 121, 122
Reid Hillview Airport 520
Reserves Unit 267
Residential Administration 415
Risk Management
Administration 181
Road Engineering 508
Road Fleet 509
Road Maintenance 507
Road Traffic And Electrical 509
Roads And Airports
Administration 510
Roads And Airports Fiscal 513
Roads Capital Projects-Highways &
Bridges 514
Roads Capital Projects-
Maintenance 514
Roads Capital Projects-Traffic and
Electrical 513
Roads Construction 512

Roads Operations 507, 514

S

San Jose Region 398
Saratoga Fire District 527
Saratoga Library 105
SB 855 Funds 375
SB12 Payments 375
SB12/SB855 Funds 375
Sheriff Administration 260
Sheriff Services 268
So. Santa Clara Co. Fire District 526
Social Services Administration 365
South County Airport 521
South County Clinic 418
South Santa Clara County Fire
District 526
Special Appropriations 69
Special Elections 122
Special Programs 52
SSA Categorical Aids
Payments 368
SSA Nutrition Services To The
Aged 366
Staff Development 354
Staff Development Trainees 354
Statutory Rape Prosecution 233
St-Cnty Prop Tax Admin Program,
AB 719 89
St-Cnty Property Tax Admin
Program 89
Stride Clinic 418
Summer Youth Program 359
Supervisorial District 1 58
Supervisorial District 2 59
Supervisorial District 3 60
Supervisorial District 4 60
Supervisorial District 5 61
Support Services 290, 386
Survey and Property 511

T

Tax Collector 197
Tax Collector-AB 818 197
Telephone Services 135
Training 267, 278, 284
Training Administrative
Support 171
Transit Patrol 267
Transportation 271
Treatment & Recovery
Administration 415

U

Unemployment Insurance 180

V

Vector Control District 481
VMC Hospital Bonds 192

W

Warrants And Fugitives 264
Weed Abatement 462
Weights and Measures 476
Welfare Fraud Investigation 235
West Valley Center 419
Westside Station 264
William F James Ranch 301
Women's Residential Center 298
Women's Services 414
Work Furlough Program 300
Worker's Compensation
Insurance 180
Workers Comp Fraud Grant 232

