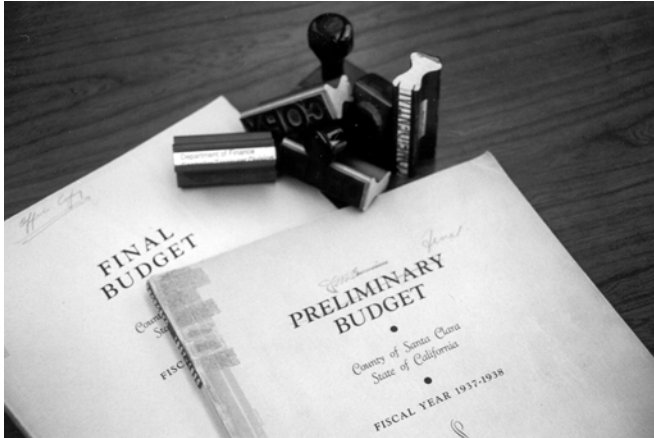


Fiscal Year 2001 Recommended Budget



Submitted by
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Prepared by the County Executive's
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Mental Health Department
Public Health Department

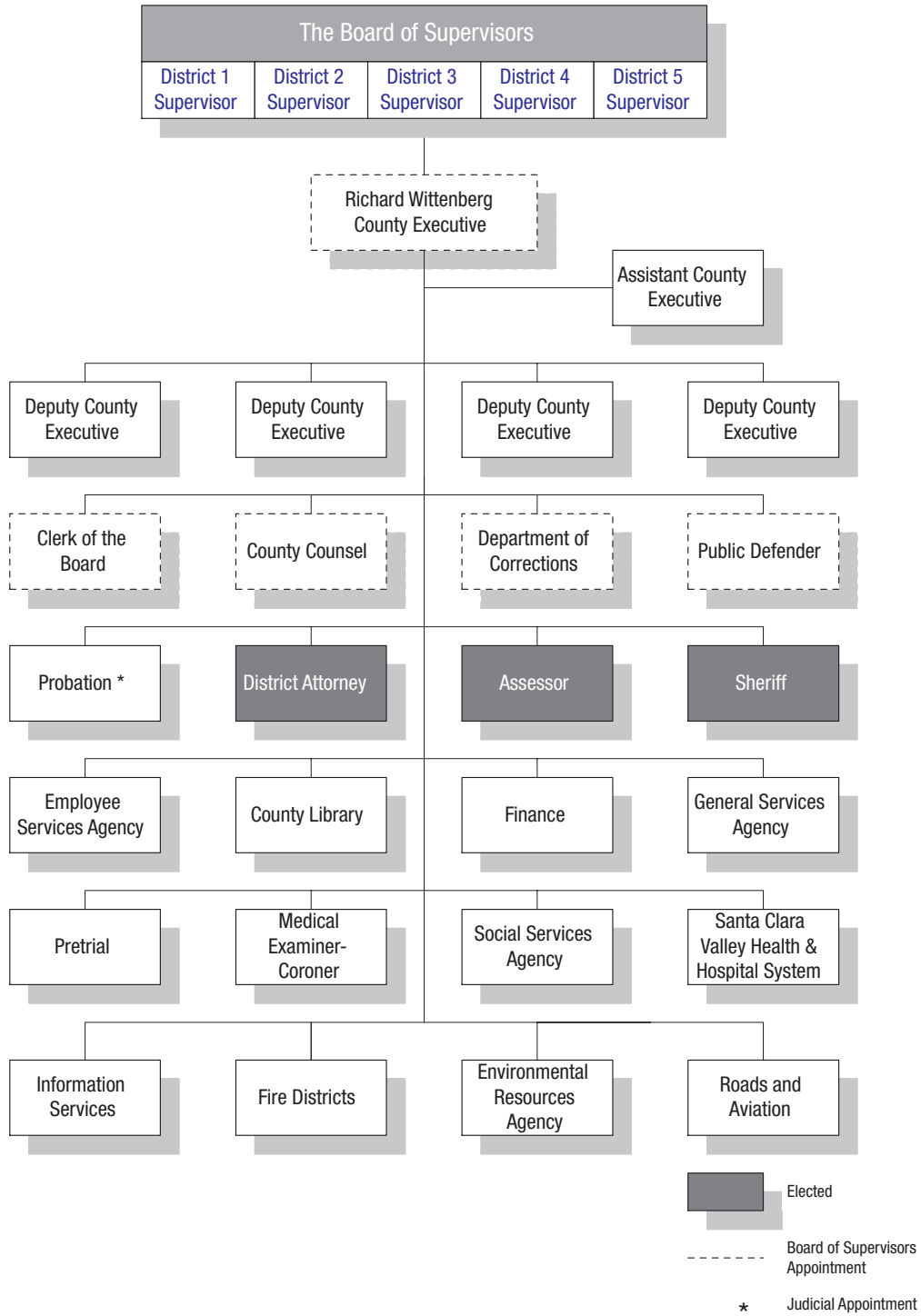
Bruce Medlin
Assessor
Board of Supervisors
Clerk of the Board
Budget Systems Administrator

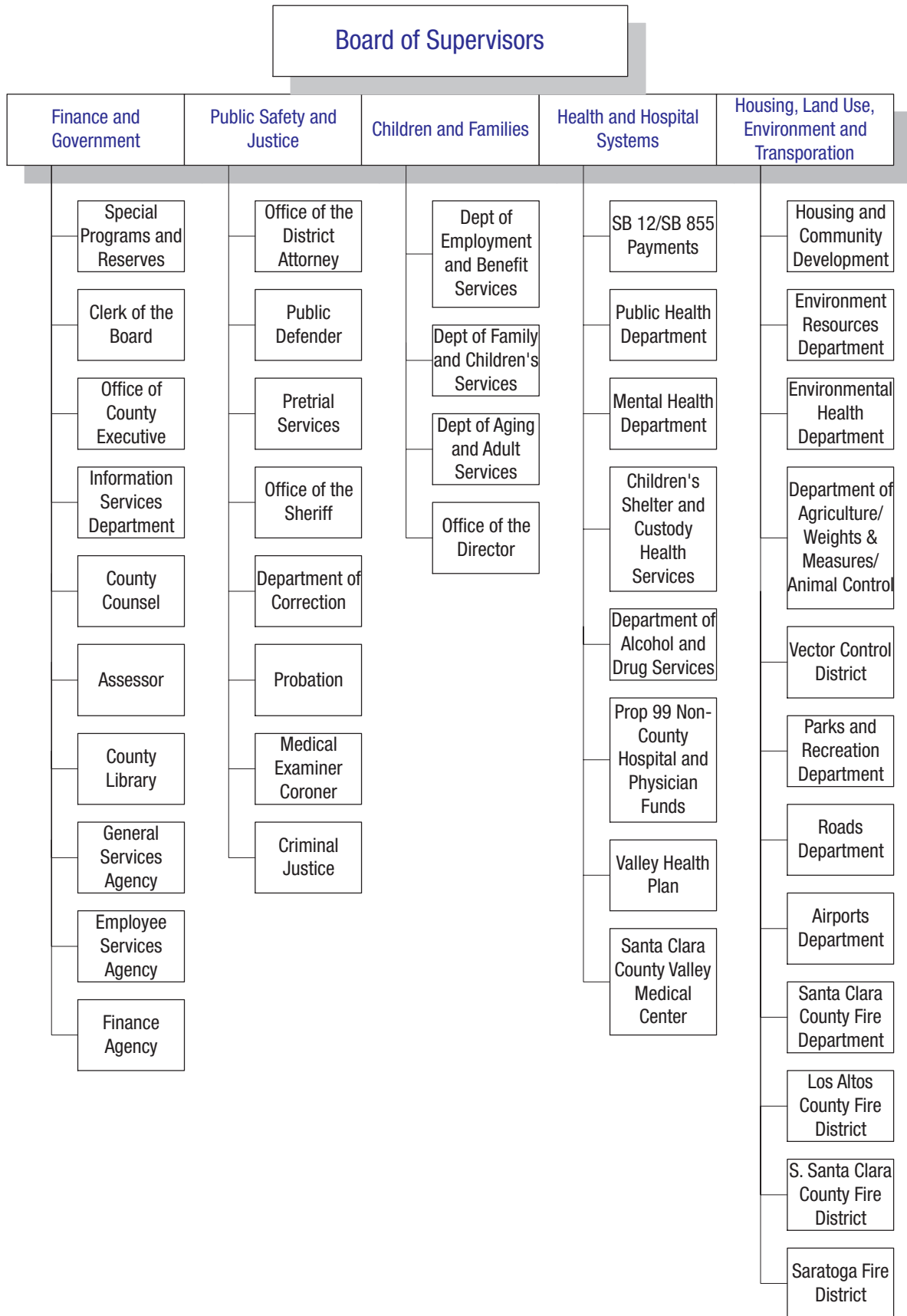
* Community Outreach Program
* SB12/SB855 Payments
* Proposition 99/Non-County Funds
* Valley Health Plan
*Santa Clara County Valley Medical Center

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COUNTY OF SANTA CLARA







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Introduction

Introduction





County Executive's Budget Message

May 1, 2000

TO: Board of Supervisors



**FROM: Richard Wittenberg
County Executive**

SUBJECT: FY 2001 Recommended Budget

Not since the late 1980s has the Santa Clara Valley experienced such dynamic economic growth and prosperity. The rapid expansion of the technology sector and "dot-com start-up" companies has added thousands of jobs and wealth to our Valley. This prosperity has and will hopefully continue to generate significant discretionary revenue for Santa Clara County.

Over the past three years improving economic conditions have allowed your Board to address a great number of community needs. The County has been able to begin the process of rebuilding our service networks after seven consecutive years of debilitating service reductions and economic recession. Your Board has also had the foresight to build our reserves and strengthen our financial foundation, thinking ahead to when the business cycle will turn negative. FY 2001 is unfolding as an interesting year with many difficult challenges before us. With the economic prosperity mentioned above, we must continue to plan carefully in order to maintain our strong financial position into the future.

The Impact of our Local Economy

The strength and stamina of the Silicon Valley economy is difficult to define. With the average price per home in our area now exceeding \$500,000 it is hard to imagine the region can continue to sustain an expansion of this magnitude. There is, however, nothing in the economic trends and data we have analyzed to-date that suggests a slowing or reduction in the level of growth. In fact, over the past three months we have increased our revenue estimates based on each new data point received. Our estimates have climbed to levels that we did not think possible a short time ago. Based on this experience, our revenue estimates for FY 2001 are aggressive and assume economic circumstances will **not** change dramatically in the near future.

The revenue growth projections presented below in Table 1 highlight the exceptional economic conditions that currently exist in Santa Clara County:

Table 1: Growth in General Fund Discretionary Revenues

Revenue Account	FY 2000 Approved	FY 2001		% Change
		Base Budget	Growth FY00 to FY01	
Secured Property Tax	\$179.5	\$200.5	\$21.0	11.7%
Comingled Interest	\$14.8	\$19.4	\$4.6	31.1%
Motor Vehicle in Lieu	\$133.0	\$154.2	\$21.2	15.9%
Public Safety Sales Tax	\$139.4	\$163.3	\$23.9	17.1%
Total Growth FY00 to FY01	\$466.7	\$537.4	\$70.7	15.1%
Total General Fund Growth	\$1,328.6	\$1,474.9	\$146.3	11.0%

The growth of the four major discretionary revenues identified above account for over 48% of the general fund's base level revenue growth from FY 2000 to FY 2001. This table clearly describes the truly extraordinary results being generated by our local economy.



With this level of growth within our discretionary revenue accounts it would be easy to contemplate a surplus of \$30 to \$40 million in FY 2001. Instead our initial analysis released in February projected a \$6 million surplus and was due to a series of different impacts resulting from a strong and prosperous economy. These impacts, described below, are creating an **equally strong upward pressure on general fund expenditures.**

The major source of expenditure growth to just maintain the current level of services is salaries. This line item alone will increase by 9.5% or \$44.6 million in FY 2001. Fringe benefit costs will also increase at a rapid rate, 10.6% or \$13.3 million. Increased salary costs resulting from a new collective bargaining agreement in the In Home Support Services program will add \$7 million to the cost of providing that service in FY 2001. On the whole, the cost to provide the same level of service in FY 2001 is growing at a **startling** rate.

Other major cost increases related to the economy include a \$7 million increase in lease costs. Office space is at a premium around the county and even though we have made meaningful progress moving staff from leased to county owned space, we will spend over \$30 million to lease space in FY 2001. Another major cost increase is the provision of pharmaceuticals in our health facilities. The increase in cost in the hospital alone will exceed \$5.5 million with additional increases assumed in Public and Mental Health program areas.

The financial situation currently facing Santa Clara County is complex and could become quite problematic based on the factors described above. Thus, our concern with the excellent economic times lies in the rapid growth in expenditures that we are currently experiencing. This rate will continue based on known contractual obligations for a minimum of two years. While we do not see a

major change in the very strong economic trends at the present time, the volatility of the financial markets and the length of the current economic expansion make us uneasy and justifies a deliberate approach to resource allocation.

The FY 2001 Recommended Budget

The development of the FY 2001 Recommended Budget focused on three main themes:

- ◆ Fund and implement the initiatives and contractual obligations identified and approved by the Board during the course of the current fiscal year.
- ◆ Continue our investment in the County's physical infrastructure and provide employees with the tools they need to be successful.
- ◆ Maintain and increase reserves consistent with Board policy to provide the necessary margin when our local economy slows down.

Major Board Initiatives Addressed in the Recommended Budget

The dynamic environment we operate within has created an unusual level of financial and service delivery challenges during the past year. The Board and the Administration have analyzed and discussed many of these issues with the goal of addressing the most difficult problems in this budget. As the budget goes to print, our latest projections indicate a surplus of approximately \$18 million. This additional flexibility is necessary to fund solutions to the issues we are currently facing. In fact, the vast majority of the augmentations included in the recommended budget will address initiatives or obligations approved or sanctioned by the Board over the past six months. Table 2 summarizes the recommended enhancements and the issue addressed by each one:

Table 2: Recommended Ongoing Augmentations in the FY 2001 Budget

Department	Issue/Item	Value \$
SSA	Out of Home Placement	\$3,100,000
SSA	Increase Welfare Reform Reserve	\$1,000,000
SSA	Children's Shelter Staffing	\$ 325,000
Countywide	Recruitment & Retention Issues	\$1,000,000
Countywide	Converting Extra-Help to Coded Positions	\$1,500,000
Countywide	Operating Reserve for Charter Hospital	\$1,200,000
Health Depts	Pharmaceutical Costs	\$ 800,000
Probation	Juvenile Community Release Program	\$ 215,000
Countywide	Administrative, Clerical Infrastructure	\$1,300,000
Countywide	Reserve for Economic Uncertainty	\$5,000,000
Total		\$15,440,000

These proposals listed above allocate over 85% of the available balance. The remaining \$2.5 million in augmentations address important departmental issues consistent with the Board's Strategy Statement and considered a sufficient priority to include in the FY 2001 Recommended Budget.

Each of the enhancements listed above have been developed to resolve issues that require immediate attention:

Out of Home Placement - there is recognition that we are housing children with difficult behavioral and mental health problems in settings that are not adequately equipped to fully address their needs. This budget provides funding to develop solutions to assist Group Homes in managing these children and staff to direct children to the appropriate placement.

Children' Shelter Staffing - an increasing population in the Children's Shelter requires additional staff to provide the supervision and care needed for these clients.

Welfare Reform Reserve - this reserve has been increased to \$3 million to provide resources to deal with the issues surrounding individuals who have unintended negative consequences related to changes in the welfare system.

Recruitment and Retention - the labor market and cost of living in the Bay Area and in Santa Clara County has made it very difficult to recruit and retain employees in all classifications. We are facing especially difficult problems in competing for Executive level managers and skilled workers in health care and social services as the demand for skilled workers far exceeds the supply.

Conversion of Extra Help to Coded Positions - the Board has made a commitment to Local 715 to reduce the use of extra-help 15% by December 31, 2000. A reserve has been established to fund conversions during the course of FY 2001. Funds will allocated based on the development of criteria and direction from the Board.

Operating Reserve for Charter Hospital - the county is currently in the process of acquiring Charter Hospital in South San Jose. This facility will be used to house children with severe behavioral and mental health problems. This reserve has been established to cover the projected net general fund cost of operating this facility above what has already been established for these programs.

Pharmaceutical Costs - this allocation will cover the increased cost of pharmaceuticals required for Mental Health clients, as well as Tuberculosis and other Public Health patients. It is in addition to the \$5.5 million needed by Valley Medical Center to fund their needs in this area.

Juvenile Community Release Program - this allocation will allow for the expansion of this program and reduce the population pressures in Juvenile Hall. This program utilizes Electronic Monitoring Devices to supervise adolescents that have been released into this program.

Administrative, Clerical Infrastructure - funds are recommended throughout various departments to support the expansion of programs that has taken place over the past three years. In some cases, staff resources are also being used to rebuild administrative capabilities impacted by the budget reductions of the early 1990s.



Reserve for Economic Uncertainty - This reserve is being increased by \$5 million from \$13 million to \$18 million. With the rapid rate of expenditure growth a concern over the next two years, the Administration believes it prudent to increase this reserve to prepare for a cyclical downturn that could occur in the near future.

In addition to the initiatives included in the recommended budget, there are other important items approved by the Board during FY 2000 that have been included in the current level or base budget. Included in this group is the expansion of the School-Linked Services program at a cost of \$672,000, the addition of staff in the Acute Psychiatric area for seclusion and restraint at a cost of \$871,000 and the aforementioned adjustment in IHSS salaries adding \$7 million in overall costs and \$910,000 in county share to that program.

A 12.5% Expenditure Growth Rate

The combination of expenditure growth related to collective bargaining agreements and other contractual obligations and funding the important initiatives listed above will result in the largest one-year growth in the general fund budget in recent memory. Expenditures will increase by 13.9% or \$195 million. While we are fortunate to be in a position where our revenue growth can support an expenditure increase of this size, we must recognize that our revenues will not continue to increase at this rate over the long term. Next year we face the third and final year of our collective bargaining agreement that includes a 5% percent salary increase. The trends we are seeing in health premiums and workers compensation costs indicate we are moving into a period of **double-digit premium increases**. With these factors in mind, we recommend allocating a portion of any available balances to our reserves to increase the options available to the Board if and when expenditure growth overtakes revenue growth.

Additional One-Time Investments

Another positive aspect of the strong economy is the impact on the general fund balance. For the third consecutive year we are projecting the availability of **significant** one-time resources. In FY

1999 the actual fund balance totaled \$95 million which is the highest fund balance ever attained in Santa Clara County. In FY 2000 we project a fund balance of \$88 million which confirms the strong economic performance we have alluded to in this letter. Table 3 highlights the substantial investments we have made in the capital and technology areas over the past two years and are recommending in FY 2001:

Table 3: Investments in the County's Infrastructure and Reserves

Category	FY 1999	FY 2000	FY 2001	Total
Capital	\$18.4	\$24.2	\$38.0	\$80.6
Technology	\$17.7	\$17.5	\$19.4	\$54.6
Reserves	\$3.7	\$2.1	\$4.0	\$9.8
Total	\$39.8	\$43.8	\$61.4	\$145.0

This table reflects the outstanding commitment of the Board and Administration to provide quality facilities for employees and clients and provide our staff with the most current tools with which to do their jobs. Table 3 also reflects the fact that your Board will have increased the level of investment in each year noted above with our recommendation for FY 2001 representing a 40% increase over FY 2000.

The FY 2001 capital budget includes a variety of important projects. The most significant project is the new Franklin McKinley Health Center in East San Jose. This \$21 million project will create an important new health facility in this geographical area. In addition to this project, the budget also recommends the allocation of \$6.4 million to make further progress in eliminating the backlog of major maintenance projects.

The General Services Agency has also developed several Facilities planning documents to identify specific needs in the Criminal Justice, Social Service and Healthcare areas. Concurrently, the Health and Hospital System has developed a Strategic Business Plan and Facilities plan to help define their needs. With this information, the Administration is in the process of developing a long-term capital financing plan for Finance

Committee and Board review in June. The work done in each of these areas will allow the County to begin addressing priority facility needs over the next several years.

In the Technology area, Santa Clara County can now focus resources on the development of new ideas after a successful transition from Y2k. The recommendations in this budget will allow us to make significant progress utilizing new technology to improve the gathering and flow of information to make it more useful to decision-makers. There are several exciting projects recommended in this years budget including:

- ◆ The Introduction of Electronic Voting Machines by the Registrar of Voters
- ◆ Development of E-Commerce, E-Procurement by Purchasing
- ◆ Implementation of the Voice Communication Strategic Plan
- ◆ Development of Data Marts for Probation, Mental Health and Information Services

The projected investment of \$19.4 million is the largest we have ever recommended and will assist in moving Santa Clara County toward the achievement of important productivity and service goals.

Maintaining and Increasing Reserves

During this period of prosperity, your Board has wisely instructed us to increase reserves. Your Board's commitment to creating a strong financial foundation has made possible the creation of a Reserve for Economic Uncertainty, a Welfare Reform Reserve and a Contingency Reserve budgeted at a level more appropriate for an organization of our size. These actions were **critical** to Santa Clara County receiving a credit upgrade earlier this year that makes us the highest rated County in California by the major rating agencies. Even though there is no specific economic danger on the horizon, we realize things can change quickly and we must be prepared to avoid the harmful effects of an economic downturn.

It is for these reasons that we recommend increasing the Reserve for Economic Uncertainty by \$5 million, from \$13 million to \$18 million. As we see our rate of expenditure growth increase, we must be prepared to make appropriate adjustments in our reserves. The Reserve for Economic Uncertainty was created in FY 1998 and budgeted at \$13 million. In FY 2001 the Recommended Budget for the general fund will total \$1.59 billion, an increase of \$310 million or 25% over the FY 1998 budget. Considering this growth, we believe an increase in this reserve is appropriate.

As the Board directed in the FY 2001 Budget Strategy Statement, we have also increased the Welfare Reform Reserve. In the Social Services Agency we have budgeted reserves of \$6 million, \$3 million specified for Out of Home Placement solutions and \$3 million for solving problems related to the effects of welfare reform. These allocations can be adjusted by the board based on the development of detailed expenditure plans and priorities determined during the FY 2001 budget hearings.

We are also pleased to recommend an increase in the Contingency Reserve from \$24.1 million to \$28.1 million, consistent with the Board's direction of setting the Contingency Reserve at 2% of general fund revenues net of pass throughs. This reserve, supported by one-time funds, has increased in the manner designed by your Board to put Santa Clara County in the position to have the flexibility and time to develop alternatives if we experience any kind of financial reversal in the near future.

Tobacco Settlement Funds and Valley Medical Center

Over the past several years an issue of great concern to this county has been the financing of Healthcare in general, and Valley Medical Center in particular. Part of this concern is due to the dramatic increase in the general fund grant to Valley Medical Center from \$1.7 million in FY 1998 to \$29 million in FY 2000. The financial impact of the new facility and the cost to maintain current service levels are the major forces behind this increase.

For the most part we have only discussed the costs associated with the new building but in FY 2000 this has changed. The hospital's financial statements have shown great improvement both from a budget and cash perspective. Part of this transformation is based on actions that have been taken over the past 18 months including improvements in the accounts receivable process. It is clear, however, that the new facility is the major factor in the positive changes we are accruing. The average daily census has increased by approximately six percent while the number of insured patient days has increased by 35% through March of 2000. In addition, actions taken by our State and Federal partners during this fiscal year, in relation to disproportionate share funds, have also had a positive impact on the hospital's "bottom line". As we evaluate VMC's financial position in FY 2001, the hospital will have more internal flexibility to address financial issues in the Enterprise fund.

On the other side of the ledger, VMC is estimating that it will cost over **\$25 million to maintain the current level of service in FY 2001**. Much of this cost increase is unavoidable and is due to the impact of collective bargaining agreements and the increasing cost of pharmaceuticals and other medical services and supplies. The magnitude of this cost increase is troubling, as the kinds of increases assumed do not appear to be unusual and are likely to recur every year.

In evaluating alternatives to close this gap, the Administration is recommending the allocation of \$12 million in Tobacco Settlement funds consistent with the proposals discussed with the Board in February. Even though the Board has not made a final policy decision on this matter, we believe this recommendation is essential to maintaining the integrity of this budget. The remaining \$13 million will come from balances earned by the hospital in FY 2000. We view this source of funding as bridge financing as these funds are not ongoing.

We firmly believe Valley Medical Center is going through a period of transition. The trends are positive and lead us to believe additional revenue

solutions could contribute to stabilizing VMC's financial shortfalls. At the same time we do not believe revenue solutions by themselves will eliminate additional general fund contributions in the future. A combination of solutions will be necessary to keep this important facility operating at the very high level it is today.

In FY 2001 we are estimating that Santa Clara County will receive a total of \$18.5 million in Tobacco Settlement funds, about 7.5% less than the \$20 million originally expected. This projection is based on our actual collections in the current fiscal year. In FY 2000 we received \$23.4 million instead of the \$25.5 identified in the original settlement schedule. The reduction of \$2.1 million was due to a decline in consumption that is included in the calculation of our allocation.

As mentioned above, the Administration is recommending the allocation of \$12 million in Tobacco Settlement funds to support the hospital. The remaining \$6.5 million has been reserved in the Special Programs budget pending Board direction on the use of these funds. \$9.2 of the Tobacco Settlement funds received in the current year will be used to purchase Charter Hospital. The remaining \$14.2 will be recommended as part of the financing plan for health care facilities.

The State Budget Process

The State of California is also being impacted by the same explosive and positive economy as Santa Clara County. It is possible that the State's FY 2001 surplus could **exceed \$10 billion**. With this in mind it is possible that additional resources could be made available. We are working hard to convince both the Legislature and Governor to cap the growth of the Education Resource Augmentation Fund (ERAF) revenues thus halting the growing shift of property taxes from local governments to the State. Another option may be the allocation of one-time funds to address facility or short-term program needs. All of these options are being explored with our legislative delegation. We are hopeful that we will not be disappointed, as we have been in the last two fiscal years.

We continue to encourage the Board 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 (64%) of our financial base is constantly at risk. With both the State and Federal government enjoying healthy fiscal outlooks, this may be the perfect opportunity to convince the Federal and State governments to allow us to address our many programs and issues locally.

Conclusion

For a third consecutive year we are pleased to present a financial plan that makes substantive progress toward achieving Board goals and priorities. The focus of this budget is to fund and implement the important initiatives and obligations that have been stated during the past fiscal year. We have dedicated the overwhelming portion of our recommendations to this end. The remaining recommendations are consistent with the Board Budget Strategy Statement and allow departments to achieve service enhancements that will address community needs.

In particular we believe we can establish a model facility for children with severe behavioral and mental health problems by securing Charter Hospital. This type of facility will address a variety of issues faced in the Children's Shelter and Juvenile Hall. We are also committed to developing solutions to our recruitment and retention issues. We must be successful in this area to assure the viability of our services, as employees are our key resource.

The FY 2001 Recommended Budget also makes enormous progress in addressing facility and technology needs. Over \$57 million is dedicated to a wide variety of capital and technology projects that will improve the working environments of our employees and result in better quality services for the residents of Santa Clara County. Finally, we have recommended an increase in reserves to provide the flexibility and time to develop thoughtful options when the economy slows or we are impacted by some other financial reversal.

From an overall perspective we believe this financial plan is strong and responsive in every sense of the word.

At the same time we need to remain cautious. We are concerned about the trends and rate of expenditure growth. We know that in FY 2002 contractual obligations will sustain this growth rate and we are concerned that the extraordinary revenue growth we have experienced cannot keep pace. The impacts of the volatile financial markets must also be considered. Our local economy has greatly benefited from the meteoric rise of stock prices. What will the impact be if the markets are lethargic or fall to lower levels? These are questions that cannot be ignored and require consideration. We believe that increasing our Reserve for Economic Uncertainty is reasonable considering the unresolved questions we are facing. At the same time, we also recommend careful consideration be given to expanding programs under the current set of circumstances. The demands in our community are enormous but the impacts of expanding and contracting services must also be considered.

In general, Santa Clara County has entered the new millennium on a high note. Even though we must encourage your Board to be cautious, we can be proud of what we have accomplished over the past three years and what will be accomplished during FY 2001.



Performance Based Budget Effort

The County Executive's FY 2001 Recommended Budget includes pilot performance plans from five departments:

- ◆ Office of the Assessor
- ◆ Probation Department
- ◆ Department of Employment and Benefit Services
- ◆ Mental Health Department
- ◆ Roads Department

A cross department team was established to define both the substance of the performance information, and the format in which it would be presented. Each of the five pilot departments tackled the notion differently, but all were stalwart in their work towards a performance plan. Participation in the team process was admirable, with departments contributing to each other's pilot efforts. Some common conclusions were reached, and ultimately, approaches were developed which met the needs of the different departments. It is readily apparent that the future success of a performance based budget will depend on the commitment and teamwork of dedicated employees like those who contributed to this pilot effort.

History

The County's effort to create a performance based budget (PBB) began in 1994. With the help of consultants and the experience of four pilot programs (SSA Nutrition Services, Department of Revenue, Vector Control, and Probation/Holden Ranch), Comprehensive Performance Management (CPM) was designed as a mechanism for involving County employees in decisions about how to improve services and measure performance. The Board of Supervisors adopted CPM in February 1995, with the original goal of creating a Performance-Based Budget for FY 1999.

This goal was revised in 1998 by the CPM Steering Committee to June 2001 (FY 2002), to recognize that departmental progress toward performance measures and related data collection had been slower than originally envisioned. In addition, in July 1998, the Center for Labor Research and Education (CLRE), under the

auspices of a grant from the Federal Mediation and Conciliation Service, wrote a report that recommended that CPM and the PBB effort should progress separately.

Current PBB Workplan

At its November 9, 1999 meeting, the Board of Supervisors adopted a workplan and timeline for the development of a performance-based budget for Santa Clara County.

The workplan called for five County departments to "pilot" the PBB effort in the FY 2001 Recommended Budget document. In FY 2002 another 5 to 10 departments will be asked to present their operating budgets in a performance plan format. By FY 2003, all County departments are expected to have a performance plan.

FY 2001 Pilot PBB Efforts

Each pilot department faced a variety of challenges in preparing their PBBs. While each pilot budget incorporates common elements -- such as a mission statement, goals, strategies for improved performance, and key indicators of performance (measures) -- there are differences in the display of this information, the scope of departmental performance that is addressed, and the availability of actual performance data.

We believe these differences are useful in a pilot effort, as they provide the Board of Supervisors with a variety of approaches for the eventual County-wide implementation of PBB. However, as we broaden the PBB effort to include more departments greater consistency in both content and format will be sought.

Collecting and analyzing the performance data required for a PBB, and linking that data to resource allocations, will require new and different tools throughout the County. Each department has areas of specific need, including staff resources and technological capability. The County Executive is recommending two significant technology projects for FY 2001 that will help set the foundation for a countywide PBB effort.

New Technologies to Support PBB

The FY 2001 Recommended Budget includes funding for an Accounting System Needs Assessment (see County Executive recommendations for the Controller-Treasurer's Office). One of the priorities of this project

will be to define the information tracking and reporting capabilities required to support a performance-based budget in Santa Clara County.

Another major technology project that will support departmental PBB efforts is the County Information Factory (see County Executive recommendations for the Information Services Department). This project will result in a shared statistical data base for County departments that will enhance our ability as an organization to measure performance, define trends and identify correlations.

Next Steps

The transition to a performance based budget presents significant challenges for the county organization. System improvements and staff efforts at many levels

will be necessary to collect and analyze data, and to provide evaluations that are meaningful to decision-makers. In many cases, even when we have provided the ability to do these things, the passage of time will be necessary to determine the results of resources allocated. We do, however, expect the results to be worth the effort: decision-makers and the community we serve will be able to better understand the value received for investments made through the annual budget process. We look forward to meeting this challenge.





Highlights of the FY 2001 General Fund Recommended Budget

Description	Positions	Expenditures	Revenues/ Reimbursements
Clerk Of The Board			
Add DISS II to provide technical computer support	1	90,973	0
Technical Support for the Board's Local Area Network and Constituent Data Base	0	128,000	0
Controller Treasurer			
Add Senior Accountant to implement GASB 34 requirements	1	61,000	0
County Counsel			
Add 1 Legal Secretary and 1 Management Analyst to strengthen support services	2	100,514	0
County Executive			
Increase staffing in the Office of Emergency Services	3	176,373	0
DA Crime Lab			
Add 2 Criminalists to reduce backlog of DNA Analysis cases	2	95,198	76,158
DA Criminal Division			
Add positions to strengthen the administrative infrastructure	3	116,831	0
Augment the Elder Abuse Prosecution Unit	3	197,663	0
DA Family Support			
Add 1 additional Operations Team to reduce caseload	26	1,622,136	1,622,136
Expand the Family Support Training Unit	10	634,260	634,260
Employee Services Agency			
Increase staff in the Occupational Safety and Environmental Compliance Prgm	2	104,771	0
Increase staff to enhance recruitment services	2	137,524	0
GSA Communications			
Fund 2 Dispatchers to maintain full staffing levels	2	162,804	0
Mental Health			
Funding to offset the increased cost of pharmaceuticals	0	1,797,679	1,277,771
Increase the provider network to serve an additional 333 clients	0	175,000	11,250
Probation Department			
Expand the Juvenile Community Release Program	3	215,494	0
Fund the Women's Residential Center Model Program	2	104,380	104,380
Public Health			
Establish regional TB clinics and address workload in the East Valley and Narvaez regions	2	143,134	0
Expand Public Health services to children in foster care	7	470,985	310,083
Provide support for Community Clinics	0	270,000	0
Sheriff Services			
Add Information System Manager to improve services	1	61,062	0
Social Services Agency			
Add Social Worker positions to reduce caseloads	11	529,846	0
Add staff at the Children's Shelter to improve supervision	7	349,881	25,535
Create a reserve to fund out of home placement system needs	0	3,000,000	0
Fund Foster Care rate augmentation	0	900,000	0



Highlights of the FY 2001 General Fund Recommended Budget (Continued)

Description	Positions	Expenditures	Revenues/ Reimbursements
Special Programs			
Create operating reserve for Charter Hospital	0	1,200,000	0
Create reserve to fund proposals to improve recruitment and retention of county employees	0	1,000,000	0
Create reserve to fund the conversion of extra-help to coded positions	0	1,500,000	0

Status of Inventory Items Approved in FY 2000

Budget Unit Number	Proposal	Sponsor	Ongoing Expense	One-Time Expense	Status in FY 2001 Recommended Budget
The following items were funded on a one-time basis in FY 2000. Funding for these items has not been included in the FY 2001 Recommended Budget unless otherwise noted "Project Incomplete - Funds Rolled Over".					
106	Pilot Proposal Creative Family Connections	Beall	0	85,607	Project Completed-No Funding
106	Position to Support Boards and Comms	Finance	0	5,000	Project Completed-No Funding
106	Regional Arts Plan	Finance	0	90,000	Project Completed-No Funding
106	JFK Harvard Tuition Fund	Finance	0	60,000	Funded in Recommended Budget
106	Membership Joint Venture Silicon Valley	Finance	0	25,000	Project Completed-No Funding
106	Ormsby Fire Brigade	HLUET	0	45,000	Project Completed-No Funding
106	Grand Opening Mexican Heritage Gardens	Alvarado	0	50,000	Project Completed-No Funding
106	United Way Support	Finance	0	5,000	Project Completed-No Funding
106	Cureton Elementary School Homework Cntr	Alvarado	0	10,000	Project Completed-No Funding
106	BOS Community Outreach	Finance	0	50,000	Funded in Recommended Budget
106	WP USA - Del Monte Wrks Advocacy Prj	Finance	0	22,500	Project Completed-No Funding
106	Working Partnerships USA	Finance	0	25,000	Project Completed-No Funding
106	Tech Museum of Innovation	Finance	0	25,000	Project Completed-No Funding
107	Transitional Funding for Citizenship Svcs	CFC	0	250,000	Project Completed-No Funding
107	St. Joseph's Family Center	Gage	0	20,000	Project Completed-No Funding
107	Summit on Immigrant Needs	CFC	0	250,000	Project Completed-No Funding
107	Funding for the State Fair Exhibit	Board	0	62,500	Project Incomplete-Funds Rolled Over
107	Building a Multi-Cultural Community	McHugh	0	25,000	Project Completed-No Funding
119	Fair 2000 Operating Subsidy	HLUET	0	299,000	Project Incomplete-Funds Rolled Over



Status of Inventory Items Approved in FY 2000 (Continued)

Budget Unit Number	Proposal	Sponsor	Ongoing Expense	One-Time Expense	Status in FY 2001 Recommended Budget
The following items were funded on a one-time basis in FY 2000. Funding for these items has not been included in the FY 2001 Recommended Budget unless otherwise noted "Project Incomplete - Funds Rolled Over".					
119	Housing Trust Fund	HLUET	0	250,000	Project Completed-No Funding
119	Alum Rock Comprehensive Safety Study	McHugh	0	50,000	Project Completed-No Funding
119	Fairground Revitalization Project	HLUET	0	687,500	Project Incomplete-Funds Rolled Over
119	Increase Tax Loss Reserve Fund	Gage	0	4,000,000	Project Completed-No Funding
130	Add Two Positions to ESA	Finance	0	8,000	Project Completed-No Funding
168	Clara-Mateo Alliance	Simitian	0	25,000	Project Completed-No Funding
202	Truancy Abatement Collaborative	CFC	0	60,000	Project Completed-No Funding
202	Substance Abuse Task Force - DTC Attorney	PS & J	0	3,000	Project Completed-No Funding
204	Substance Abuse Task Force - DTC Attorney	PS & J	0	3,000	Project Completed-No Funding
230	Deputies for Warrants and Fugitive Crew	PS & J	0	100,000	Project Completed-No Funding
230	Cameras for Sheriff's Patrol Vehicles	Gage	0	90,000	Project Completed-No Funding
246	Ranch Adjustment Program	CFC	0	5,000	Project Completed-No Funding
246	Substance Abuse Task Force - Probation	PS & J	0	13,000	Project Completed-No Funding
260	Zoning Investigator Position	HLUET	0	3,000	Project Completed-No Funding
261	Household Hazardous Waste Program	HLUET	0	49,500	Project Completed-No Funding
262	Large Animal Rescue Capabilities	HLUET	0	6,000	Project Completed-No Funding
263	Increase Preventive Maintenance Funding	Simitian	0	291,247	Project Completed-No Funding
293	Microscope for Coroner	McHugh	0	6,000	Project Completed-No Funding
501	Status Offenders Action Plan	CFC	0	511,031	Project Completed-No Funding
501	Data Conversion to KIDS Sys at Shelter	CFC	0	22,898	Project Completed-No Funding
501	CalWORKs Guaranteed Ride Home	CFC	0	499,881	Project Incomplete-Funds Rolled Over
501	Consultant DFCS Strategic Planning	CFC	0	30,000	Project Completed-No Funding
501	Facilitator training Sessions Augmentation	CFC	0	19,191	Project Completed-No Funding
501	Foster Care Recruitment Services	CFC	0	117,877	Project Completed-No Funding



Status of Inventory Items Approved in FY 2000 (Continued)

Budget Unit Number	Proposal	Sponsor	Ongoing Expense	One-Time Expense	Status in FY 2001 Recommended Budget
The following items were funded on a one-time basis in FY 2000. Funding for these items has not been included in the FY 2001 Recommended Budget unless otherwise noted "Project Incomplete - Funds Rolled Over".					
107	Job Creation Plan	CFC	0	148,000	Project Incomplete-Funds Rolled Over
501	24/7 Youth Crisis Line	CFC	0	25,000	Project Incomplete-Funds Rolled Over
501	Asian Pacific Youth Conference	CFC	0	30,000	Project Incomplete-Funds Rolled Over
501	Community Learning Assessment Cntr	CFC	0	30,000	Project Incomplete-Funds Rolled Over
511	Foster Care Supplemental Payment	CFC	0	900,000	Project Incomplete-Funds Rolled Over
603	Concrete Sidewalk in Burbank	Beall	0	83,000	Project Completed-No Funding
603	Extension of Soundwall Along San Tomas Exp	Beall	0	50,000	Project Completed-No Funding
608	Write Grant to FAA	Alvarado	0	10,000	Project Completed-No Funding
M	Crt Schools Task Force - Training & Eval	CFC	0	50,000	Project Incomplete-Funds Rolled Over
M	Fund HMR Audit of Roads & Airports	Alvarado	0	285,000	Project Completed-No Funding
M	Education Rights Project	Fin/CFC/PS	0	3,300	Project Completed-No Funding
The following items were funded on an ongoing basis in FY 2000. Funding for these items has been included in the FY 2001 Recommended Budget.					
106	Position to Support Boards and Comms	Finance	36,202	0	Funded in Recommended Budget
106	Pro Bono Project 1 Volunteer Coordinator	PS & J	25,000	0	Funded in Recommended Budget
107	Director of Children's Services	CFC	81,000	0	Funded in Recommended Budget
107	Add Assoc Mgmt Analyst for OWA	Alvarado	29,058	0	Funded in Recommended Budget
107	Add Associate Mgmt Analyst for OBA	Administration	66,646	0	Funded in Recommended Budget
110	Information Systems Audit Plan - Dept Prop.	Finance	146,771	0	Funded in Recommended Budget
120	Add Accountant Assistant to Cnty Counsel	Administration	48,527	0	Funded in Recommended Budget
130	Add Two Positions to ESA	Finance	123,885	0	Funded in Recommended Budget
140	Increase Stipend for Pollworkers	Alvarado	100,500	0	Funded in Recommended Budget
202	Substance Abuse Task Force - DTC Attorney	PS & J	81,276	0	Funded in Recommended Budget
202	Graffiti Abatement Program	PS & J	50,000	0	Funded in Recommended Budget



Status of Inventory Items Approved in FY 2000 (Continued)

Budget Unit Number	Proposal	Sponsor	Ongoing Expense	One-Time Expense	Status in FY 2001 Recommended Budget
The following items were funded on a one-time basis in FY 2000. Funding for these items has not been included in the FY 2001 Recommended Budget unless otherwise noted "Project Incomplete - Funds Rolled Over".					
202	3 Felony Narcotics Attorneys	PS & J	252,000	0	Funded in Recommended Budget
202	Sth Cnty Community Prosecution Attorney	PS & J	84,000	0	Funded in Recommended Budget
203	Supervising Criminalist	PS & J	80,000	0	Funded in Recommended Budget
204	Substance Abuse Task Force - DTC Attorney	PS & J	74,126	0	Funded in Recommended Budget
204	Early Response Investigator	PS & J	65,532	0	Funded in Recommended Budget
204	Legal Clk for Full Svc Crt in Sunnyvale	PS & J	44,232	0	Funded in Recommended Budget
204	Juvenile Drug Treatment Crt Attny	PS & J	72,126	0	Funded in Recommended Budget
210	Add Pre-Trial Specialist	PS & J	52,740	0	Funded in Recommended Budget
230	Attorney Dedicated to the Sheriff's Dept.	PS & J	94,000	0	Funded in Recommended Budget
230	Deputies for Warrants and Fugitive Crew	PS & J	75,000	0	Funded in Recommended Budget
240	Substance Abuse Task Force - Dept of Corr	PS & J	60,000	0	Project Incomplete-Funds Rolled Over
246	Substance Abuse Task Force - Probation	PS & J	296,631	0	Funded in Recommended Budget
246	Infrastructure Positions for Restorative Justice	McHugh	130,382	0	Funded in Recommended Budget
246	Ranch Adjustment Program	CFC	250,960	0	Funded in Recommended Budget
260	Zoning Investigator Position	HLUET	47,200	0	Funded in Recommended Budget
260	Reserve for Annexation Staff	Board	67,346	0	Funded in Recommended Budget
263	Increase Preventive Maintenance Funding	Simitian	750,000	0	Funded in Recommended Budget
410	Prgm Evaluation Pos, Svc Contr, & Supplies	Health & Hos	221,709	0	Funded in Recommended Budget
410	Columbia Neighborhood Cntr- Hlth Cntr	Health & Hos	98,000	0	Funded in Recommended Budget
410	Women's Health Alliance	Health & Hos	67,000	0	Funded in Recommended Budget
410	Mayview Clinic Enhancement	Health & Hos	60,000	0	Funded in Recommended Budget
410	Info Systems Position & Svc Contract	Health & Hos	156,866	0	Funded in Recommended Budget
412	Emergency Psych Svcs Registration	Health & Hos	155,562	0	Funded in Recommended Budget
412	Mental Health Center Clerical Support	Health & Hos	139,300	0	Funded in Recommended Budget



Status of Inventory Items Approved in FY 2000 (Continued)

Budget Unit Number	Proposal	Sponsor	Ongoing Expense	One-Time Expense	Status in FY 2001 Recommended Budget
The following items were funded on a one-time basis in FY 2000. Funding for these items has not been included in the FY 2001 Recommended Budget unless otherwise noted "Project Incomplete - Funds Rolled Over".					
412	Inform Systems Pos Contracts, Supplies	Health & Hos	147,378	0	Funded in Recommended Budget
412	Ranch Adjustment Program		119,340	0	Funded in Recommended Budget
412	Men Hlth Program Evaluation & Monitoring	Health & Hos	356,455	0	Funded in Recommended Budget
412	Cross Systems Evaluation	CFC	450,134	0	Funded in Recommended Budget
412	Men Hlth - Redesign/Reinvestment Yr Two	Health & Hos	894,622	0	Funded in Recommended Budget
414	Increase Juvenile Probation Ranch Coverage	Health & Hos	194,884	0	Funded in Recommended Budget
414	Add Manager to the Children's Shelter	Health & Hos	89,818	0	Funded in Recommended Budget
414	Service and Supply Increases for Custody	Health & Hos	175,000	0	Funded in Recommended Budget
501	Emancipation Svcs for Non-ILP Foster Kids	CFC	92,000	0	Funded in Recommended Budget
501	SW Supervisor for Gilroy Family Res Cntr	CFC	48,052	0	Funded in Recommended Budget
501	Foster Care retention and Support Svcs	CFC	50,000	0	Funded in Recommended Budget
501	Foster Care SW Coordinator	CFC	36,746	0	Funded in Recommended Budget
501	Management Analyst - Foster Care	CFC	31,322	0	Funded in Recommended Budget
501	Support Staff for Foster Care	CFC	42,296	0	Funded in Recommended Budget
501	5 Positions for Concurrent Planning	CFC	206,867	0	Funded in Recommended Budget
501	Placement Resource Unit	CFC	34,011	0	Funded in Recommended Budget
501	Child Advocates	CFC	12,900	0	Funded in Recommended Budget
501	Clerical Support for DFCS Director	CFC	22,898	0	Funded in Recommended Budget
501	Facility Wrkr - Childrens Shelter, Clover	CFC	28,152	0	Funded in Recommended Budget
501	5 SW for School Linked Svcs	CFC	224,674	0	Funded in Recommended Budget
501	ACT for Parent Education Prgm	CFC	21,130	0	Funded in Recommended Budget
501	Parent Institute for Quality Education	CFC	75,000	0	Funded in Recommended Budget
501	Foster Parent Liability Reimb Pilot Prgm	CFC	108,500	0	Funded in Recommended Budget
501	Smart Program	CFC	15,000	0	Funded in Recommended Budget



Status of Inventory Items Approved in FY 2000 (Continued)

Budget Unit Number	Proposal	Sponsor	Ongoing Expense	One-Time Expense	Status in FY 2001 Recommended Budget
The following items were funded on a one-time basis in FY 2000. Funding for these items has not been included in the FY 2001 Recommended Budget unless otherwise noted "Project Incomplete - Funds Rolled Over".					
501	Day Wrkr Program San Jose & Mtn View	CFC	30,000	0	Funded in Recommended Budget
501	Community Learning Assessment Cntr	CFC	82,500		Funded in Recommended Budget
501	3 Staff for Family Conferencing	CFC	82,598	0	Funded in Recommended Budget
921	Existing - Reclass to Hlth Info Clerks	Health & Hos	60,934	0	Funded in Recommended Budget
921	Reg - Observation of Suicidal & Others	Health & Hos	199,592	0	Funded in Recommended Budget
921	New - OR Aid for Patient Transport	Health & Hos	35,456	0	Funded in Recommended Budget
921	Access - Fair Oaks Clinic After Hours Svc	Health & Hos	118,365	0	Funded in Recommended Budget
921	Access - Call Center Reduce Delays	Health & Hos	220,715	0	Funded in Recommended Budget
921	Infra - Backfill Clinical Patient Care	Health & Hos	13,862	0	Funded in Recommended Budget
921	New - Sterile Processing Staff for OR	Health & Hos	38,725	0	Funded in Recommended Budget
921	New - Add'l Housekeeping staff for Facility	Health & Hos	68,507	0	Funded in Recommended Budget
921	Reg - OR Tech to assist RN with Deliveries	Health & Hos	47,852	0	Funded in Recommended Budget
921	New - Graded Exercise Test in 2 Locations	Health & Hos	31,326	0	Funded in Recommended Budget
921	Reg - Medical Screeing of All Patients	Health & Hos	139,337	0	Funded in Recommended Budget
921	New - Transport for Surgical Patients	Health & Hos	62,107	0	Funded in Recommended Budget
921	New - Additional Nurse Mgr for Burn/TCU	Health & Hos	78,594	0	Funded in Recommended Budget
921	Existing - Pharmacy Staff to Reduce Waiting	Health & Hos	332,044	0	Funded in Recommended Budget
921	Existing - Nursing Relief Factor	Health & Hos	403,235	0	Funded in Recommended Budget
921	Existing - Sr. Lab Asst to Support Tech Staff	Health & Hos	37,049	0	Funded in Recommended Budget
M	Cross System Evaluation Program	CFC	450,134	0	Funded in Recommended Budget
M	Education Rights Project	Fin/CFC/PS	442,757	3,300	Funded in Recommended Budget
M	Staff for Health Passport Program	CFC	34,437	0	Funded in Recommended Budget
Total			10,670,882	9,870,032	





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 2001 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 2001, fund balance and interest from Fund 50 (Capital Fund) are the sources 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 2001, the County Executive recommends the following allocation of one-time resources:

Recommended One-Time Allocations

One-Time Resources	FY 2001 Value
FY 2000 Fund Balance	64,000,000
Interest Fund 50	2,600,000
Total Available One-Time Resources	66,600,000

Recommended One-Time Allocations	FY 2001 Value
Capital Needs	
Backlog/Life Cycle Infrastructure Projects	6,367,000
HHS/Franklin McKinley Health Center Project	20,935,000
HHS Methadone Clinic Scope Change	250,000
Berger Drive Building #2 3rd Floor Improvements	2,181,000
Purchase South County Court Modulars	865,000
Sheriff Parking Lot Solution	1,300,000
Department of Correction - Add Refrigerator Space	452,000
Downtown Superior Court - Replace HVAC System	1,300,000
Unanticipated Capital Needs	2,000,000
HHS Clinic Facilities Study	600,000
ADA, Fire Marshall and Safety Projects	1,350,000
Planning Studies	400,000



Recommended One-Time Allocations

	Total Capital Requirements	38,000,000
Technology Needs		
CLARANet FY 2001 Expansion - Infrastructure		1,461,560
Voice Communications Strategic Plan		2,600,000
Juvenile Probation/Mental Health/CIO Data Marts		2,847,725
CLARANet FY 2001 Expansion to Address Business Needs		816,760
ISD Print Redirection Study		255,820
ISD System Management Tools		1,193,065
PreTrial Services On-Line Case Management		131,351
Sheriff Radio Upgrade Feasibility Study		330,000
Controller - Major Upgrade to the HaRP System		2,164,000
Controller - Accounting System Needs Assessment		580,800
Emergency Medical Services Radio System		475,000
CAD Dispatch Upgrade		515,216
Develop Integrated Health Info System		456,000
Additional Funding for Keyboard Agenda Project		1,094,000
Countywide Purchasing System		132,000
E-Commerce, E-Procurement System Development		750,000
ROV - Electronic Voting Machines Pilot Project		545,104
ROV - Replace Current System with NT Technology		324,009
Customer Service Tracking System for IHSS		261,356
Vocational Service System Enhancement (GA)		100,000
Planning Web Site Enhancement		65,000
Documentation Mgmt and Retrieval System		483,600
Telephone System Upgrade		102,660
Public Defender Case Tracking System		529,800
Corrections Business Process Reengineering		300,000
Emergency Services - LAN Hardware Upgrade		120,250
Capital Programs Project Management Software		115,000
Countywide Office 2000, Lotus Notes Upgrade		632,669
	Total Technology Requirements	19,382,745
Increase Contingency Reserve		
Increase the Contingency Reserve to \$28.1 million		4,000,000
Other Miscellaneous One-Time Requirements		
Sheriff Recruitment Academy		1,062,000
Foster Rate Patch		900,000
Funding for SOS Contracts		511,031
Support for the Community Clinics		270,000
Court Officers Unit in Social Services		234,036



Recommended One-Time Allocations

Equipment for the Crime Lab	215,000
Routers and Switches for CLARAnet	175,000
Other Miscellaneous One-Time Needs	1,850,188
Total Miscellaneous One-Time Requirements	5,217,255
Total Allocation of All One-Time Resources	66,600,000





Overview of Revenue Growth

General Fund revenues are projected to total \$1,511,772,492 in Fiscal Year 2001. Compared to the \$1,328,586,445 in the Fiscal Year 2000 Approved Budget, revenues are projected to increase by \$183,186,047, a 14% increase. The outlook for revenue growth a year ago was considerably less, when it was expected to increase by \$33 million, a 3% increase.

The three largest revenue sources will generate about \$152 million of the expected \$183 million increase:

State Aid. This is the County's largest revenue source, comprised of over fifty accounts totaling \$615 million. It is expected to increase by \$72,936,691. Most of this increase is traceable to three revenue accounts: the Public Safety Sales Tax, growing by \$23.9 million, the Motor Vehicle In-Lieu "car tax," increasing by \$21.2 million, and a new account, Tobacco Settlement revenues, totaling \$18.5 million. The table on the next page lists these and other revenue accounts with changes that are projected to have the largest impacts on the amount of State Aid coming to the County in FY 2001.

Federal Aid. The second largest source, Federal Aid is expected to increase by \$54,715,035. Increases in Federal revenues reflect the continuing policy shift away from State-supported public assistance for needy families and toward Federally-funded programs promoting employment as a condition for receiving benefit payments. The table on the next page also lists increases in both State and Federal support for Medical Administration and for In-Home Supportive Services for the elderly.

Current Property Taxes. This revenue source is expected to increase by \$24,444,668. 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 four years, particularly in the real estate markets. Rising home prices and the continuing high demand are expected to boost the secured roll by 10% and maintain real property transfers and Supplemental Property taxes at a high level. Unsecured property taxes are assumed to grow at a lesser rate.

Charges for Current Services and Transfers. These two sources show high percentage increases in FY 2001. The apparent \$19.7 million increase in Charges for Current Services is primarily the result of a change in accounting for court security services provided by the Sheriff, replacing "negative expenditure transfers" with added revenue. The \$16 million increase in Transfers to the General Fund derive from increases in SB 855 revenues to Valley Medical Center for services to low-income patients.

Revenue From the Use of Money and Property. This is the only revenue source showing a significant decrease, projected to drop by \$5,352,276. This loss reflects a \$9.9 million drop in interest on Tax and Revenue Anticipation Notes (TRANS), partially offset by a \$4.6 million gain in Interest on Deposits and Investments. The drop in TRANS interest is due to our inability to issue TRANS because of improvements in our cash balances.

Overview of FY 2000 - FY 2001 Growth in General Fund Revenue

Revenue Source	FY 2000 - FY 2001 Increase (Decrease) \$
State Aid	72,936,691
Federal Aid	54,715,035
Current Property Taxes	24,444,668
Charges for Current Services	19,789,229
Transfers	16,784,088
Four Other Sources (Other Taxes, Fines, Forfeitures and Penalties, Licenses, Permits and Franchises, and Other Revenue)	-131,388
Revenue From the Use of Money and Property	-5,352,276
FY 2000 - FY 2001 Total Revenue Growth	183,186,047
FY 2000 Approved General Fund Revenue	1,328,586,445
FY 2001 Approved General Fund Revenue	1,511,772,492

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 \$2,117,000 increase in "Other Taxes" to a \$1,422,991 loss in "Other Revenues."



Revenue Account	Revenue Source and Account Names	Revenue Inc./ (Dec.) FY 2001		Department(s) Using Revenues	Intended Outcomes
		Recommended vs. FY 2000 Approved			
	State Aid		\$72,936,691		
9336	State Aid - Public Safety Sales Tax		\$23,947,000	Public Safety and Justice Departments	Divert and Rehabilitate Clients of the Criminal Justice System When Appropriate
9313	Motor Vehicle In-lieu Revenue		\$21,235,080	Departments Using Unallocated Revenues	Advancement of Board Priorities
9398	Tobacco Settlement Revenue		\$18,500,000	VMC & Departments Using Unallocated Revenues	Debt Service Support for the New Main Hospital and Advancement of Board Priorities
9321	Cash Assistance Program for Immigrants (CAPI)		\$8,342,156	SSA Employment & Benefit Services	Benefit Legal Immigrants Qualified for SSI Prior to Welfare Reform
9379	State Medi-Cal Eligibility Administration		\$4,678,469	SSA Employment & Benefit Services	Access to Health Care Regardless of Ability to Pay
9541	State In-Home Supportive Services PCP		\$3,437,987	SSA Aging and Adult Services	Maintain Seniors' Quality of Life and Opportunities for Independent Living
9322	State GAIN - Greater Avenues to Independence		(\$9,617,196)	SSA Employment & Benefit Services	Transition From Welfare to Work and Help Families become Self-Sufficient
9328	CalWORKs Family Group and Unemployed		(\$12,235,438)	SSA Employment & Benefit Services	Transition From Welfare to Work and Help Families become Self-Sufficient
	Federal Aid		\$54,715,035		
9587	Federal Jobs Title IV-F		\$29,444,136	SSA Employment & Benefit Services	Transition From Welfare to Work and Help Families become Self-Sufficient
9472	CalWORKS FG-U Federal		\$7,179,312	SSA Employment & Benefit Services	Transition From Welfare to Work and Help Families become Self-Sufficient
9527	Federal Emergency Assistance		\$4,806,301	SSA Employment & Benefit Services	Use Federal Funds Meeting Needs for Cash Assistance in Emergencies
9881	Federal Title IV-D Child Support		\$3,615,001	District Attorney Family Support	Incentive to Collect Child Support
9541	Federal In-Home Supportive Services PCP		\$3,565,885	SSA Aging and Adult Services	Maintain Seniors' Quality of Life and Opportunities for Independent Living
9379	Federal Medi-Cal Eligibility Administration		\$3,439,095	SSA Employment & Benefit Services	Access to Health Care Regardless of Ability to Pay
9586	Federal Jobs Title IV-A		\$3,392,173	SSA Employment & Benefit Services	Transition From Welfare to Work and Help Families become Self-Sufficient
	Property Taxes		\$24,444,668		
9010	Current Secured Property Taxes		\$20,939,023	Departments Using Unallocated Revenues	Advancement of Board Priorities
9009	SB 813 Supplemental Property Taxes		\$2,121,686	Departments Using Unallocated Revenues	Advancement of Board Priorities
9020	Current Unsecured Property Taxes		\$1,383,959	Departments Using Unallocated Revenues	Advancement of Board Priorities
	Charges For Current Services		\$19,789,229	Fee-Reimbursed Departments	Court Security Services and Advancement of Board Priorities
	Transfers		\$16,784,088	VMC and Various Departments	Medical Services for the Poor and Advancement of Board Priorities
	Other Taxes		\$2,117,000	Departments Using Unallocated Revenues	Advancement of Board Priorities

Revenue Account	Revenue Source and Account Names	Revenue Inc./ (Dec.)		Department(s) Using Revenues	Intended Outcomes
		FY 2001 Recommended vs. FY 2000 Approved			
	Fines, Forfeitures, and Penalties	(\$103,868)		Criminal Justice Departments	Divert and Rehabilitate Clients of the Criminal Justice System When Appropriate
	Licenses, Permits, And Franchises	(\$721,529)		Public and Environmental Health, & Other Permit and Licensing Depts.	Preserve and Enhance Public and Environmental Health
	Other Revenue	(\$1,422,991)		Various Departments	Advancement of Board Priorities
	Revenue From The Use Of Money And Property	(\$5,352,276)			
9251	Interest on Deposits and Investments	\$4,573,000		Departments Using Unallocated Revenues	Advancement of Board Priorities
9252	Interest on Notes	(\$9,925,276)		Departments Using Unallocated Revenues	Advancement of Board Priorities
	FY 2000 - FY 2001 Total Revenue Growth	\$183,186,047			





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.

Countywide Budget Summary (All Funds)

	FY 2000 Appropriations			FY 2001 Recommended	Columns 2 to 4	
	FY 1999 Actual	As of 7/1/99	As of 4/6/00		Increase (Decrease)	% Change
Expenditures by Agency						
Special Programs and Reserves	78,888,779	130,428,259	133,529,981	156,745,328	26,317,069	20%
Legislative and Executive Departments	87,110,279	104,312,214	541,945,291	335,970,520	231,658,306	222%
General Services Agency	97,016,786	104,430,595	156,444,452	138,542,894	34,112,299	33%
SCV Health and Hospital System	816,174,148	785,756,982	812,958,284	864,157,368	78,400,386	10%
Social Services Agency	350,092,924	425,181,478	414,367,459	480,613,741	55,432,263	13%
Law and Justice Departments	366,394,885	368,519,903	407,364,710	421,893,912	53,374,009	14%
Environmental Resources Agency	63,368,850	68,725,016	73,319,271	69,265,229	540,213	1%
Employee Services Agency	42,335,275	48,306,535	50,186,170	51,173,212	2,866,677	6%
Finance Agency	88,630,624	30,295,305	58,193,628	26,867,103	(3,428,202)	-11%
Roads and Airports Departments	32,950,692	52,470,060	71,569,936	45,632,365	(6,837,695)	-13%
Fire Districts	39,578,666	53,288,180	53,288,180	53,769,318	481,138	1%
Total Expenditures	\$2,062,541,908	\$2,171,714,527	\$2,773,167,362	\$2,644,630,990	\$472,916,463	22%
Expenditures by Object						
Salaries and Employee Benefits	915,126,326	975,576,898	997,310,113	1,088,247,890	112,670,992	12%
Services and Supplies	859,389,513	998,915,968	1,446,775,508	1,262,935,744	264,019,776	26%
Other Charges	61,565,334	74,825,500	75,625,500	60,486,712	(14,338,788)	-19%
Fixed Assets	84,470,343	57,343,678	133,318,781	82,008,485	24,664,807	43%
Operating/Equity Transfers	267,483,975	146,257,457	182,181,007	210,434,130	64,176,673	44%
Reserves		56,260,027	55,148,384	74,369,482	18,109,455	32%



Countywide Budget Summary (All Funds)

	FY 2000 Appropriations			FY 2001 Recommended	Columns 2 to 4	
	FY 1999 Actual	As of 7/1/99	As of 4/6/00		Increase (Decrease)	% Change
Expenditure Transfers	(125,493,583)	(137,465,001)	(117,191,931)	(133,851,453)	3,613,548	-3%
Subtotal Expenditures	2,188,035,491	2,309,179,528	2,890,359,293	2,778,482,443	469,302,915	20%
Net Expenditures	\$2,062,541,908	\$2,171,714,527	\$2,773,167,362	\$2,644,630,990	\$472,916,463	22%
Resources by Type						
Taxes - Current Property	274,153,209	280,440,807	280,440,807	311,511,195	31,070,388	11%
Taxes - Other Than Current Property	336,367,760	38,083,313	178,283,313	181,912,000	143,828,687	378%
Licenses, Permits, Franchises	16,642,793	16,654,409	16,869,695	16,277,980	(376,429)	-2%
Fines, Forfeitures, Penalties	25,261,144	27,942,140	27,942,140	27,378,272	(563,868)	-2%
Revenue From Use Of Money/Property	69,235,947	35,861,833	53,145,927	44,294,882	8,433,049	24%
Aid From Govt Agencies- State	565,569,301	589,549,262	615,583,796	658,983,364	69,434,102	12%
Aid From Govt Agencies- Federal	252,159,725	306,811,658	308,359,575	360,296,897	53,485,239	17%
Charges For Current Services	217,706,900	225,638,120	246,238,301	259,968,815	34,330,695	15%
Transfers	265,586,479	222,232,692	262,975,784	272,683,258	50,450,566	23%
Other Revenues	478,139,691	329,612,904	350,850,742	351,714,000	22,101,096	7%
Total Revenues	\$2,500,822,949	\$2,072,827,138	\$2,340,690,080	\$2,485,020,663	\$412,193,525	20%
Resources by Agency						
Special Programs and Reserves	1,452,917	2,099,477	2,099,477	20,599,477	18,500,000	881%
Legislative and Executive Departments	372,926,451	51,647,767	212,092,475	225,149,634	173,501,867	336%
General Services Agency	49,849,442	43,593,360	61,311,682	60,364,674	16,771,314	38%
SCV Health and Hospital System	881,005,361	713,441,779	760,226,224	772,603,262	59,161,483	8%
Social Services Agency	309,434,222	363,352,375	350,685,159	409,174,897	45,822,522	13%
Law and Justice Departments	245,789,693	248,595,487	283,274,214	298,442,775	49,847,288	20%
Environmental Resources Agency	64,173,895	65,451,737	66,034,364	68,905,549	3,453,812	5%
Employee Services Agency	37,862,386	37,018,481	37,258,024	42,424,187	5,405,706	15%
Finance Agency	460,169,649	450,968,970	455,746,692	495,328,781	44,359,811	10%
Roads and Airports Departments	35,446,743	52,721,234	68,025,298	45,372,709	(7,348,525)	-14%
Fire Districts	42,712,190	43,936,471	43,936,471	46,654,718	2,718,247	6%
Total Revenues	\$2,500,822,949	\$2,072,827,138	\$2,340,690,080	\$2,485,020,663	\$412,193,525	20%

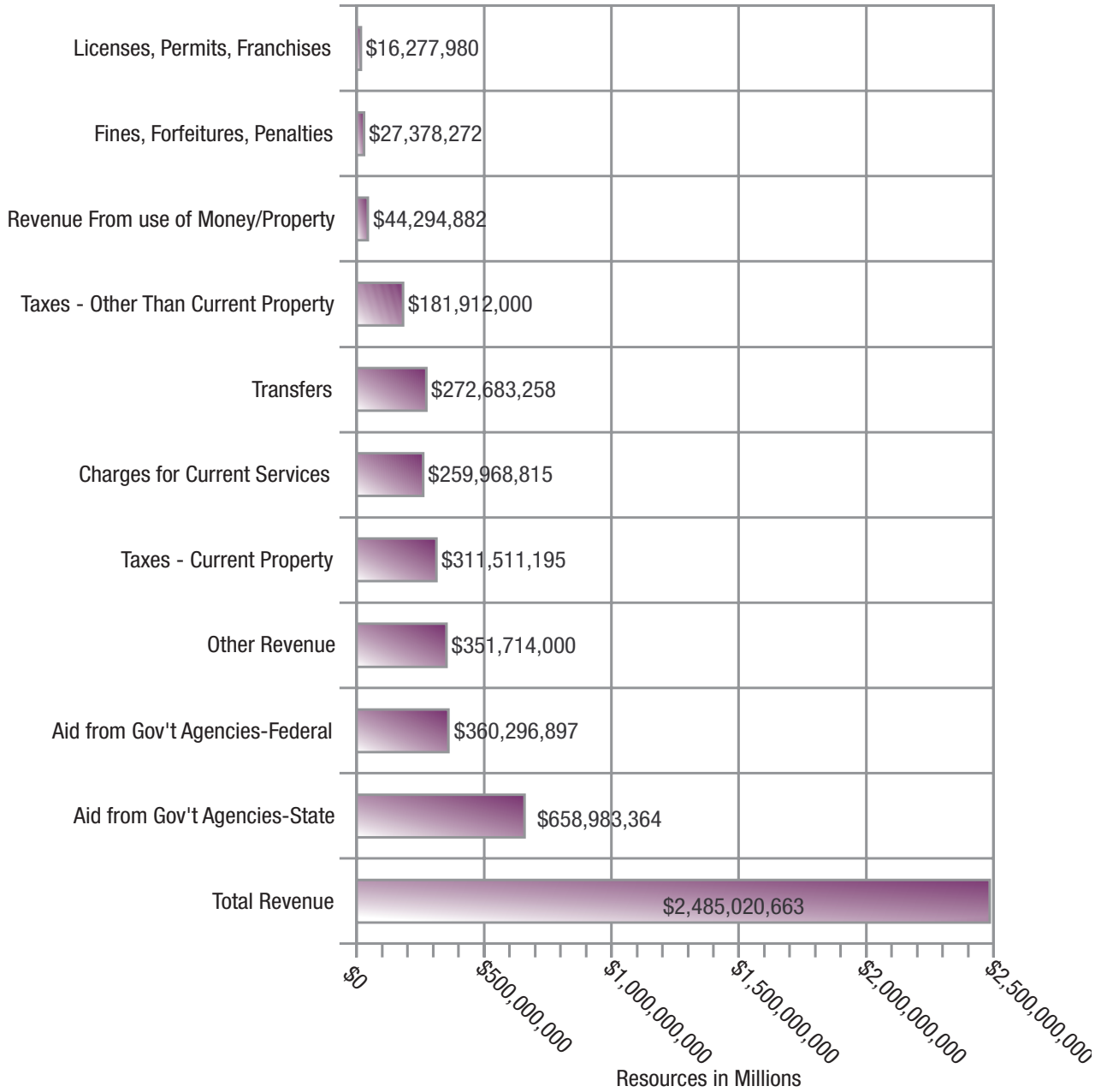


Permanent Authorized Positions

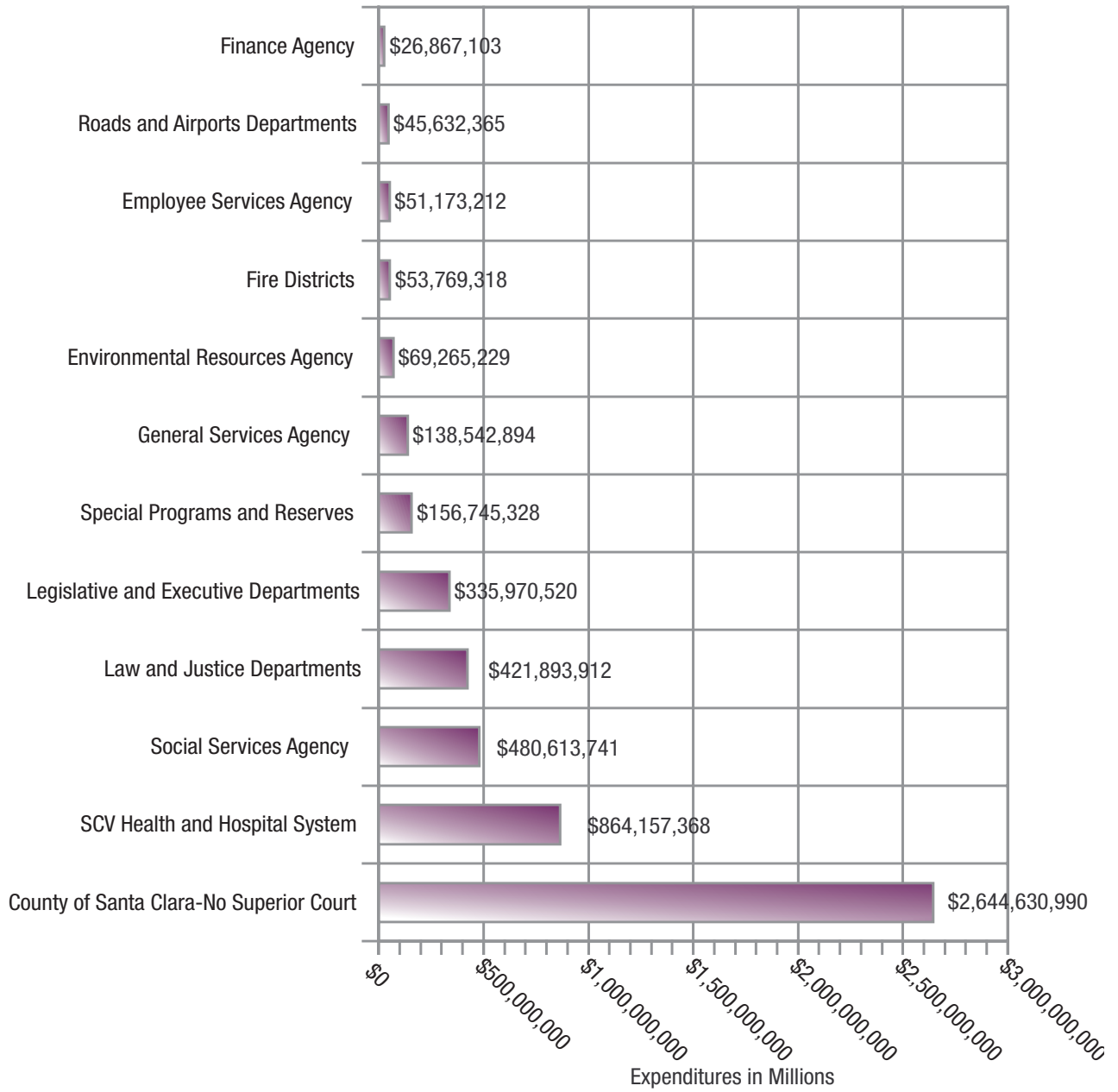
	FY 2000 Positions		FY 2001 Recommended	Differences (4-2)	% Change
	As of 7/1/99	As of 4/6/00			
Legislative and Executive Departments	935.3	943.3	970.3	35.0	3.7%
General Services Agency	517.5	530.5	567.5	50.0	9.7%
SCV Health and Hospital System	4,925.3	4,961.5	5,149.6	224.3	4.6%
Social Services Agency	2,718.7	2,778.0	2,843.5	124.8	4.6%
Law and Justice Departments	3,779.0	3,870.5	4,000.5	221.5	5.9%
Environmental Resources Agency	448.0	449.0	457.5	9.5	2.1%
Employee Services Agency	181.0	187.0	187.0	6.0	3.3%
Finance Agency	293.5	296.5	300.5	7.0	2.4%
Roads and Airports Departments	305.0	304.0	301.0	-4.0	-1.3%
Total Positions	14,103.3	14,320.3	14,777.4	674.1	4.8%



All Fund Resources



All Fund Expenditures



Countywide Budget Summary (General Fund)

	FY 2000 Appropriations			Columns 2 to 4		
	FY 1999 Actual	As of 7/1/99	As of 4/6/00	FY 2001 Recommended	Increase (Decrease)	% Change
Expenditures by Agency						
Special Programs and Reserves	78,888,779	130,428,259	133,529,981	156,745,328	26,317,069	20%
Legislative and Executive Departments	38,041,053	58,611,966	67,064,243	63,018,471	4,406,505	8%
General Services Agency	63,923,196	64,223,232	71,080,275	83,935,626	19,712,394	31%
SCV Health and Hospital System	276,749,272	316,951,313	330,469,596	353,734,511	36,783,198	12%
Social Services Agency	350,092,924	425,181,478	414,367,459	480,613,741	55,432,263	13%
Law and Justice Departments	366,394,885	368,519,903	407,364,710	421,893,912	53,374,009	14%
Environmental Resources Agency	10,092,734	11,038,819	11,450,949	12,488,542	1,449,723	13%
Employee Services Agency	8,482,054	10,178,644	11,225,801	11,082,185	903,541	9%
Finance Agency	17,970,009	19,452,831	22,117,521	16,260,176	(3,192,655)	-16%
Total Net Expenditures	\$1,210,634,906	\$1,404,586,445	\$1,468,670,535	\$1,599,772,492	\$195,186,047	14%
Expenditures by Object						
Salaries And Employee Benefits	587,729,572	618,595,008	638,700,356	698,771,913	80,176,905	13%
Services And Supplies	614,349,043	720,683,757	720,217,897	792,315,248	71,631,491	10%
Other Charges	27,549,980	31,661,520	31,661,520	19,743,581	(11,917,939)	-38%
Fixed Assets	8,895,675	16,587,292	33,356,048	22,968,811	6,381,519	38%
Operating/Equity Transfers	91,804,803	102,084,067	110,066,199	126,893,907	24,809,840	24%
Reserves		46,586,381	45,330,538	65,882,479	19,296,098	41%
Subtotal Expenditures	1,330,329,073	1,536,198,025	1,579,332,558	1,726,575,939	190,377,914	12%
Expenditure Transfers	(119,694,167)	(131,611,580)	(110,662,023)	(126,803,447)	4,808,133	-4%
Total Net Expenditures	\$1,210,634,906	\$1,404,586,445	\$1,468,670,535	\$1,599,772,492	\$195,186,047	14%
Revenues by Type						
Taxes - Current Property	215,473,487	220,028,237	220,028,237	244,472,905	24,444,668	11%
Taxes - Other Than Current Property	29,144,765	26,177,000	26,177,000	28,294,000	2,117,000	8%
Licenses, Permits, Franchises	8,280,571	8,618,292	8,798,536	7,896,763	(721,529)	-8%
Fines, Forfeitures, Penalties	17,648,366	17,220,697	17,220,697	17,116,829	(103,868)	-1%
Revenue From Use Of Money/Property	34,259,786	26,204,076	26,204,076	20,851,800	(5,352,276)	-20%
Aid From Govt Agencies-State	518,461,283	542,046,958	565,295,375	614,983,649	72,936,691	13%
Aid From Govt Agencies-Federal	242,901,987	298,821,661	293,885,521	353,536,696	54,715,035	18%
Charges For Current Services	62,240,204	61,659,721	80,397,167	81,448,950	19,789,229	32%
Transfers	89,388,863	94,130,942	94,187,803	110,915,030	16,784,088	18%
Other Revenues	33,474,046	33,678,861	34,937,939	32,255,870	(1,422,991)	-4%
Total Revenues	\$1,251,273,358	\$1,328,586,445	\$1,367,132,351	\$1,511,772,492	\$183,186,047	14%



Countywide Budget Summary (General Fund)

Resources by Agency

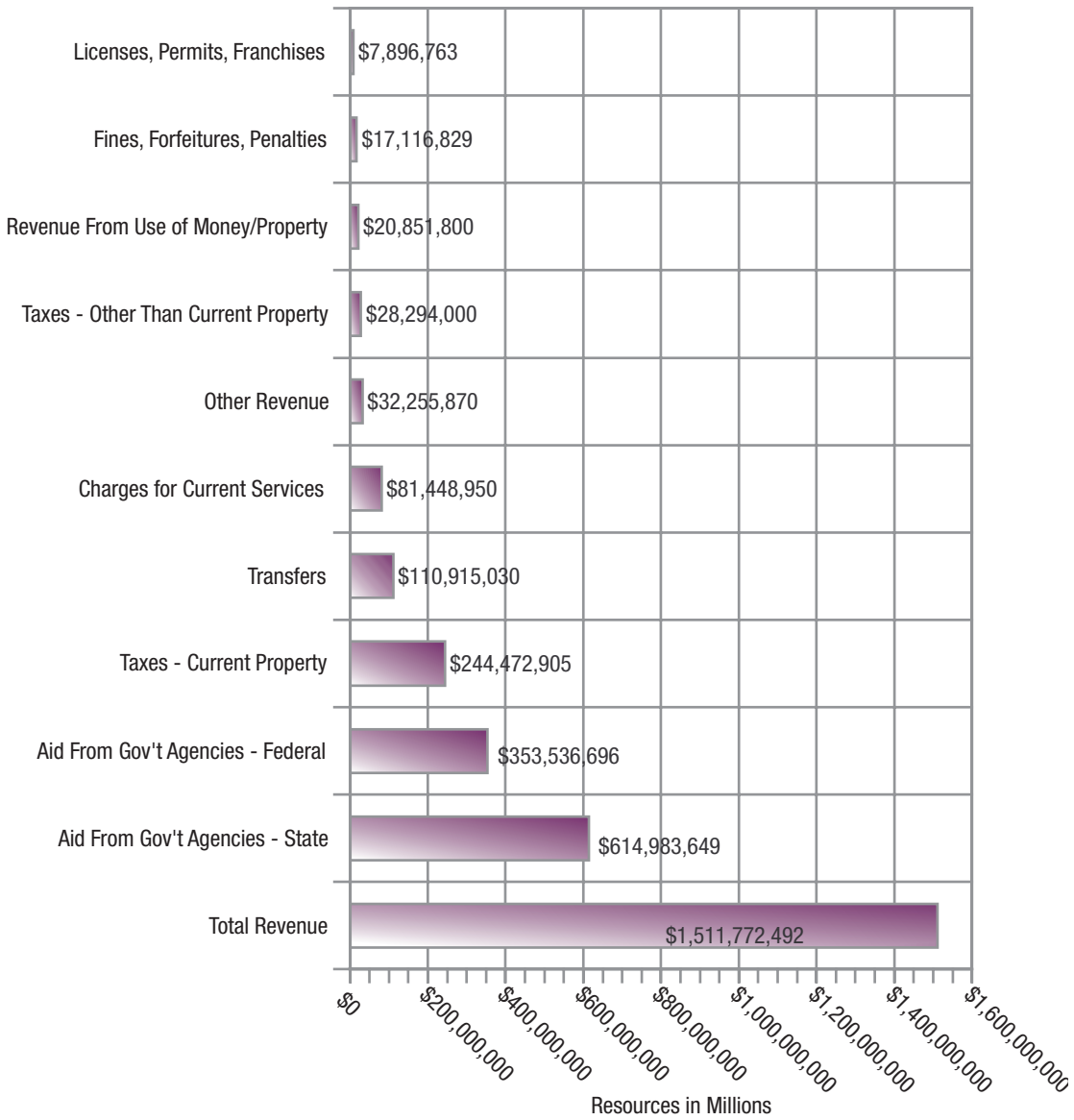
Special Programs and Reserves	1,452,917	2,099,477	2,099,477	20,599,477	18,500,000	881%
Legislative and Executive Departments	5,053,010	8,366,836	11,953,183	14,111,109	5,744,273	69%
General Services Agency	6,103,466	4,206,658	4,269,113	4,731,264	524,606	12%
SCV Health and Hospital System	229,353,614	251,304,098	259,083,649	268,821,439	17,517,341	7%
Social Services Agency	309,434,222	363,352,375	350,685,159	409,174,897	45,822,522	13%
Law and Justice Departments	245,788,269	248,595,487	283,274,214	298,442,775	49,847,288	20%
Environmental Resources Agency	8,904,685	8,248,535	8,394,173	8,645,245	396,710	5%
Employee Services Agency	1,581,286	1,768,415	2,007,958	1,806,772	38,357	2%
Finance Agency	443,601,889	440,644,564	445,365,425	485,439,514	44,794,950	10%
Total Revenues	\$1,251,273,358	\$1,328,586,445	\$1,367,132,351	\$1,511,772,492	\$183,186,047	14%

Permanent Authorized Positions

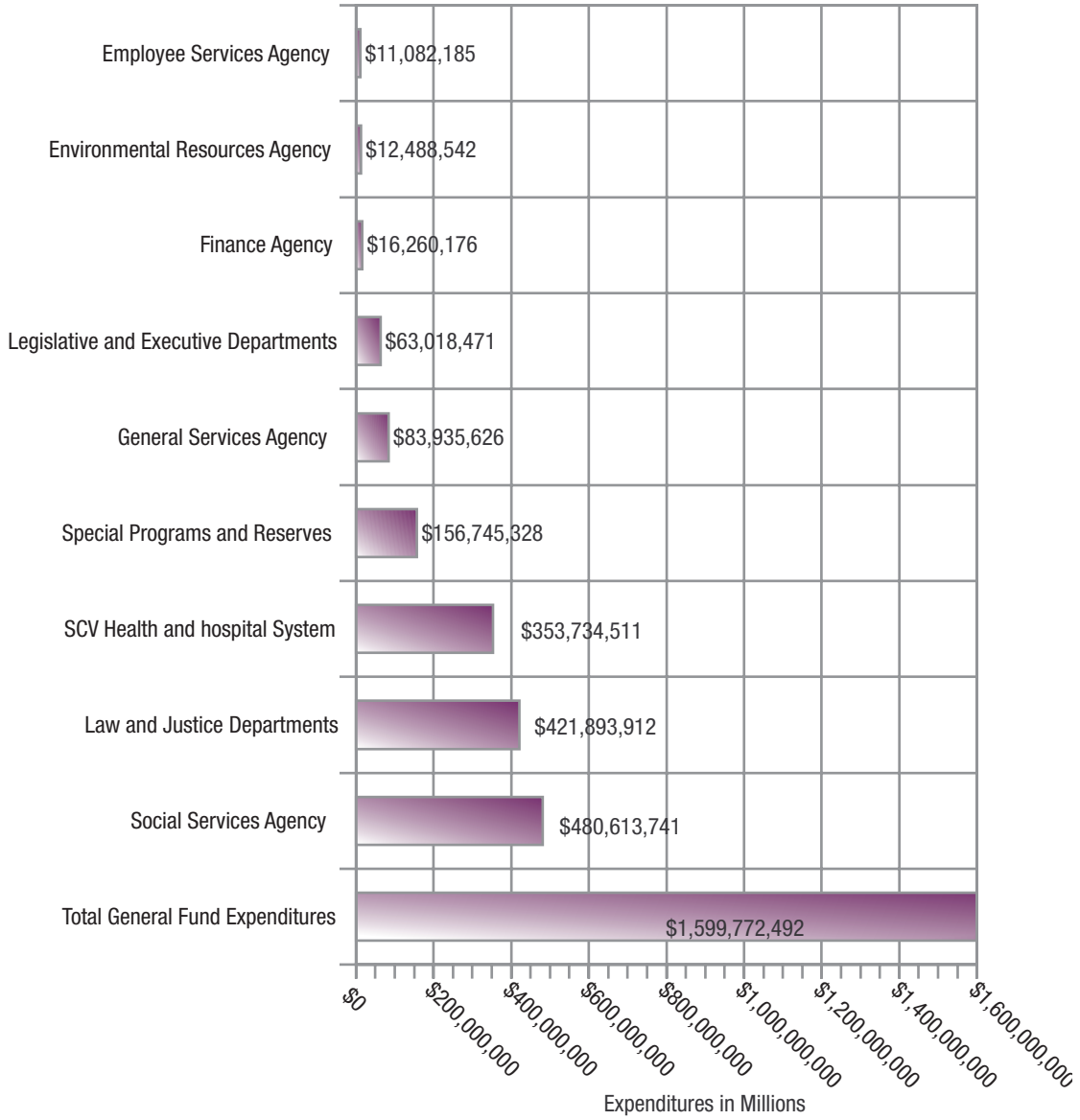
	FY 2000 Positions		FY 2001	Differences	Percent
	As of 7/1/00	As of 4/6/00	Recommended	(4-2)	Change
Legislative and Executive Departments	535.0	542.1	555.5	20.5	3.8%
General Services Agency	430.5	430.05	482.5	52.0	12.1%
SCV Health and Hospital Positions	1,411.3	1,447.5	1,516.0	104.7	7.4%
Social Services Agency	2,718.7	2,778.0	2,843.5	124.8	4.6%
Law and Justice Departments	3,779.0	3,870.5	4,000.5	221.5	5.9%
Environmental Resources Agency	137.5	142.0	142.0	4.5	3.3%
Employee Services Agency	127.0	133.0	133.0	6.0	4.7%
Finance Agency	293.5	296.5	300.5	7.0	2.4%
Total Positions	9,442.0	9,640.1	9,821.0	379.0	4.0%



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

FY 2001 Budget Strategy Statement

This statement is intended to reflect the policies and priorities of the Santa Clara County Board of Supervisors. These policies and priorities will direct the budget process and recommendations contained in the FY 2001 Recommended Budget.

Introduction

The memories related to eight consecutive years of deficit are beginning to fade as Santa Clara County is likely to enjoy a fourth consecutive year where the current level of service will be maintained. 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 2001, the County is focused on the full and effective implementation of the enhanced service levels approved during the past three years. During this period of financial stability we have been able to add and/or expand many important programs. Since 1997, the County workforce has grown by 1,172 positions. This level of growth has in some cases overwhelmed our infrastructure and created some unforeseen problems. Our projections for FY 2001 indicate we will have some flexibility to focus on consolidating the enhancements made during the past three years. We believe the FY 2001 Recommended Budget should address the weaknesses in our infrastructure to assure adequate support is available to the many critical services we provide. These will be important considerations as we develop the FY 2001 Recommended Budget.

During the past three 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 \$2 million welfare reform reserve. In addition, the contingency appropriation was increased to \$24.1 million as part of the FY 2000 budget. This strong endorsement of a prudent financial management approach has earned Santa Clara County the highest financial rating of any county in the State of California.

These actions also are 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 programs), 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 2001 Recommended budget.

For the third consecutive year, the initial projection for the general fund will be a surplus. At this point in time, we estimate the general fund to have a margin of \$6 million. This estimate does not assume the collection of Tobacco Settlement funds or any change in the general fund subsidy to Valley Medical Center. Recommendations regarding the subsidy will be forthcoming from the Board's VMC Subsidy Task Force. Even though our projected margin of \$6 million is small, it does appear that the current level of services can be maintained in FY 2001.

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 2001 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 working with the Children and Families First Commission to invest in well child health care programs.
- ◆ Utilize self-identified needs assessments completed by local communities, where applicable, to determine appropriate funding allocation scenarios for prevention and early intervention programs.
- ◆ Increase our commitment to seniors to assure they maintain their quality of life and are able to lead independent, productive lives.
- ◆ 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 and exploring new initiatives for mental health and alcohol and substance abuse programs.
- ◆ Establish the funding of childcare as a central component of a successful program to support families in their efforts towards self-sufficiency. This would include pursuing full federal and state funding for all stages of the CalWORKs child care subsidy; the elimination of impediments to the establishment of additional childcare programs; and increasing the number of childcare 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.
- ◆ Restore the Welfare Reserve to the \$5 million level to provide necessary support systems for clients who are leaving the Welfare system.
- ◆ The continued focus on eliminating the unfunded liability within the Retiree Health program over as short a timeframe as practical.
- ◆ A focus on physical infrastructure, including both buildings and systems, funding preventive maintenance at 1.6% of current replacement value (CRV) in FY 2001. This will demonstrate progress towards the Board's policy of funding preventive maintenance at 2% of CRV at some point in the future.
- ◆ Allocating additional funds to reduce the backlog of deferred maintenance projects.
- ◆ Maximize cost-saving efforts already undertaken. The County should increase monitoring of adopted audit recommendations and increase funding for management audits.
- ◆ Utilize the facilities strategic master planning process to develop recommendations that meet anticipated long-term programmatic and operational needs for County services.
- ◆ Continue the strategy of moving County staff from leased facilities into County-owned space.
- ◆ Use this time of financial stability to invest in the present in such a way that will reduce future ongoing costs.

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). Programs should describe in detail the outcomes that are expected to result from the implementation of the program or enhancement and should address a pressing need as verified by reliable sources of data. Finally, requests should incorporate outcome evaluation and performance measures.
- ◆ 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 2% of general fund revenues to the Contingency Reserve and the maintenance of a reserve for economic uncertainty.

Accountability and Continuous Quality Improvement

- ◆ Utilize our Performance Based Budgeting process to insure that departments and agencies are developing performance standards that are fiscally accountable and results driven.
- ◆ Improve the quality of County services by investing in technology, providing training and development and a safe work environment for our employees.

Transportation Issues

- ◆ The stewardship of the measure A and B programs should be our highest transportation priority
- ◆ The development of a comprehensive pavement management policy indicating how the current backlog will be addressed and resolved.

Unincorporated Areas

- ◆ Continue efforts to enhance the quality of life in the County's unincorporated areas by providing:
 - ❖ A high standard of public protection.
 - ❖ Upgrading the basic infrastructure to improve the quality of life in unincorporated areas. The areas of investment should include, but not limited to, sidewalks, streetlights, and storm drains.
 - ❖ Protecting and supporting open space, hill-sides and agricultural resources.

Housing

The shortage of affordable housing for working families threatens the economic vitality and endangers the health and well being of families in Silicon Valley. The

County must continue to work with its partners to seek funds from other new sources 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.
- ◆ Measures will be implemented to assure that departments do not exceed their budget appropriation.
- ◆ The Preventive Maintenance budget should be set at 2% of Current Replacement Value when funding is available.

In summary, Santa Clara County finds itself enjoying a period 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 2001 Budget Preview Workshop: Board of Supervisors Identify Budget Strategies											
Mid Year Budget Review											
5-Year Projections Provided to Board of Supervisors											
Department FY 2001 Budget Requests Submitted to County Executive											
Staff Analysis of Budget											
FY 2001 Budget Review Meetings with County Executive											
FY 2001 Recommended Budget Prepared											
FY 2001 Recommended Budget Released to Public											
Santa Clara County Board of Supervisors Budget Hearings and Adoption, June 12 - 16, 2000											
Implementation of FY 2001 Budget becomes Effective July 1, 2000											
FY 2001 Final Budget Prepared for Release in September, 2000											

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 2001 runs from July 1, 2000 to June 30, 2001. 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 2000."

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 2001."

The *total* budget in each cost center recommended for FY 2001 is at the bottom of each of the cost center pages.

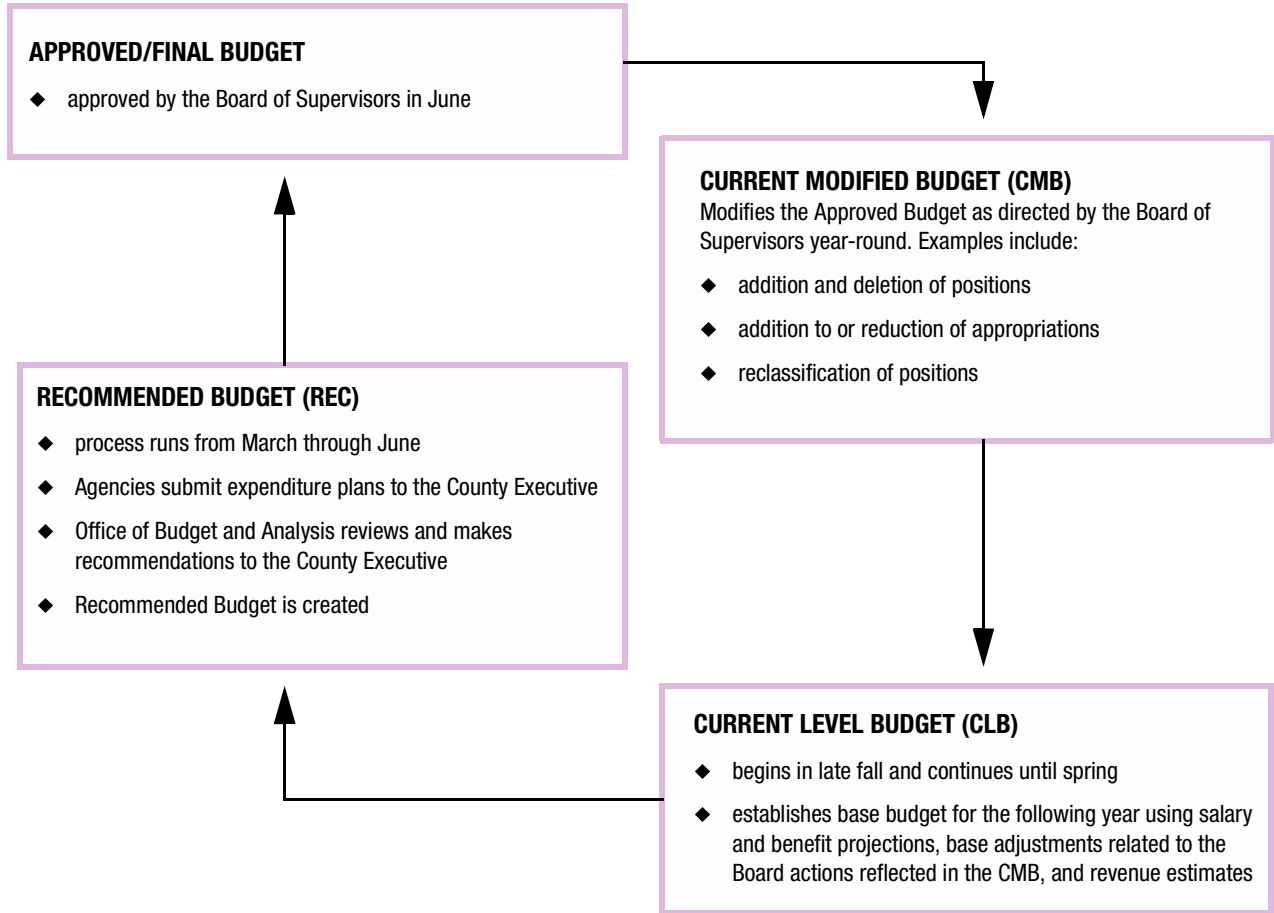
Final or Approved Budget:

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

Title of Fund for which appropriations and revenues are being described.

Positions, Appropriations, and Revenues - Starting with July 1999, increases or decreases during FY 2000, and recommended increases or decreases for FY 2001

FY 2000 Approved positions, appropriations, and revenues for this cost center for FY 2000.

Adjustments to this cost center, approved by the Board of Supervisors during FY 2000.

Salary and benefit changes required to maintain the current program services.

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 2000.

All other adjustments required to maintain the current program services. Typical changes include: removal of one-time appropriations granted by the Board in FY 2000, annualization of partial year changes approved by the Board in FY 2000, adjustments to revenues to reflect FY 2001 factors.

Reflects the total positions, appropriations, and revenues necessary to maintain the FY 2000 level of service in FY 2001.

County Executive recommended changes to the current level of service for FY 2001.

Subtotal of FY 2000 Approved Budget levels and all adjustments.

Subtotal of all changes recommended by the County Executive for FY 2001.

Total positions, appropriations, and revenues necessary to fund the recommended level of service for this cost center in FY 2001. If no further action is taken by the Board of Supervisors at Budget Hearings, this line becomes the Approved Budget level for FY 2001.

Major Changes to the Budget			
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	3.0	552,774	203,973
Board Approved Adjustments During FY 2000		33,241	24,607
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(13,173)	
Internal Service Funds Adjustment		29,627	
Other Required Adjustments		(33,241)	(28,580)
Subtotal	2.0	569,228	200,000
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		17,197	0
1. Add 2 Emergency Planning Coordinators and 1 Secretary I/II	3.0	176,373	
The addition of two (2) Emergency Planning Coordinator positions and a Secretary I position will provide staff to monitor and improve the County's role in providing assistance to residents and organizations in preparing for, responding to, and recovering from disasters. One-time equipment costs are included.			
2. Upgrade Computer System		78,320	
The Office of Emergency Services Computer Upgrade Project was approved by the Information Technology Committee. Funds will be used to replace 10-year old computers that are slow and difficult to maintain.			
Subtotal	3.0	271,890	0
Total Recommendation	5.0	841,118	200,000



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.

- ◆ Controller - Debt Service
- ◆ Tax Collector
- ◆ County Clerk/Recorder
- ◆ 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
- ◆ Information Services Department
- ◆ County Counsel
- ◆ Office of the Assessor
- ◆ County Library
- ◆ GSA Intergovernmental Services
- ◆ GSA Communications
- ◆ GSA Facilities Department
- ◆ Purchasing Department
- ◆ Registrar of Voters
- ◆ ESA Human Resources, Labor Relations, and Equal Opportunity & Employee Development
- ◆ ESA Risk Management Department
- ◆ Controller-Treasurer



Cost: \$709,299,057

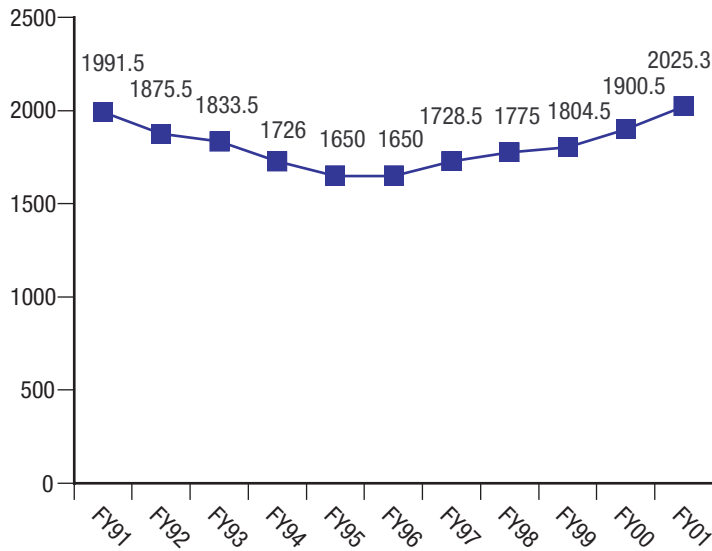


Staff: 2,025.3

Finance and Government Operations

Special Programs and Reserves Budget Units 0119, 0910	Assessor Budget Unit 0115
The Board of Supervisors Budget Units 0101, 0102, 0103, 0104, 0105	County Library Budget Unit 0610
County Executive Budget Unit 0107	General Services Agency Budget Units 0135, 0140, 0190, 0263, 0118
Information Services Department Budget Unit 0145	Finance Agency Budget Units 0110, 0112, 0114, 0148, 0810
Clerk of the Board Budget Unit 0106	Employee Services Agency Budget Units 0130, 0132
County Counsel Budget Unit 0120	Measure B Transportation Improvement Program Budget Units 0117

10-Year Staffing Trend



Expenditures by Department

BU	Department Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
0119	OBA Special Programs	78,888,779	100,932,923	104,034,645	126,954,455	26,021,532	26
0910	Appropriations-Contingencies		29,495,336	29,495,336	29,790,873	295,537	1
0101	Supervisorial District 1	574,354	647,475	655,075	671,649	24,174	4
0102	Supervisorial District 2	556,986	647,475	655,075	671,649	24,174	4
0103	Supervisorial District 3	569,633	647,475	655,075	671,649	24,174	4
0104	Supervisorial District 4	604,155	647,475	655,075	671,649	24,174	4
0105	Supervisorial District 5	601,795	647,475	655,075	671,649	24,174	4
0106	Clerk Of The Board	3,736,993	5,400,398	6,267,228	5,875,508	475,110	9
0107	County Executive	6,836,027	7,643,001	8,041,355	8,208,376	565,375	7
0115	Assessor	17,303,030	21,359,679	25,486,424	28,041,420	6,681,741	31
0117	Measure B Trans Improvement Pgm	4,534,229	198,492	426,738,492	220,717,341	220,518,849	111,097
0120	County Counsel	2,344,924	2,125,407	2,465,262	3,377,415	1,252,008	59
0145	Information Systems Department	30,091,449	42,992,642	47,802,574	42,480,292	(512,350)	-1
0610	County Library	19,356,704	21,355,220	21,868,581	23,911,923	2,556,703	12
0118	Purchasing	1,409,020	1,456,417	1,456,417	2,569,591	1,113,174	76
0135	GSA Intragovernmental Services	18,485,812	16,832,648	24,973,807	16,418,193	(414,455)	-2
0140	Registrar Of Voters	4,736,440	4,623,367	5,039,580	6,664,235	2,040,868	44
0190	GSA Communications	8,499,642	9,146,107	9,671,196	9,988,814	842,707	9
0263	Facilities Department	63,885,872	72,372,056	115,303,452	102,902,061	30,530,005	42
0130	HR, LR, and EOED	7,993,843	9,688,857	10,695,087	10,308,002	619,145	6
0132	Department of Risk Management	34,341,432	38,617,678	39,491,083	40,865,210	2,247,532	6
0110	Controller Treasurer	(14,186,749)	(14,649,475)	(14,394,869)	(12,759,021)	1,890,454	-13
0112	Tax Collector	5,074,877	4,967,928	7,040,696	6,075,204	1,107,276	22
0114	County Clerk/Recorder	6,184,551	7,387,042	7,730,649	7,871,335	484,293	7
0148	Department Of Revenue	4,035,363	4,270,459	4,341,029	4,554,910	284,451	7
0810	Controller-County Debt Service	87,522,582	28,319,351	53,476,123	21,124,675	(7,194,676)	-25
	Total Expenditures	393,981,743	417,772,908	940,299,522	709,299,057	291,526,149	-25%



Revenues by Department

BU	Department Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
0119	OBA Special Programs	1,452,917	2,099,477	2,099,477	20,599,477	18,500,000	881
0102	Supervisory District 2						
0103	Supervisory District 3	54					
0104	Supervisory District 4						
0106	Clerk Of The Board	190,584	171,885	171,885	173,332	1,447	1
0107	County Executive	7,617,826	1,014,686	1,194,804	1,005,713	(8,973)	-1
0115	Assessor	2,346,682	6,119,727	9,335,953	11,794,304	5,674,577	93
0117	Measure B Trans Improvement Pgm	315,623,896		155,940,000	164,000,000	164,000,000	
0120	County Counsel	965,809	555,538	850,541	622,760	67,222	12
0145	Information Systems Department	25,661,288	24,215,517	24,515,517	26,508,603	2,293,086	9
0610	County Library	20,520,312	19,570,414	20,083,775	21,044,922	1,474,508	8
0118	Purchasing	190,040	145,000	145,000	140,000	(5,000)	-3
0135	GSA Intragovernmental Services	19,179,626	15,119,878	20,781,981	15,555,881	436,003	3
0140	Registrar Of Voters	1,777,135	1,395,000	1,443,125	1,443,125	48,125	3
0190	GSA Communications	2,773,472	2,825,276	2,825,276	2,878,184	52,908	2
0263	Facilities Department	25,929,169	24,108,206	36,116,300	40,347,484	16,239,278	67
0130	HR, LR, and EOED	981,978	1,332,091	1,571,634	1,480,093	148,002	11
0132	Department of Risk Management	36,880,408	35,686,390	35,686,390	40,944,094	5,257,704	15
0110	Controller Treasurer	175,142,146	169,422,725	174,086,725	195,838,415	26,415,690	16
0112	Tax Collector	224,360,309	231,963,237	231,963,237	257,315,798	25,352,561	11
0114	County Clerk/Recorder	25,849,480	24,111,077	24,224,799	27,031,920	2,920,843	12
0148	Department Of Revenue	6,152,631	6,002,813	6,002,813	6,325,571	322,758	5
0810	Controller-County Debt Service	28,665,083	19,469,118	19,469,118	8,817,077	(10,652,041)	-55
	Total Revenues	922,260,845	585,328,055	768,508,350	843,866,753	258,538,698	-55%



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. The General Fund Subsidy is now budgeted at \$89 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 increasing this reserve by \$5 million to \$18 million.

In FY 2001 Tobacco Settlement Funds will appear in Santa Clara County's budget. Initially, they will be budgeted in the Special Programs budget. This budget assumes \$18.5 million in Tobacco Settlement revenues. \$12 million is allocated to support Valley Medical Center while \$6.5 million is reserved in Special Programs pending Board direction.

There are a wide variety of other programs funded in the Special Programs budget including \$3.7 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: \$126,954,455

Special Programs and Reserves

County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for 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.

Reserve for Economic Uncertainty

As discussed in the County Executive's budget message, during prosperous economic times it is prudent to increase reserves. The Reserve for Economic Uncertainty has not been increased since it was created in FY 1998. Since that time the general fund budget has increased by \$310 million or 25%. The recommended increase of \$5 million provides the needed flexibility to support transition planning that may be necessary if we experience a financial reversal.

Tobacco Settlement Funds

Tobacco Settlement funds were received for the first time by Santa Clara County in FY 2000. Since the allocation of these funds has not been finally determined by the Board, both the revenues and expenditures related to Tobacco Settlement are budgeted in the Special Programs budget. This budget assumes the receipt of \$18.5 million in Tobacco Settlement funds in FY 2001 and recommends that \$12 million be used to support Valley Medical Center operations, specifically the debt service for the New Main Hospital. The remaining \$6.5 million has been reserved pending final Board direction regarding the use of these funds. The \$18.5 million is a 7.5% reduction from the \$20 million originally anticipated. This reduction is due to a decline in the consumption of tobacco products.

Operating Reserve for Charter Hospital

Santa Clara County is currently in the process of acquiring Charter Hospital. If completed, this transaction will allow for the creation of a treatment facility designed to address the needs of adolescents with difficult behavioral problems. The County's intention is to

have a provider, experienced in managing programs for adolescents with severe behavioral problems, operate the facility. The initial estimates indicate that approximately \$1.2 million in net county funding will be required to operate this facility.

Reserve to Convert Extra-Help to Coded Positions

Consistent with recent decisions by the Board, the Administration is recommending the allocation of \$1.5 million to convert extra-help to coded positions. In the front of the budget document a schedule is provided identifying departmental requests for conversions. The requests exceed the \$1.5 million budgeted in this reserve. Criteria and a process to allocate these funds will be developed and presented to the Board before the budget hearings in June.

Reserve for Recruitment and Retention

The Administration is recommending a one-time allocation of \$1 million to be reserved for funding recruitment and retention strategies that will increase the County's ability to compete for qualified candidates in today's job market. Anticipated projects include an independent review of the Personnel Merit System rules with the goal of streamlining the testing and hiring process, reclassification studies for specific difficult to recruit job classes, more aggressive marketing of the County as an employer of choice, improved electronic capabilities for advertising and application processing, and enhanced educational and professional development programs. Incentive programs, including bonuses, referral fees, benefit enhancements, and housing assistance will also be explored.

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.



OBA Special Programs — Budget Unit 0119 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
1001	Special Programs	78,888,779	100,932,923	104,034,645	126,954,455	26,021,532	26
	Total Expenditures	78,888,779	100,932,923	104,034,645	126,954,455	26,021,532	26%

OBA Special Programs — Budget Unit 0119 Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
1001	Special Programs	1,452,917	2,099,477	2,099,477	20,599,477	18,500,000	881
	Total Revenues	1,452,917	2,099,477	2,099,477	20,599,477	18,500,000	881%

Special Programs — Cost Center 1001 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget		100,932,923	2,099,477
Board Approved Adjustments During FY 2000		3,101,722	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		(3,525,422)	
Other Required Adjustments		(1,743,322)	0
	Subtotal	98,765,901	2,099,477
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		48,610	0
Adjust Subsidy to the Enterprise Fund		12,000,000	0
1. Reserve for Recruitment/Retention		1,000,000	
This reserve is to provide funding for proposals that will improve the County's ability to recruit and retain employees. Specific proposals will be developed during the course of FY 2001.			
2. Reserve to Convert Extra Help to Coded Positions		1,500,000	
Consistent with Board direction and labor agreements, this reserve is established to fund conversion of extra help to coded positions. Departmental requests to convert extra help are listed in the front of the document.			
3. Operating Reserve for Charter Hospital		1,200,000	
This reserve represents the net general fund cost related to the operation of the proposed acquisition of Charter Hospital. This net cost is composed primarily of the cost of building operations, including utilities, maintenance, and janitorial services.			
4. Funds to Support the Executive Director of the IHSS Public Authority		207,275	
This allocation supports the Executive Director of the IHSS Public Authority. It includes staff and services and supplies funding. The other major item included here is funding to provide training to consumers and providers.			
5. Funds to Cover Costs Related to Fire Expenses in Unincorporated Areas		100,000	
This allocation provides funding to cover potential costs related to fires in unincorporated areas outside of the boundaries of existing fire districts.			



Special Programs — Cost Center 1001
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
6. Fund Upgrade of Microsoft Office Software		632,669	
This allocation is recommended to allow for the upgrade of Microsoft Office 2000 software in General Fund departments.			
7. Recognition of Tobacco Settlement Revenues			18,500,000
The Recommended Budget recognizes the initial annual payment of Tobacco Settlement revenues. Twelve million of these revenues are recommended to support Valley Medical Center through the General Fund grant. The remaining \$6.5 million is budgeted in reserve in the Special Programs budget pending Board direction in the FY 2001 budget hearings.			
8. Reserve for Unspent Tobacco Settlement Revenues		6,500,000	
Of the \$18.5 million in Tobacco Settlement Funds projected to be received in FY 2001, \$6.5 million is reserved pending Board direction.			
9. Adjust Reserve for Economic Uncertainty		5,000,000	
Adjust the Reserve for Economic Uncertainty consistent with the growth in net County General fund expense.			
	Subtotal	0.0	28,188,554
Total Recommendation		126,954,455	20,599,477



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 accounts like Aid for Dependent Children (AFDC) Refugee Assistance and the Job Training Partnership Program.

During the past three fiscal years the Board of Supervisors has made increasing reserves a priority. The contingency reserve has increased from \$14 million in FY 1997 to \$24.1 million in FY 2000.

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 2001

For the third consecutive year the region's strong economy results in a very healthy fund balance. This will impact the Contingency Reserve in two important ways:

- ◆ The rapid growth in revenues will require an increase in the Contingency Appropriation
- ◆ The size of the fund balance will make possible the allocation of sufficient funding to meet the Board's stated policy.

For FY 2001 the Contingency Reserve will be set at \$28.1 million, an increase of \$4 million over FY 2000. This level of funding is consistent with Board policy.



Cost: \$29,790,873

Appropriations-Contingencies — Budget Unit 0910 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
1010	Appropriations Contingencies		24,100,000	24,100,000	29,790,873	5,690,873	24
1020	Labor Reserve		5,395,336	5,395,336		(5,395,336)	-100
Total Expenditures		0	29,495,336	29,495,336	29,790,873	295,537	1%



Appropriations Contingencies — Cost Center 1010

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget		24,100,000	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		1,690,873	0
	Subtotal	25,790,873	
Recommended Changes for FY 2001			
1. Adjust Contingency Reserve to the 2% Level		4,000,000	
This allocation brings the Contingency Reserve to 2% of General Fund revenues, net of pass-throughs. This is consistent with Board policy.			
	Subtotal	0.0	4,000,000
			0
Total Recommendation		29,790,873	

Labor Reserve — Cost Center 1020

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget		5,395,336	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(5,395,336)	0
	Subtotal		
Recommended Changes for FY 2001			
Total Recommendation			



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

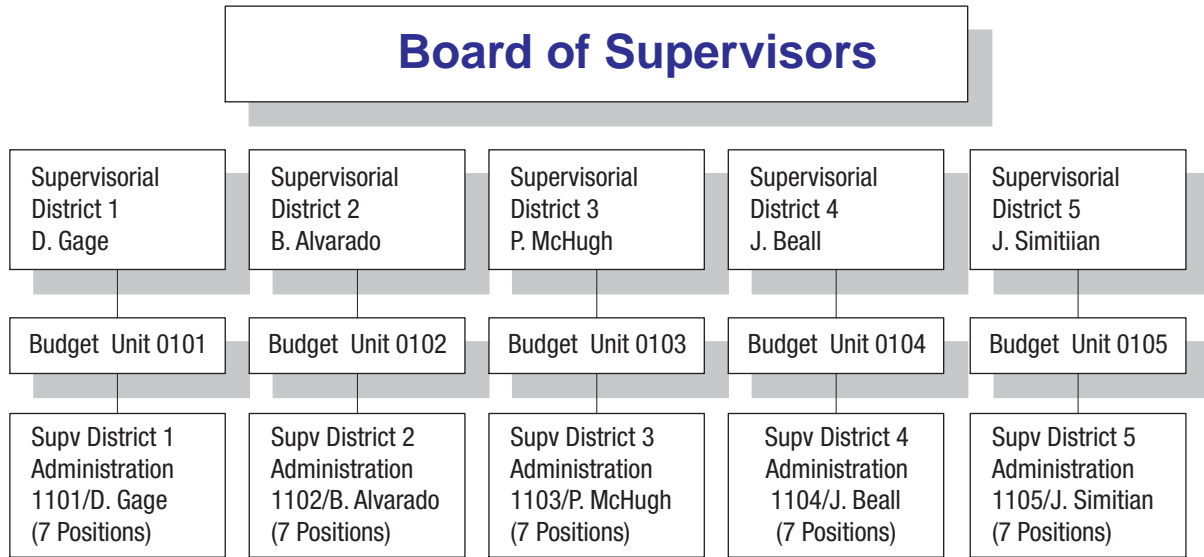
- ◆ Examine, effectively balance, and remain accountable to the priorities of the community, and allocate available funding accordingly.
- ◆ Strengthen the County's financial position by increasing our reserves, reducing unfunded liabilities, and funding preventative capital maintenance.
- ◆ Increase 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.



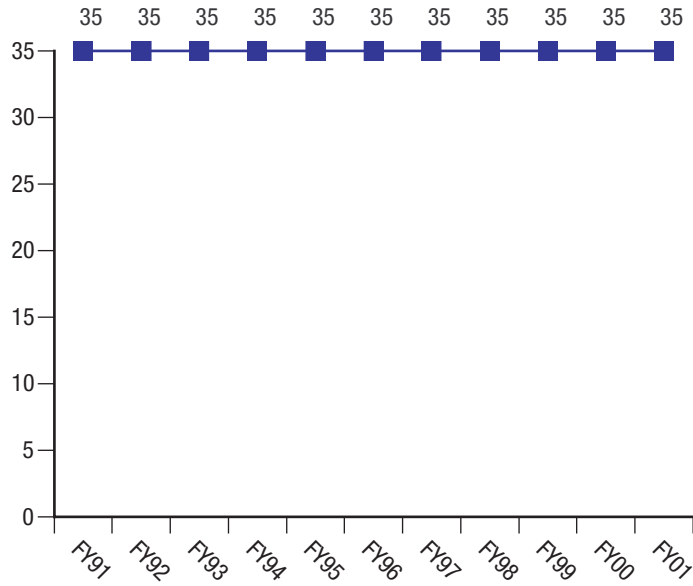
Cost: \$3,358,245



Staff: 35



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 2000, Supervisor Don Gage 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 2000 Accomplishments

Health and Hospital Committee

- ◆ Provided oversight and guidance on the following major initiatives: Year 2000 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 the Santa Clara Valley Health and Hospital Systems (SCVHHS); implementing core replacement of the existing information technology systems; completed the re-engineering effort at Santa Clara Valley Medical Center (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 and its advisory committee, the Early Childhood Development Collaborative.
- ◆ 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, as well as expanding the



County's involvement through a pilot program for Transitional Housing for Emancipating Foster Youth

- ◆ Accepted evaluations from Peace Builders, the Family Conference Model
- ◆ Implemented programmatic improvements to the schools at the Children's Shelter, Juvenile Hall, and the Ranches through the joint Task Force on Educational Programs
- ◆ Oversaw the implementation of the Educational Rights Project and the Cross-systems Outcome Evaluation Project
- ◆ Created the Director of Children's Services position to increase inter-agency and community collaboration
- ◆ Reviewed and monitored the expansion of Peace-Builders and School-Linked Services
- ◆ Supported the Truancy Abatement Collaborative and monitored the Truancy Tracking Database
- ◆ Modified the Missions of the Social Services agency and Children's Shelter Ombudspersons to improve communication and to clarify role and expectations
- ◆ Evaluated services to Social Services Agency clients through an internal survey on cultural competency and an external survey of customers

Public Safety and Justice Committee

- ◆ Achieved jail savings through reducing the time between sentencing and transport of inmates to State prison
- ◆ Developed a plan to increase educational assessment space in Juvenile Hall and initiated a needs assessment at Juvenile Hall and the three Ranch facilities to allow for improved educational services
- ◆ Initiated a 12-month Warrant Reduction Program to reduce the backlog of unserved criminal warrants in Santa Clara County
- ◆ Developed a contingency plan to deal with future jail overcrowding

- ◆ Attained mid-year funding to allow for an additional Correctional Officers Academy to replenish staffing vacancies in the Department of Correction
- ◆ Initiated a pilot Graffiti Abatement Program in South County, and set the stage for an expanded Graffiti Abatement Program in other areas of the County

Finance and Government Operations Committee

- ◆ Achieved improved operational effectiveness and efficiency by implementing recommendations from management audits of the Registrar of Voters and the Airports.
- ◆ Approved a three-year plan to implement a county-wide Performance-based Budget designed to improve accountability and the allocation of resources. Five departments were selected to experiment with different content and format schemes for the Fiscal Year 2001 budget.
- ◆ Evaluated long-range facility studies for the courts, health and hospitals and social services agency and began studies to upgrade telecommunications and financial accounting systems.

Housing, Land Use, Environment, and Transportation Committee

- ◆ Provided oversight for the implementation of the Measure B program, including review of the County's pavement management portion of the funds
- ◆ Developed the County's new Scanner Compliance Ordinance, which helps to protect consumers against overcharges
- ◆ Supported and helped develop the pilot Graffiti Abatement Program
- ◆ Celebrated re-opening of Field Sports Park Trap and Skeet Range
- ◆ Supported and reviewed the Planning Department's Zoning Ordinance Revision Project, which will help create better public access to the County's zoning ordinances
- ◆ Began work toward the Airports Master Plan, a comprehensive review of the County airport system



Fiscal Year 2001 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 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
- ◆ Opening Adolescent Behavioral Treatment Facility
- ◆ 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 Family Conference Institute
- ◆ Ongoing work on: Reducing the number of children who reside at the Children's Shelter; Customer Service Survey findings; Adult Protective Services expansion; CalWORKs; Citizenship Services; and numerous other projects
- ◆ Implement the Community Learning Assessment Center
- ◆ Implement the Status Offender network Action Plan and oversee the Status Offender Services Collaborative
- ◆ Increase Out-of-Home Placement and Foster Care placements for the children at the Shelter
- ◆ Complement efforts and programs implemented through Proposition 10

Public Safety and Justice Committee

- ◆ Submit final Committee report of the Harvey Rose Criminal Justice Study to the full Board for approval and implementation

- ◆ Develop a process to bring State and Federal grant proposals to the Committee for review in advance of the County's annual budget hearings
- ◆ Reduce the backlog of unserved criminal warrants in Santa Clara County
- ◆ Expanded Graffiti Abatement Program in other areas of the County
- ◆ Complete the comprehensive needs assessment of juveniles in Juvenile Hall and the juvenile ranches, and develop a plan to integrate and coordinate appropriate services

Finance and Government Operations Committee

- ◆ Continue to achieve improved operational effectiveness and efficiency by implementing recommendations from management audits of the Valley Medical Center, the Roads Department, and the Social Services Agency.

Housing, Land Use, Environment, and Transportation Committee

- ◆ Monitor and review all Measure B components to insure that high quality transportation projects are delivered in a timely manner
- ◆ Oversee the continued growth of the Countywide Housing Trust Fund to ensure the proceeds benefit those with housing needs
- ◆ Monitor completion of storm damage repairs and advocate for FEMA funding
- ◆ Support timely completion of the Zoning Ordinance Revision Project, including internet access
- ◆ Oversee the update of the County's Historical Heritage Inventory to correctly reflect and protect the valuable historic resources in our County
- ◆ Begin meetings on the Airports Master Plan, with significant public input
- ◆ Review potential increase of AB 939 fee for household hazardous wastes



Supervisorial District 1 — Budget Unit 0101 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
1101	Supervisorial District 1	574,354	647,475	655,075	671,649	24,174	4
	Total Expenditures	574,354	647,475	655,075	671,649	24,174	4%

Supervisorial District 1 — Cost Center 1101 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	7.0	647,475	
Board Approved Adjustments During FY 2000		7,600	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		16,574	
Internal Service Funds Adjustment		105	
Other Required Adjustments		(105)	0
	Subtotal	7.0	671,649
Recommended Changes for FY 2001			
Total Recommendation	7.0	671,649	

Supervisorial District 2 — Budget Unit 0102 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
1102	Supervisorial District 2	556,986	647,475	655,075	671,649	24,174	4
	Total Expenditures	556,986	647,475	655,075	671,649	24,174	4%

Supervisorial District 2 — Cost Center 1102 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	7.0	647,475	
Board Approved Adjustments During FY 2000		7,600	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		16,574	
Internal Service Funds Adjustment		203	
Other Required Adjustments		(203)	0
	Subtotal	7.0	671,649
Recommended Changes for FY 2001			
Total Recommendation	7.0	671,649	



Supervisorial District 3 — Budget Unit 0103 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
1103	Supervisorial District 3	569,633	647,475	655,075	671,649	24,174	4
	Total Expenditures	569,633	647,475	655,075	671,649	24,174	4%

Supervisorial District 3 — Cost Center 1103 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	7.0	647,475	
Board Approved Adjustments During FY 2000		7,600	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		16,574	
Internal Service Funds Adjustment		628	
Other Required Adjustments		(628)	0
	Subtotal	7.0	671,649
Recommended Changes for FY 2001			
Total Recommendation	7.0	671,649	

Supervisorial District 4 — Budget Unit 0104 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
1104	Supervisorial District 4	604,155	647,475	655,075	671,649	24,174	4
	Total Expenditures	604,155	647,475	655,075	671,649	24,174	4%

Supervisorial District 4 — Cost Center 1104 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	7.0	647,475	
Board Approved Adjustments During FY 2000		7,600	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		16,574	
Internal Service Funds Adjustment			
Other Required Adjustments			0
	Subtotal	7.0	671,649
Recommended Changes for FY 2001			
Total Recommendation	7.0	671,649	



**Supervisorial District 5 — Budget Unit 0105
Expenditures by Cost Center**

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
1105	Supervisorial District 5	601,795	647,475	655,075	671,649	24,174	4
	Total Expenditures	601,795	647,475	655,075	671,649	24,174	4%

**Supervisorial District 5 — Cost Center 1105
Major Changes to the Budget**

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	7.0	647,475	
Board Approved Adjustments During FY 2000		7,600	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		16,574	
Internal Service Funds Adjustment		1,586	
Other Required Adjustments		(1,586)	0
	Subtotal	7.0	671,649
Recommended Changes for FY 2001			
Total Recommendation	7.0	671,649	



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.



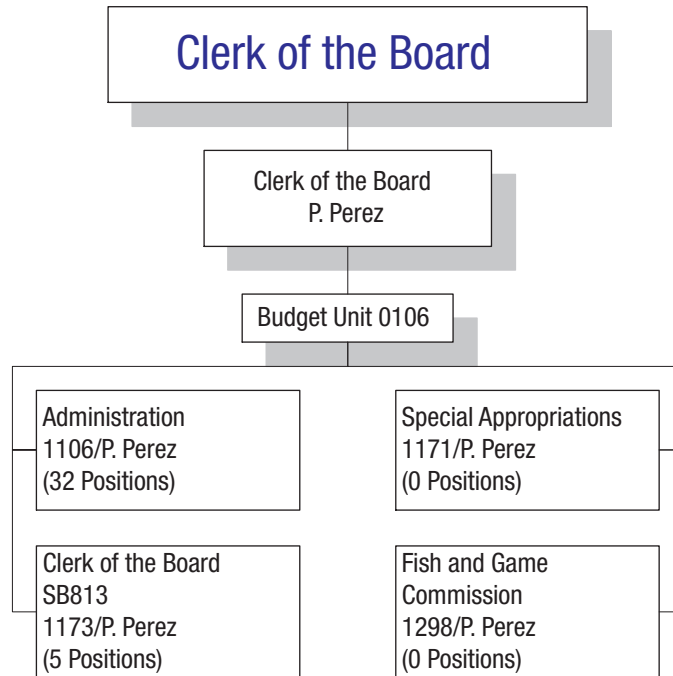
Cost: \$5,875,508



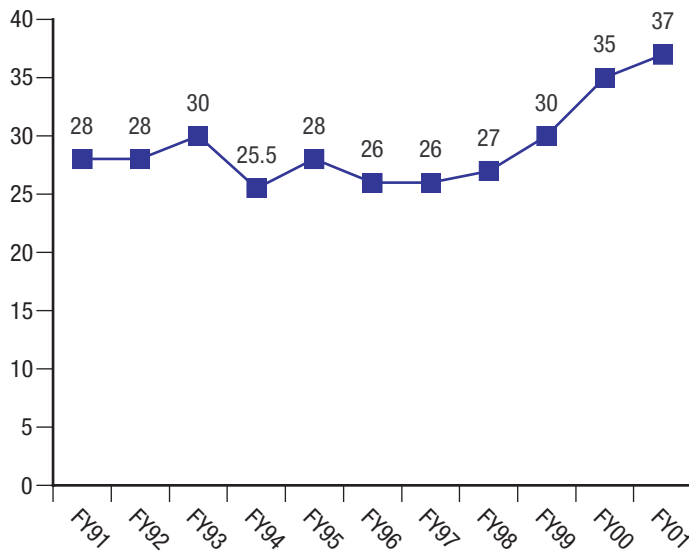
Staff: 37

Section 1: Finance & Government Operations





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 located 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 developing and implementing 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 2001 request for technology funds to finance phase three 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 2000 Accomplishments

- ◆ Created a database for management of Countywide filing of Statements of Economic Interests
- ◆ Replaced audio system in Board of Supervisors' Chambers and purchased a portable sound system for use in small meeting rooms
- ◆ Identified areas in which backlogs exist and developed work plans for reduction
- ◆ Successfully implemented Year 2000 readiness, and marked the arrival of the millennium without interruption to work

Fiscal Year 2001 Planned Accomplishments

- ◆ Develop and implement a training program for chairpersons of Advisory Boards and Commissions as well as for newly-appointed Board/Commission members
- ◆ Expand the availability of information on the Internet by establishing a process and mechanism to create a web site for 30-35 Advisory Boards and Commissions
- ◆ Complete the development and implementation of KEYBOARD, the automated Board agenda system
- ◆ Complete goal of bringing all backlogged areas into a current status
- ◆ Establish training plans for all staff in the Clerk's office



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), Completion of Phase II

The objective of KEYBOARD is to transform the current paper-intensive process of generating transmittals and the Board agenda to a paperless, electronic process. This re-engineering project will support the entire life cycle of transmittals county wide from origination, review, and resolution to archiving. In parallel, KEYBOARD will automate Board Agenda creation, subsequent review and follow through of Board actions, including minutes and referrals.

One-time funding in Fiscal Year 2001 will complete the customization effort for Transmittal Origination (Phase II). Customization of the core document management product selected will enable KEYBOARD to support creation, review, approval and distribution of transmittal packages, including supporting documentation and attachments used by County agencies and departments. In addition, funding will provide development and maintenance costs for vendor software and hardware for agenda processing.

Total One-time Cost: \$1,094,000

Transmittal Origination: \$872,499/Agenda Processing: \$221,501

Add One Department Information Systems Specialist II/I

The Clerk of the Board is responsible for providing technical support for the Clerk's Office and the five Board of Supervisors offices, encompassing six local area

computer networks and eighty-five workstations. In addition, the Clerk of the Board is responsible for administration of the tenth floor's telephone switch and voicemail system, which is not serviced by the General Services Agency, as well as for administration of the audio systems for the Board of Supervisors chambers and the Isaac Newton Senter Auditorium and a security system that monitors access to the Board and Clerk offices.

Currently, the Clerk's Office has one system position to accomplish these critical technical responsibilities and this staffing level has proven inadequate. The County Chief Information Officer has recommended the addition of a second systems position in a Business Requirements Report.

This position will provide first level support for the Board offices' server architecture, applications, weekly maintenance, and end user support and training. Hiring a contractor to provide similar service is not a viable alternative due to security requirements.

Total Cost: \$73,420

This cost assumes funding for 10 months with an effective hire date of September 1, 2000

Add One Management Aide

This position will provide the Chief Deputy Clerk with the administrative support necessary to enhance the Chief Deputy Clerk's ability to focus on important executive management-level work, including expanded work with the many Advisory Commissions, attendance at Board Committee meetings, and tracking of legislation that impacts Clerk of the Board functions. The Chief Deputy Clerk is currently required to perform many tasks that detract from her primary functions.

Total Cost: \$37,190

This cost assumes funding for 10 months with an effective hire date of September 1, 2000



One-Time Funding for Equipment and Services

Board of Supervisors Constituent Database

All five Districts require a database which can be shared or viewed by staff and enable them to effectively communicate with their constituents, track communications and allow incident tracking. Several Districts have additional requirements such as on-line surveys, the ability to e-mail constituents automatically to and from their database, and the ability to send faxes from the database.

Total One-Time Cost: \$137,400

This is an Intra-County expense paid to ISD

Computer Hardware Upgrade

This action will complete the planned replacement of outmoded computers begun last year. The implementation of KEYBOARD requires the Clerk's office to be properly equipped to handle the flow of data that will be generated when this system comes on-line in the near future.

Total One-time Cost: \$43,020

Funds 24 workstations

One time Funding of County Ordinance Code Codification and Reprinting

This is a large two volume document that requires periodic updating due to revisions by County Counsel and deletion of obsolete provisions. The current document was printed more than five years ago.

Total One-time Cost: \$19,600

Estimate based on maximum amount in vendor submittals

Telephone Call Accounting System Replacement

The existing call accounting system, which provides management reports to monitor and control telephone usage, is antiquated and no longer manufactured or supported by the vendor. This one-time funding will replace this unit with a contemporary system that requires less maintenance and has more flexible reporting.

Total One-time Cost: \$7,578

Portable Assistive Listening Device

This is an ADA-related upgrade that will provide a Portable Assistive Listening device for smaller public meeting spaces and provides a contingency capability to meet the needs of the disabled community during public meetings.

Total One-time Cost: \$10,000

Equipment for New Staff

One-time funding to provide computers and telephones for two new positions.

Total One-time Cost: \$4,918

Funds equipment for 2 positions

Additional Ongoing Allocations

Software Upgrades

This funding supports the Clerk's office and the five Board of Supervisor's offices requirement to maintain current software as a result of their need to exchange information and data with all County departments and the community.

Total One-time Cost: \$13,000

ISD Support for Board of Supervisor's LAN and Constituent Database

This action provides ongoing support for two key systems:

- ❖ A constituent database application, the design and implementation funding for which is being requested as part of this budget request
- ❖ A new area network (LAN), funding for which is being sought in the current fiscal year

This service provides second level technical service to insure the availability and reliability of the systems.

Total Cost: \$128,000

This is an Intra-County expense paid to ISD



Clerk Of The Board — Budget Unit 0106 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
1106	Administration And Operations	2,192,353	3,441,997	4,308,827	4,266,063	824,066	24
1171	Special Appropriations	1,451,013	1,707,248	1,707,248	1,379,186	(328,062)	-19
1173	Assessment Appeals	93,627	247,153	247,153	226,259	(20,894)	-8
1298	Fish And Game Commission		4,000	4,000	4,000		
Total Expenditures		3,736,993	5,400,398	6,267,228	5,875,508	475,110	9%

Clerk Of The Board — Budget Unit 0106 Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
1106	Administration And Operations	181,296	164,885	164,885	166,332	1,447	1
1298	Fish And Game Commission	(9,288)	7,000	7,000	7,000		0
Total Revenues		190,584	171,885	171,885	173,332	1,447	1%

Administration And Operations — Cost Center 1106 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	30.0	3,441,997	164,885
Board Approved Adjustments During FY 2000		866,830	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	226,525	
Internal Service Funds Adjustment		496,528	
Other Required Adjustments		(2,360,087)	1,447
	Subtotal	31.0	2,671,793
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		-	-
LAN Maintenance		128,000	0
Other Adjustments		161,044	0
1. KEYBOARD Phase II		1,094,000	

This recommendation funds the remainder of KEYBOARD, Phase II. Specific costs include:

- ◆ \$872,499 - Transmittal Origination
- ◆ \$221,501 - Agenda Processing.

This is the second phase of a project that will support the entire life cycle of transmittals, review by various County agencies, creation of the Board agenda and subsequent review and follow through of Board actions, including creation of minutes and referrals. It will also establish the foundation for archival of documents in a Records Management system and provide access to agenda-related documents to the public as well as within the County for research and reference.



Administration And Operations — Cost Center 1106 Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
2. Add 1 Department Information Systems Specialist III/I	1.0	73,420	
This position provides first level technical support for the Clerk's Office and the five Board of Supervisors offices, encompassing six local area computer networks and eighty-five workstations. Specific responsibilities include support for the Board offices' server architecture, applications, weekly maintenance, and end user support and training.			
3. One Time Equipment and Service Allocation		24,996	
The following items are recommended:			
a. \$7,578 - Replacement of Telephone Call Accounting System			
b. \$2,500 - Space reconfiguration for new staff			
c. \$10,000 - Portable Assistive Listening devices to serve the disable community during public meetings			
d. \$4,918 - Office equipment for new staff positions requested in this budget			
4. One Time Allocation for Computer Hardware Upgrade		43,020	
This action allows the Clerk's Office to complete the planned replacement of outmoded computers begun last year. This improvement will insure that the department is appropriately equipped to handle intense data flow when KEYBORAD, the Board agenda automation project, comes on-line.			
5. One Time Funding of County Ordinance Code Codification and Reprinting		19,600	
The County Ordinance Code periodically needs to be updated through the reformatting and republishing of the code in its entirety to reflect revisions currently in process by County Counsel and deletion of obsolete provisions.			
6. Ongoing Software Upgrades		13,000	
The Clerk of the Board provides system support for both the Clerk's Office and the five Board of Supervisors offices. These offices have an on-going requirement to stay current with software upgrades to efficiently exchange data from numerous sources.			
7. Add 1 Management Aide	1.0	37,190	
This action will provide the Chief Deputy Clerk with administrative support, allowing the Deputy to focus on important executive management-level work, including expanded work with numerous Advisory commissions, attendance at Board Committee meeting, and tracking of legislation that impacts Clerk of the Board functions.			
	Subtotal	2.0	1,594,270
Total Recommendation	33.0	4,266,063	0

Special Appropriations — Cost Center 1171 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget		1,707,248	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(328,062)	0
	Subtotal	1,379,186	
Recommended Changes for FY 2001			
Total Recommendation		1,379,186	



Assessment Appeals — Cost Center 1173 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	5.0	247,153	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(20,894)	
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal	4.0	226,259	
Recommended Changes for FY 2001			
Total Recommendation	4.0	226,259	

Fish And Game Commission — Cost Center 1298 Major Changes to the Budget

	Positions	Appropriations	Revenues
Fish and Game Fund (Fund Number 0033)			
FY 2000 Approved Budget		4,000	7,000
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal		4,000	7,000
Recommended Changes for FY 2001			
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

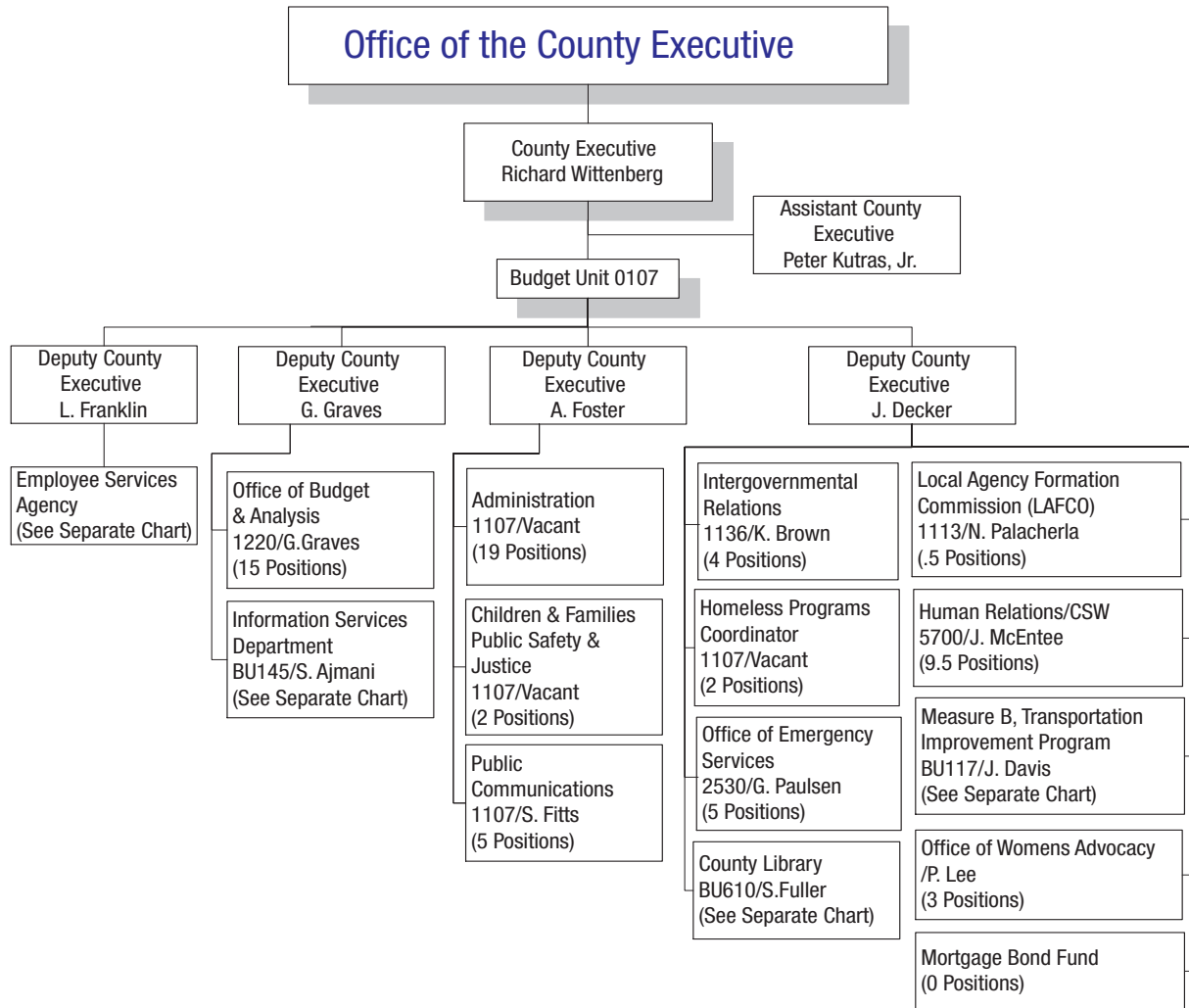
- ◆ Develop and coordinate the county-wide goals, policies and priorities that are adopted by the Board of Supervisors
- ◆ Facilitate an environment in which diversity is valued, both within the County organization and in the Community
- ◆ Promote innovative and productive use of technology
- ◆ Develop 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



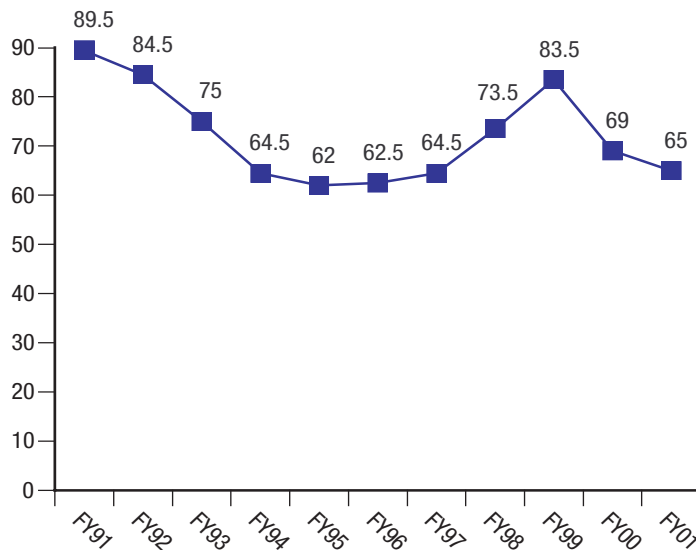
Cost: \$8,208,376



Staff: 65



10-Year Staffing Trend



Office of the County Executive Overview

The Office of the County Executive provides information, guidance and support to the Board of Supervisors and all County departments, and serves as liaison to other agencies, businesses and private industry to build partnerships and encourage economic opportunities.

Using collaborative efforts, the Office of the County Executive works to improve the health, safety and social interests of all citizens. The Office is comprised of the following divisions and special programs:

Administration includes Administrative Support, Children & Families and Public Safety & Justice Issues, and Public Communications & Outreach.

Intergovernmental Relations includes Legislative Programs, Measure B Transportation Improvement Program, County Library, Mortgage Bond Fund, Homeless Programs, Office of Human Relations, Office of Women's Advocacy, the Local Agency Formation Commission (LAFCO), and the Office of Emergency Services

Budget, Statistics & Analysis includes the Office of Budget & Analysis, Information Services Department, Criminal Justice Information Control (CJIC), and Center for Urban Analysis

Special Programs includes Comprehensive Performance Management (CPM), the Census 2000 Project, and the Fairgrounds Revitalization Project

FY 2000 Accomplishments

Administration

- ◆ Provided administrative support for the formation of the Children and Families First Commission.
- ◆ The Office of Public Communications completed a public information survey, including multiple language focus groups, to determine public perception of County government, published the pilot edition of the new County newsletter, *Alliances*, developed a web page and conducted a number of

promotional efforts and public education campaigns, such as Year 2000 Preparedness, Elder Abuse Hotline, and Veterans Resource Fair.

- ◆ Coordinated with the Court, Department of Alcohol and Drug Services, and various law and justice departments to acquire \$1.6 million in State grant funds for the Adult Drug Treatment Court.
- ◆ Facilitated a solutions-oriented Housing Summit in November 1999. Co-sponsored by the Board of Supervisors and the Silicon Valley Manufacturing Group, the Summit participants included representatives from government, businesses and non-profit organizations.

Intergovernmental Relations

- ◆ Assisted in gaining passage of legislation to recoup \$16 million for the Central Fire Protection District and successfully pursued federal legislation to obtain permanent relief from the cap on federal Medicaid payments that would have severely limited reimbursement to the Santa Clara Valley Medical Center.
- ◆ The Office of Women's Advocacy organized and presented a conference on the Status of Women and Girls with representatives from all segments of the community to focus on critical issues for women and girls in the County.
- ◆ The Office of Human Relations conducted a week-long citizenship event for the Citizenship and Immigration Services Program, which resulted in 1,050 citizenship applications.
- ◆ Issued \$10,500,000 in tax-exempt bonds to assist the Ecumenical Association for Housing to acquire and rehabilitate 182 housing units in two projects located in Morgan Hill and San Jose.

Budget, Statistics & Analysis

- ◆ Advanced the effort toward a Performance-based Budget by Fiscal Year 2003, working with five pilot departments on a presentation for the Fiscal Year 2001 Recommended Budget.



- ◆ Published the Fiscal Year 2000 budget documents using PatternStream advanced publishing software and a user-friendly format which built on the revisions of Fiscal Year 1999.
- ◆ Participated in the development of improved service agreement and contract documents and automation of the tracking system to make information more accessible.

Special Programs

- ◆ Completed the environmental review process and developed a revitalization plan for the County Fairgrounds that included a negotiated agreement with House of Blues Concerts, Inc. for the development of a performing arts theater.
- ◆ Redesigned the Comprehensive Performance Management program to be more responsible to the needs of County departments and published the first Service Quality Annual Report.

FY 2001 Planned Accomplishments

The Office of the County Executive will continue to provide support to all County departments, the Board of Supervisors and other boards and agencies. Some of the planned projects are as follows:

Administration

- ◆ Implement Phase II of Cross Systems Evaluation to provide outcome measurement of services delivered to children and families.
- ◆ Facilitate integration of services delivered to youth in institutional programs.
- ◆ Produce a promotional video that will give an overview of the myriad services the County offers and create County exhibits for the State Capitol and the State Fair.

- ◆ Implement a collaborative governance model to improve services delivered to youth in institutional programs.
- ◆ Develop a continuum of services for youth who would be considered “status offenders.”

Intergovernmental Relations

- ◆ Publish a weekly legislative update document highlighting key issues.
- ◆ Develop local initiatives and recommend strategies to address issues identified in the report on *The Status of Women and Girls*.
- ◆ Work with north and south county cities and agencies to build permanent homeless shelters in both areas.
- ◆ Continue working with the City of San Jose, one or more local school district(s), and the California Debt Limit Allocation Committee to start a Mortgage Credit Certificate Program that helps teachers buy homes.

Budget, Statistics & Analysis

- ◆ Complete pilot project to develop and present the County’s first Performance-based Budget for Fiscal Year 2002 budget cycle.
- ◆ Refine efforts to improve accuracy of County financial projections.
- ◆ Make the budget document available through the Internet and Intranet.

Special Programs

- ◆ Initiate the first stages of the Fairgrounds Revitalization Plan including the design of the performing arts theater.
- ◆ Successfully complete the Census 2000 project.
- ◆ Implement the “Targeted Assistance” pilot project in five departments to improve service quality and foster performance management techniques.



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 by focusing on the use of verified data to develop program recommendations that reflect community needs, support of infrastructure and technology improvements.

Reorganization of the Administrative Unit

Background

In an effort to improve customer service and efficiency, a study of the administrative structure of the County Executive's Office was completed in the Spring of 2000. The basic methodology and components of the study included a needs assessment, interviews with various staff members to receive input, a comparison of the department's current positions and operations with other county departments, and a comparison of the department's structure with other nearby jurisdictions.

The study indicated that a different mix of positions would better meet the needs of the organization. The recommended plan includes the deletion of four positions and the addition of six and one-half positions, resulting in an additional 2.5 FTEs.

The current structure has one Principal Program Analyst providing supervision for the administrative support staff while completing analytical assignments. The study clearly shows that this level of support is insufficient for these functions. It is recommended that three distinct positions be added as follows:

Add 1.0 FTE Administrative Services Manager III-Office of the County Executive and Delete 1.0 FTE Principal Program Analyst. The new position will provide strong, centralized, administrative coordination and direction of all personnel, fiscal and administrative functions for the Office of the County Executive. A classification specific to the Office of the County Executive is recommended because the sensitivity and nature of the issues being handled by the Office creates a unique work environ-

ment and the consequence of error is unusually high. In addition, the position should be at a high level because the scope of interactions and decisions made by this position would impact the entire office. A survey of nearby jurisdictions indicated that counties and cities of similar size, such as the City of San Jose and County of Sacramento, have high-level Administrative Managers directing the day-to-day operations of their executive offices. Internally, almost all County Departments of similar size have an Administrative Services Manager managing fiscal, personnel and administrative operations. Consistent with other departments in the County, such as Employee Services Agency, Environmental Resources Agency, Office of the District Attorney, and the Public Defender's Office, the recommendation is that the Administrative Services Manager position be added at the executive management level.

Add 1.0 FTE Program Manager II and 1.0 FTE Senior Management Analyst . Additional staff support is required in the area of special projects and analytical studies. A Program Manager II and Senior Management Analyst are the appropriate positions to provide support to the County Executive, the Assistant County Executive and the Deputy County Executives in the area of complex special projects that deal with sensitive issues and have high impact on programs in the County. Some projects require inter-jurisdictional cooperation and coordination, while others set major policy direction for the County. Examples of upcoming projects include: Internet access of public records and privacy issues; redevelopment issues and coordination with cities; Franchise Cable T.V. renewal process; redistricting of supervisorial districts; and other miscellaneous projects that require coordination with cities, other public agencies, and the Board of Supervisors.

Add 1.0 FTE Accountant III/II. The addition of an Accountant II/I is recommended to provide effective ongoing fiscal management. This position will be responsible for setting up a system of accounting controls; preparing financial status and expenditure reports; coordinating service agreements and contracts for all programs in the Office of the County Executive; monitoring the Human Relations Trust Fund to ensure



expenditures are made according to program guidelines; supporting the Measure B program by setting up a chart of accounts and coordinating their yearly audit; maintaining the expenditure plan; and reviewing sales tax receipts. This position will also supervise the Account Clerk II, approve all payment vouchers, and coordinate with the Controller's Office on Cost Allocation Plan data.

Add 1.0 FTE Secretary I. The Office of Women's Advocacy generates a large percentage of the work assigned to support staff. The work results from meetings of a Planning Committee and eleven task forces. The work involves transcribing minutes, copying, preparing agendas, distribution of materials, mass mailings, and coordinating events. An additional secretary position is recommended to support the Manager of the Women's Advocacy Program.

Add 1.5 FTE Office Clerk positions and Delete 3.0 FTE Advanced Clerk Typists. The current level of work generated by Analysts and Managers for the administrative staff is at the Office Clerk level. It involves copying, distribution of materials, setting up conference rooms for meetings, mass mailings, reception desk coverage and other miscellaneous assignments. The recommendation would provide the appropriate level of staffing for these duties. The full-time Office Clerk would provide dedicated back-up coverage for the 11th floor reception desk and support the Agenda Review Coordinator, the Administrative Services Manager and the Comprehensive Performance Management Program. The half-time Office Clerk would support the County Executive and the Assistant County Executive.

Summary of Recommendation

- ◆ Add 1.0 FTE Administrative Services Manager III-Office of the County Executive
- ◆ Add 1.0 FTE Program Manager II*
- ◆ Add 1.0 FTE Senior Management Analyst*
- ◆ Add 1.0 FTE Accountant III/II*
- ◆ Add 1.0 FTE Secretary I for the Office of Women's Advocacy*
- ◆ Add 1 FTE Office Clerk*
- ◆ Add 0.5 FTE Office Clerk
- ◆ Delete 1.0 FTE Principal Program Analyst

- ◆ Delete 3.0 FTE Advanced Clerk Typists

Total Cost: \$131,280

*Reflects 10 months funding for FY 2001, assuming a 9/2000 hire date.

Add Graphic Designer II/I (J45)

Background

The Office of the County Executive has utilized part-time contract staff for graphic design services for the past several years. The addition of the Office of Public Communication and Community Outreach and the Office of Women's Advocacy has significantly increased the need for graphic design services. Other departments within the Office of the County Executive also rely on this position for projects such as the County newsletters (*Comline* and *Alliances*), the planned County Services Directory, Recommended and Final Budget documents, Combined Giving Campaign material, as well as collateral materials for various Board and Administration-sponsored events and activities.

Without the addition of this ongoing resource, the Office of the County Executive would have to continue to out-source graphic design projects. The addition of the permanent position recognizes the increased need within the office and will improve overall effectiveness of graphic services.

Recommendation

Add 1.0 FTE Graphic Designer II/I (J45)

Total Cost: \$54,062

Position cost will be partially offset by a reduction of \$35,000 in Service & Supplies

Office of the Homeless Coordinator

Background

The Office of the Homeless Coordinator is responsible for ensuring homeless persons have access to comprehensive services. This office is the lead representative in an annual federal grant process, and also undertakes lead activity in the following areas:

- ◆ working with the 190 members of the Santa Clara County Collaborative on Housing and Homelessness;



- ◆ providing ongoing follow-up in the Shelter Plus Care program which provides support services and subsidized housing to disabled, homeless individuals and heads of household and their families; and
- ◆ collaborating with cities in a Continuum of Care process for the homeless.

The support provided to the Housing and Homeless Collaborative and the Shelter Plus Care program has increased since 1992, but the staffing level of two positions has not increased. Utilization of students involved in San Jose State University's Work Study program is a viable resource for the level of support coverage required. A resource increase of \$2,000 will allow the work study intern to provide 12 month coverage.

Recommendation

Add \$2,000 ongoing funds for additional work study hours in the Office of the Homeless Coordinator.

Total Cost: \$2,000

Office of Women's Advocacy

Background

The Office of Women's Advocacy (OWA) was formed in FY 1999 with no increase to the budget for ongoing expenses such as office supplies, postage, and printing services. These expenses are currently depleting the County Executive's services and supplies budget, impacting other programs.

The OWA hosts an annual conference in which leaders from the corporate, private, and non-profit sectors, public officials, elected officials, community advocates and other representatives come together to develop strategies and local initiatives to encourage and involve women and girls in community development. A \$40,000 one-time allocation is recommended to support this important function in FY 2001. In the long-term, collaborative partnerships will be sought with outside sources to support the planning and funding of the conference and reduce the County's contribution.

Recommendation

Add \$7,950 ongoing funds to the Office of the County Executive to support the Women's Advocacy program.

Add \$40,000 one-time Funds for the annual Women and Girls Conference.

Total Cost: \$47,950

One-Time Funds to Refurbish 11th Floor Conference Room

Background

The 11th Floor Conference Room is heavily used for meetings by various departments. The area can be divided into three separate rooms using sliding subdividing panels. The existing furniture in the conference room(s) consists of four oversized work tables and chairs. Because the size and needs of the various meetings continuously change from meeting to meeting, staff are required to move tables and chairs on a regular basis. The tables are extremely heavy and are not on rollers, making it difficult to quickly rearrange the rooms.

New tables will provide flexibility for efficient room arrangement while creating a more professional meeting environment.

Recommendation

Add \$25,000 one-time funds to the Office of the County Executive to purchase new tables for the 11th Floor Conference Rooms.

Total Cost: \$25,000

One time funding.

Office of Public Communication & Community Outreach

Background

The Office of Public Communication and Community Outreach have various projects planned for FY 2001 that will enhance the public's awareness of county government and the services we provide. Examples of upcoming projects to be developed are: County Services Directory, County Brochure, and the display at the State Capitol. The current level of funding is not adequate to support the printing costs associated with these projects.

Recommendation

Add \$50,000 one-time funds to the Office of Public Communication and Community Outreach for printing services.

Total Cost: \$50,000
One-time funds.

Add 1.0 FTE Program Analyst in the Office of Budget and Analysis

Background

Major staff reductions occurred in the Office of Budget and Analysis (OBA) during the recession of the early 1990s. Staffing levels were reduced by more than 60% from 1991 to 1994 (23 FTEs to 14 FTEs). The work load of the nine deleted positions was absorbed by remaining positions.

The demand for complex analytical support continues to increase significantly, making it increasingly difficult to maintain the desired level of service with current staffing. The Board's desire to implement performance based budgeting presents a further challenge to current OBA staff resources. An additional analyst position will allow the Office of the County Executive to provide more effective policy analysis and support services to the Board of Supervisors.

Recommendation

Add 1.0 FTE Program Analyst in the Office of Budget and Analysis.

Total Cost: \$65,692

Network and System Upgrade for Office of Budget and Analysis

Background

Funding is required to purchase systems hardware and software for the budget system server and network, providing greater efficiency in terms of speed and reliability.

Recommendation

Add \$50,000 one-time funds to the Office of Budget and Analysis for network and system upgrades.

Total Cost: \$50,000
One-time funds.

Office of Human Relations

Recommendation

Augment resources for the Office of Human Relations as follows:

- ◆ \$40,000 for follow-up activities related to the successful conference conducted in FY 2000 on Creating a Hate Free Community.
- ◆ \$125,000 in additional resources for the Summit on Immigrant Needs. In FY 2000, the Board of Supervisors allocated \$250,000 to conduct a needs assessment of the large immigrant population in Santa Clara County. A major survey was completed and planning is underway for the Summit which is planned for December 2000. The objective of the Summit is to gather stakeholders to develop recommendations on how the public and private sectors can provide effective services to this large immigrant population.
- ◆ \$12,500 for Mediator Training. The Dispute Resolution Program has been an important component of the Office of Human Relations since 1977. Enhanced by extensive use of volunteers and interns, the program has grown substantially over the past ten years and works closely with law enforcement, the Courts, the District Attorney's Office, the Probation Department and the community. Volunteers and interns require specialized training to enable them to effectively serve the diverse population of Santa Clara County.
- ◆ \$4,000 in ongoing funds to the Office of Human Relations for registration fees to events attended by Human Relations staff.

Total Cost: \$181,500
\$177,500 is one-time.



County Executive — Budget Unit 0107 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
1107	Administration Services	3,042,356	2,900,158	3,189,521	3,435,284	535,126	18
	1 General Fund	3,042,356	2,900,158	3,091,521	3,435,284	535,126	18
	198 Rental Rehabilitation			98,000			
1113	LAFCO-Local Agency Formation Commission	105,498	151,067	151,817	114,745	(36,322)	-24
1136	Legislative Programs	405,430	379,409	379,409	393,315	13,906	4
1220	Office Of Budget And Analysis	1,353,267	1,250,292	1,250,292	1,326,161	75,869	6
2530	Office of Emergency Services		552,774	586,015	841,118	288,344	52
5700	Office Of Human Relations	1,929,476	2,409,301	2,484,301	2,097,753	(311,548)	-13
	Total Expenditures	6,836,027	7,643,001	8,041,355	8,208,376	565,375	7%

County Executive — Budget Unit 0107 Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
1107	Administration Services	7,338,023	261,473	416,984	261,473		0
	1 General Fund	276,207	261,473	311,984	261,473		0
	11 Measure B Trans Improve Prog Fund	7,054,762					0
	198 Rental Rehabilitation	7,054		105,000			0
1113	LAFCO-Local Agency Formation Commission	30,691	30,000	30,000	25,000	(5,000)	-17
2530	Office of Emergency Services		203,973	228,580	200,000	(3,973)	-2
5700	Office Of Human Relations	249,112	519,240	519,240	519,240		0
	Total Revenues	7,617,826	1,014,686	1,194,804	1,005,713	(8,973)	-1%



Administration Services — Cost Center 1107

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	28.5	2,900,158	261,473
Board Approved Adjustments During FY 2000		191,363	50,511
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.5	411,039	
Internal Service Funds Adjustment		79,843	
Other Required Adjustments		(424,218)	(50,511)
Subtotal	31.0	3,158,185	261,473
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		1,813	0
1. Reorganization of the Administrative Unit	2.5	131,276	
Effects reorganization of staff resources by position changes which net to an increase of 2.5 FTEs:			
a. Delete 1 Principal Program Analyst (B97)			
b. Delete 3 Advanced Clerk Typists-ACE (D3E)			
c. Add 1 Administrative Services Manager III (B2K)			
d. Add 1 Program Manager II (B3N)			
e. Add 1 Senior Management Analyst (B1P)			
f. Add 1 Accountant III/II(B77)			
g. Add 1 Secretary I-ACE w/o/Steno (D2A)			
h. Add 1.5 Office Clerks (D40)			
2. Add Graphic Designer II (J45)	1.0	19,060	
Position will serve the Public Communications Program, Office of Women's Advocacy, and other outreach efforts of the Office of the County Executive. Cost of position will be offset by a \$35,000 reduction in services and supplies.			
3. Add Ongoing Funds to the Homeless Program		2,000	
For additional work study intern hours for the Homeless Program.			
4. Add funds to the Office of Women's Advocacy		47,950	
Provides funding to the Office of Women's Advocacy Program for:			
◆ \$3,500 for Office Supplies			
◆ \$2,650 for External Printing Services			
◆ \$1,800 for Postage			
◆ \$40,000 One-Time Funds for the Annual Women's and Girls Conference			
5. One Time Funds to Refurbish 11th Floor Conference Room		25,000	
The 11th Floor Conference Rooms are designed to be three separate rooms or one large room. The existing tables are very heavy and are difficult to move. Support staff responsible for setting up meetings are at risk of injury. The purchase of new tables will provide a safer alternative while also providing added meeting flexibility.			
6. Add One-Time Funds for the Public Communications Program		50,000	
Provides funds for external printing services for the following projects being developed by the Office of Public Communications:			
a. County Services Directory			
b. County Brochure			
c. Display at the State Capitol			
Subtotal	3.5	277,099	0



Administration Services — Cost Center 1107 Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Fund Subtotal	34.5	3,435,284	261,473
Rental Rehabilitation (Fund Number 0198)			
FY 2000 Approved Budget			
Board Approved Adjustments During FY 2000		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 2001			
Fund Subtotal	0.0	0	0
Total Recommendation	34.5	3,435,284	261,473

LAFCO-Local Agency Formation Commission — Cost Center 1113 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	0.5	151,067	30,000
Board Approved Adjustments During FY 2000		750	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-0.5	(37,739)	
Internal Service Funds Adjustment		(4,283)	
Other Required Adjustments		4,950	(5,000)
Subtotal		114,745	25,000
Recommended Changes for FY 2001			
Total Recommendation		114,745	25,000

Legislative Programs — Cost Center 1136 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	2.0	379,409	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		3,801	
Internal Service Funds Adjustment		10,105	
Other Required Adjustments			0
Subtotal	2.0	393,315	
Recommended Changes for FY 2001			
Total Recommendation	2.0	393,315	



Office Of Budget And Analysis — Cost Center 1220

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	15.0	1,250,292	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	(80,279)	
Internal Service Funds Adjustment		23,140	
Other Required Adjustments			0
Subtotal	13.0	1,193,153	
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		17,318	0
1. Add Program Analyst II (B98)	1.0	65,690	
Position will provide analytical support in the Office of Budget and Analysis.			
2. Fixed Asset Funds for the Office of Budget & Analysis		50,000	
One-time funds added for network and system upgrades.			
Subtotal	1.0	133,008	0
Total Recommendation	14.0	1,326,161	

Office of Emergency Services — Cost Center 2530

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	3.0	552,774	203,973
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(13,173)	
Internal Service Funds Adjustment		29,627	
Other Required Adjustments		(33,241)	(28,580)
Subtotal	2.0	569,228	200,000
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		17,197	0
1. Add 2 Emergency Planning Coordinators and 1 Secretary I/II	3.0	176,373	
The addition of two (2) Emergency Planning Coordinator positions and a Secretary I position will provide staff to monitor and improve the County's role in providing assistance to residents and organizations in preparing for, responding to, and recovering from disasters. One-time equipment costs are included.			
2. Upgrade Computer System		78,320	
The Office of Emergency Services Computer Upgrade Project was approved by the Information Technology Committee. Funds will be used to replace 10-year old computers that are slow and difficult to maintain.			
Subtotal	3.0	271,890	0
Total Recommendation	5.0	841,118	200,000



Office Of Human Relations — Cost Center 5700
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	9.5	2,409,301	519,240
Board Approved Adjustments During FY 2000		75,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		14,768	
Internal Service Funds Adjustment		45,711	
Other Required Adjustments		(628,669)	0
Subtotal	9.5	1,916,111	519,240
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		142	0
1. Add Funds to the Office of Human Relations		181,500	
The following funding is recommended for the Office of Human Relations:			
a. \$4,000 to pay the registration for events attended by the Director of Human Relations.			
b. \$125,000 one-time funds for the Summit on Immigrant Needs			
c. \$40,000 one-time funds for follow-up on the FY 2000 conference on "Creating a Hate-Free Community"			
d. \$12,500 one-time funds for mediator training in the Dispute Resolution Program.			
Subtotal	0.0	181,642	0
Total Recommendation	9.5	2,097,753	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 government agencies in a timely and responsive way.

Priority Goals

The Assessor's Office focus is to improve the performance and services over prior year performance levels.

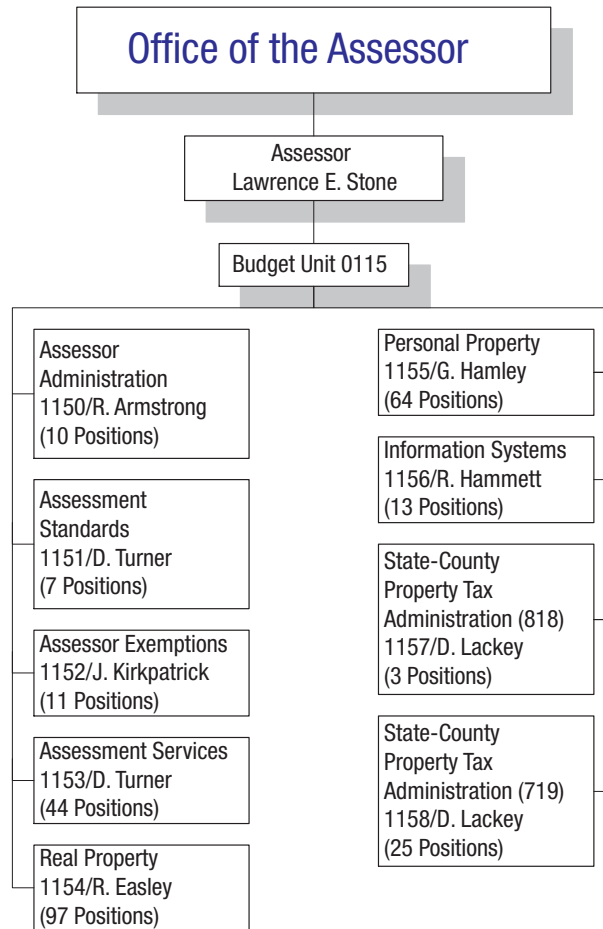
- ◆ Produce the annual supplemental rolls in an increasingly accurate, timely and professional manner that is efficient and within the budget.
- ◆ Provide information and assistance to property owners, schools and local governments in an increasingly timely and courteous manner.
- ◆ Improve productivity and efficiency through the use of new technology and streamlined operating procedures.



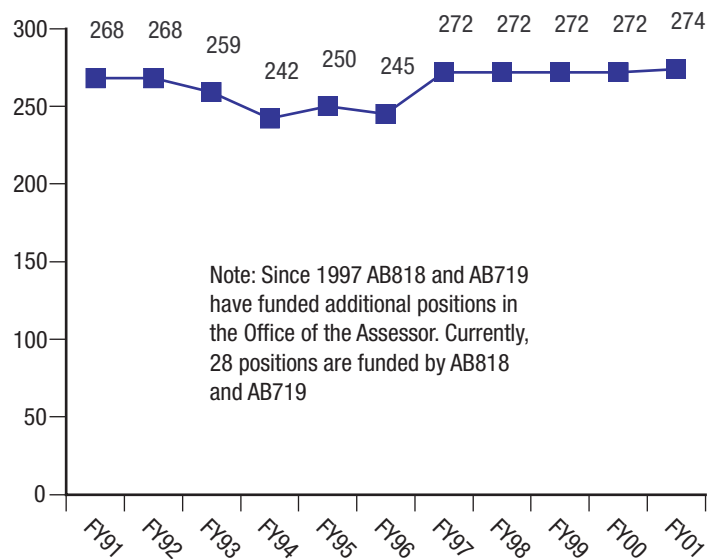
Cost: \$28,041,420



Staff: 274



10-Year Staffing Trend





Office of the Assessor Performance Plan

Advancement of Board Priorities

Recommendations in the Assessor's Office are focused on Board strategies for improvements in efficiency, effectiveness and investment in technology as well as utilizing the Performance Based Budgeting process to insure performance standards are results driven and fiscally accountable. The Assessor's Office is meeting performance goals and objectives with only a modest staffing increase to the allocated AB719 budget for Fiscal Year 2001.

Department Performance Measures (Key Performance Indicators)

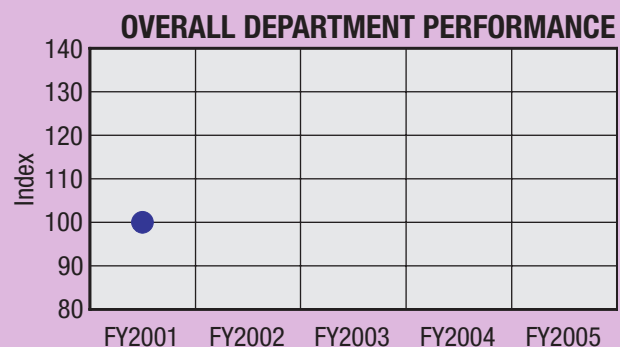
The Assessor's Office performance measures are comprehensive indicators for the Assessor's Department performance as a whole. Priority goals support the department mission and the outcomes are reflected in the key performance indicators.

These measures will become the actual performance indicators after the first year of data collection and as such will become the Department's baseline service levels. Overall program performance indices will be charted and will reflect performance over time.

Key Performance Indicators

The overall department performance measure.

This chart reflects the weighted aggregate total index for the department based upon the eight measures identified below.



Methodology

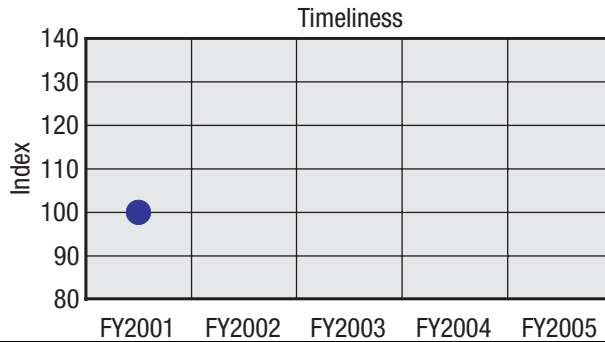
The indexed graphs below represent actual performance for the first year. The data gathered is assigned a baseline value of 100. This technique sets the baseline as it actually exists and will facilitate accurate and objective performance tracking year-to-year as opposed to more subjective methods. In addition, indexed graphs are a clear, consistent and concise tool to display key data, summarizing a myriad of detail over time.

The performance measures are weighted on a 5 point scale. The weight assigned to the measures clarifies the relative priorities. The baseline is used to set improvement goals and provide a basis for assessing future progress. This is in contrast to arbitrarily set goals that may be unrealistic. The indices provide a way to standardize and depict program and service delivery performance.

Key Performance Indicators

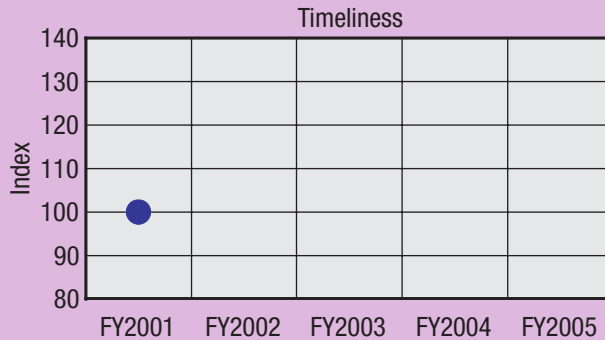
1. The percent of assessments completed by July 1 is ____ (Weight 5)

Why is this important?: The assessment roll is the basis by which property taxes are levied. The completeness of the assessment roll assures those agencies dependent upon property tax revenue that the roll reflects the current market activity.



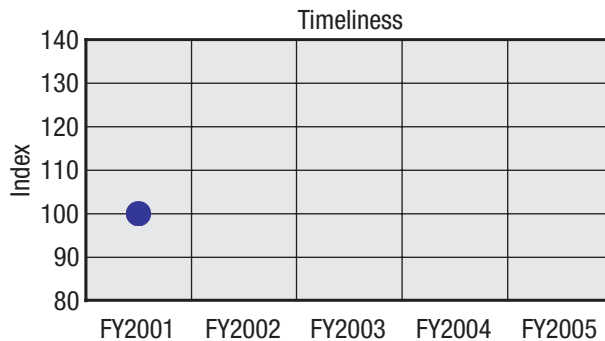
2. Supplemental assessments are delivered to the Tax collector in ____ days (Weight 4)

Why is this important?: Supplemental assessments occur upon a 'change in ownership' and 'new construction' of real property, which is in addition to the regular annual tax bill. This measure insures timely notification of assessments to property owners who recently acquired or completed new construction of their property.



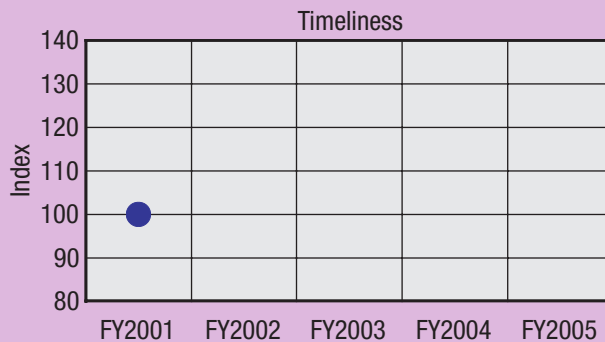
3. Fiscal year's assigned mandatory audits completed by June 30 is ____% (Weight 4)

Why is this important?: State statute requires audits of businesses with \$300,000 or more in assets be completed at least once every four years. This measures the timeliness of performing these mandatory audits.



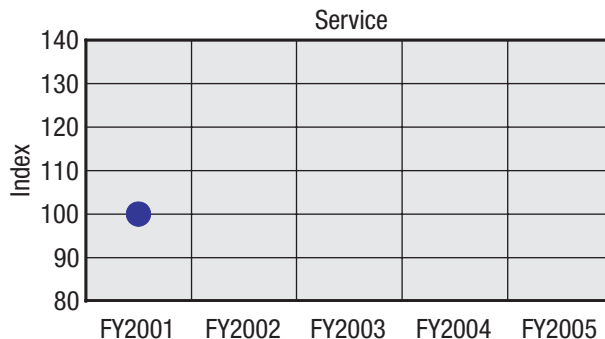
4. The overall average number of days for an appeal to be closed is ____ days (Weight 3)

Why is this important?: By statute, assessment appeals must be resolved within two years of filing, unless a waiver is filed. This performance measure insures a timely equalization of assessments for property owners.



5. Department's customer satisfaction rate by survey is ____ (Weight 4)

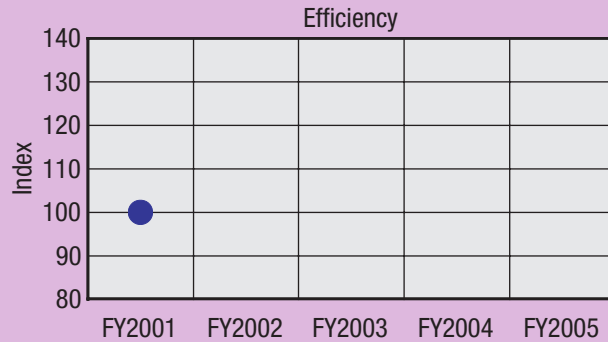
Why is this important?: This outcome measure gauges the satisfaction level of our internal and external customers who rely on our office for information.



Key Performance Indicators

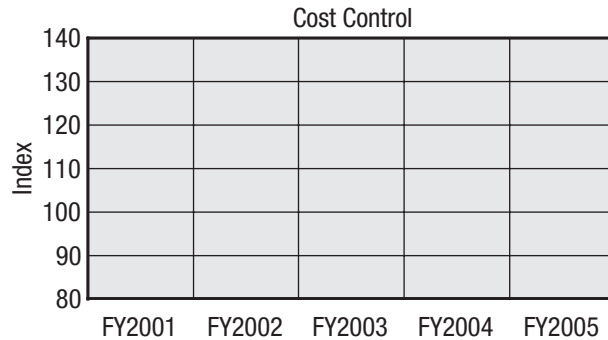
6. The Cost Efficiency Index is ____ (Weight 3)

Why is this important?: The Cost Efficiency Index looks at the cost efficiency of producing a product and/or work item compared to the base year cost. This information is extremely valuable to policy and decision makers regarding streamlining efforts. *This index is contingent upon acquisition of a fully integrated activity based cost accounting system.*



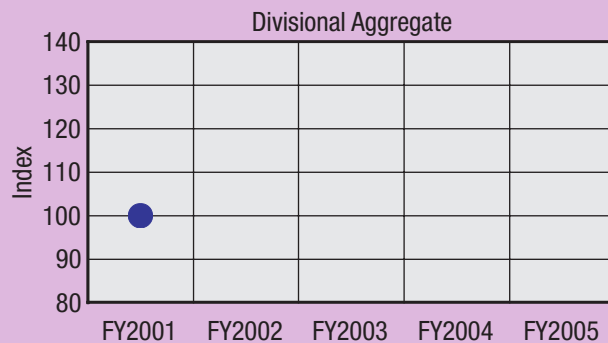
7. Total expenditures of the Department is ____% of the budget (Weight 3)

Why is this important?: The Budget/Cost Ratio compares the department's actual bottom line expenditures at the end of the fiscal year to the plan to insure costs do not exceed allocated funds. (Reflects actual annual performance)



8. The Department's aggregate performance indicator of all Divisions is ____% (Weight 5)

Why is this important?: This measure takes each of the divisional overall performance indicators, assigns a weight, and produces an aggregate divisional performance index. Each division has approved the measures that expressly reflect their outcome measures which may or may not specifically appear at the higher department level of measurement.



Improvement Strategies

- ◆ Create baseline data for current year and focus on data gathering to support the department mission
- ◆ On an annual basis, review areas and services and determine target improvement areas by Division to meet the Department's Mission Statement
- ◆ Examine and explore new technology to produce critical reports to support the mission
- ◆ Explore and define new and different ways of providing services and doing business

FY2001 Planned Objectives

1. Improve efficiency in Real Property appraisals of new construction
2. Streamline Homeowner's exemption claims processing
3. Improve timeliness and efficiency of the enrollment and delivery of assessments to the Tax Collector
4. Improve efficiency and accuracy of Business Personal Property assessments and audits
5. Provide performance data to decision and policy makers that is fiscally accountable and results driven



Our Plan to Achieve These Objectives Include:

- ◆ Expand electronic processing of building permits
- ◆ Introduce a new imaging system
- ◆ As an AB 719 Capital Improvement expenditure, implement a new system interface with the Tax Collector's Office
- ◆ Complete conversion of Personal Property System from County Data Processing to in-house HP 3000 system
- ◆ Develop a comprehensive fully integrated performance based budget
- ◆ Expand electronic processing of building permits

Department Budget Summary

Conditions Affecting Performance

- ◆ Pending legislative actions
- ◆ Change in demand for services
- ◆ Real Estate market value changes and sales transactions
 - ❖ Business Property acquisition
 - ❖ Building Permit Activity
 - ❖ Documents recorded
- ◆ Local city and county zoning and planning changes
- ◆ Increase in workload

Add One Program Manager II and Delete One Supervising Assessment Clerk (Linked to Objective #5)

Performance Impact

The proposed add/delete action will provide vital leadership in several important program areas. Specifically, Public Information Program, Web Site Program, Performance Based Budget Program and the development of

a marketing program to price, package and the sale of assessment data, a specific request of the Board of Supervisors.

Total Cost: \$9,056

This amount reflects 10 months funding for the new position offset by the full annual deletion of the existing job code

Add One Property Transfer Examiner and Delete One Clerk Typist (Linked to Objective #3)

Performance Impact

The proposed add/delete action will fill a serious void in required technical expertise due to a 60% increase in deed processing workload.

Total Cost: \$448

This amount reflects 10 months funding for the new position offset by the full annual deletion of the existing job code

Add one Accountant Assistant and Delete One Clerk Typist (Linked to Objective #4)

Performance Impact

The proposed add/delete will provide the department with entry level staff to meet significant workload increases in Business Audits.

Total Cost: (\$2,078)

This savings reflects 10 months funding for the new position offset by the full annual deletion of the existing job code

AB818 and AB719 Programs

The State-County Property Tax Administration programs (AB 818 & AB 719) have 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 increased the number of audits completed and contributed to the resolution of an impressive number of appeals. The result is a significant increase in the timely delivery of services which has led to an increase in revenue to the County, cities, basic aid school districts, redevelopment agencies and special districts, in addition to the state of California.

Fiscal Year 2001 will mark the fifth year of participation in the State-County Property Tax Administration Program.

Add Two Accountant Assistants

During the past eight years the Business Division has experienced a workload increase in excess of 60 percent without any increase in staff. Adding these two entry-level positions will insure that higher level staff will be able to apply their skill and experience to the most demanding tasks.

Total Cost: \$87,888

Funded entirely by AB719, no impact to the General Fund

Position Realignments

Numerous position realignments are required in AB818 and AB719 to meet performance contract for FY2001. None of these actions have an impact on the General Fund.

Total Cost: \$0

Items and Services Funded by AB818 and AB719:

- ◆ \$800,000 - Technology improvements to replace Informations Systems hardware
- ◆ \$500,00 - Imaging of historical documents
- ◆ \$118,120 - Equipment for mass production of double sided documents
- ◆ \$140,000 - County Counsel support

Total Cost: \$1,558,120

No impact to the General Fund

Assessor — Budget Unit 0115 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
1150	Assessor Administration	1,205,653	1,349,770	1,640,663	1,501,129	151,359	11
1151	Assessment Standards	436,544	415,549	415,549	419,184	3,635	1
1152	Exemptions	552,983	604,858	604,858	641,828	36,970	6
1153	Assessment Services	1,891,897	1,936,392	1,936,392	2,038,803	102,411	5
1154	Real Property	6,097,199	6,198,402	6,198,402	6,484,592	286,190	5
1155	Personal Property	4,119,279	4,071,159	4,071,159	4,464,170	393,011	10
1156	Information Systems	1,104,311	1,080,364	1,743,338	1,108,410	28,046	3
1157	St-Cnty Property Tax Admin Program	1,895,164	1,489,546	4,662,424	4,571,934	3,082,388	207
1158	St-Cnty Prop Tax Admin Program, AB 719		4,213,639	4,213,639	6,811,370	2,597,731	62
Total Expenditures		17,303,030	21,359,679	25,486,424	28,041,420	6,681,741	31 %



Assessor — Budget Unit 0115

Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
1150	Assessor Administration	14,689	18,000			(18,000)	-100
1152	Exemptions	282					0
1153	Assessment Services	22,134	18,000	18,000	21,000	3,000	17
1154	Real Property	387,333	385,000	385,000	390,000	5,000	1
1155	Personal Property	3,375					0
1157	St-Cnty Property Tax Admin Program	1,918,869	1,485,088	4,719,314	4,571,934	3,086,846	208
1158	St-Cnty Prop Tax Admin Program, AB 719		4,213,639	4,213,639	6,811,370	2,597,731	62
Total Revenues		2,346,682	6,119,727	9,335,953	11,794,304	5,674,577	93%

Assessor Administration — Cost Center 1150

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	9.0	1,349,770	18,000
Board Approved Adjustments During FY 2000		290,893	(18,000)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		(173,305)	
Internal Service Funds Adjustment		9,544	
Other Required Adjustments		(45,000)	0
Subtotal	9.0	1,431,902	
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		1,577	0
1. Add One Program Manager	1.0	67,650	
The addition of one Program Manager II is partially offset by deleting one Supervising Assessment Clerk (see Cost Center 1156). The Program Manager II is an essential position with a wide span of responsibilities that include the Assessor's Comprehensive Program Management, Public Information, Performance Based Budget and marketing programs.			
Subtotal	1.0	69,227	0
Total Recommendation	10.0	1,501,129	

Assessment Standards — Cost Center 1151

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	7.0	415,549	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		6,257	
Internal Service Funds Adjustment		(2,622)	
Other Required Adjustments			0



Assessment Standards — Cost Center 1151 Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Subtotal	7.0	419,184	
Recommended Changes for FY 2001			
Total Recommendation	7.0	419,184	

Exemptions — Cost Center 1152 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	11.0	604,858	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		36,955	
Internal Service Funds Adjustment		16	
Other Required Adjustments			0
Subtotal	11.0	641,829	
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		(1)	0
Subtotal	0.0	(1)	0
Total Recommendation	11.0	641,828	

Assessment Services — Cost Center 1153 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	42.0	1,936,392	18,000
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	62,975	
Internal Service Funds Adjustment		1,392	
Other Required Adjustments			3,000
Subtotal	43.0	2,000,759	21,000
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		374	0
1. Add 1 Property Transfer Examiner/PTIC	1.0	37,670	
The addition of one Property Transfer Examiner is partially offset by the deletion of one Clerk Typist (see Cost Center 1154). Since 1996 the Office of the Assessor has experienced a 60 percent increase in Technical Deed processing. Adding this position will insure prompt and accurate service.			
Subtotal	1.0	38,044	0
Total Recommendation	44.0	2,038,803	21,000



Real Property — Cost Center 1154 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	99.0	6,198,402	385,000
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	323,436	
Internal Service Funds Adjustment		(22)	
Other Required Adjustments			5,000
Subtotal	98.0	6,521,816	390,000
Recommended Changes for FY 2001			
1. Delete 1 Clerk Typist	-1.0	(37,224)	
This deletion will offset the salary and benefits of adding one Property Transfer Examiner/Property Title ID Clerk (see Cost Center 1153), to the Assessor's Office.			
Subtotal	-1.0	(37,224)	0
Total Recommendation	97.0	6,484,592	390,000

Personal Property — Cost Center 1155 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	63.0	4,071,159	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		358,315	
Internal Service Funds Adjustment		(1,984)	
Other Required Adjustments			0
Subtotal	63.0	4,427,490	
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		60	0
1. Add 1 Accountant Assistant	1.0	36,620	
The addition of this position is offset by deleting one Clerk Typist (see Cost Center 1156). This position will fill a critical need in due to a workload increase of 60% over the past five years in Business Audits.			
Subtotal	1.0	36,680	0
Total Recommendation	64.0	4,464,170	



Information Systems — Cost Center 1156

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	15.0	1,080,364	
Board Approved Adjustments During FY 2000		662,974	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		119,720	
Internal Service Funds Adjustment		(3,462)	
Other Required Adjustments		(653,902)	0
Subtotal	15.0	1,205,694	
Recommended Changes for FY 2001			
1. Delete 1 Supervising Assessment Clerk	-1.0	(58,584)	
This deletion will offset the salary and benefits of adding one Program Manager II (see Cost Center 1150), to the Assessor's Office.			
2. Delete 1 Clerk Typist	-1.0	(38,700)	
This deletion will offset the salary and benefits of adding one Accountant Assistant (see Cost Center 1155), to the Assessor's Office.			
Subtotal	-2.0	(97,284)	0
Total Recommendation	13.0	1,108,410	

St-Cnty Property Tax Admin Program — Cost Center 1157

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	5.0	1,489,546	1,485,088
Board Approved Adjustments During FY 2000		3,172,878	3,234,226
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		(364,411)	
Internal Service Funds Adjustment			
Other Required Adjustments		(3,228,197)	(3,579,846)
Subtotal	5.0	1,069,816	1,139,468
Recommended Changes for FY 2001			
1. AB818 Budget for FY2001		3,502,118	3,432,466
This action allows the County to budget remaining funds the State-County Property Tax Administration Program AB818 as follows:			
◆ \$260,000 - Professional services			
◆ \$475,000 - Recorded Interface (paperless deed processing)			
◆ \$250,000 - Scanning HOX, 571L, Appeals, PCORs, etc.			
◆ \$3,006,934 - Assessor decision support system			
2. Realign Positions in AB818 and AB719	-2.0		
Numerous position add/deletes are required to properly realign AB818 and AB719.			
Subtotal	-2.0	3,502,118	3,432,466
Total Recommendation	3.0	4,571,934	4,571,934



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 2000 Approved Budget	21.0	4,213,639	4,213,639
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		(299,858)	
Internal Service Funds Adjustment			
Other Required Adjustments		(2,640,639)	(2,729,586)
Subtotal	21.0	1,273,142	1,484,053
Recommended Changes for FY 2001			
1. AB719 Budget for FY2001		5,357,532	5,327,317
<p>This action allows the County to budget the State-County Property Tax Administration Program AB719. In addition to salary and benefits for 25 positions, this program also funds the following items</p> <ul style="list-style-type: none"> ◆ \$350,000 - County Counsel services and Contract Programmers ◆ \$800,000 - Hardware replacement ◆ \$400,000 - Client/Server system hardware ◆ \$1,400,000 - Client/Server system software ◆ \$500,000 - Imaging of historical documents ◆ \$40,639 - Digital camera program ◆ \$600,000 - Tax Collector system interface 			
2. Add 2 Accountant Assistants	2.0	87,888	
<p>The positions are required to meet the following workload increases:</p> <ul style="list-style-type: none"> ◆ 50% increase in Business Appeals over the past eight years ◆ 40% increase in mobile homes, boats and aircraft Business Personal properties over the past eight years <p>During the time of these workload increases the staff in the Assessor's Office has remained level.</p>			
3. Add/Deletes in AB719	2.0	92,808	
To meet AB719 and AB818 performance contract requirements, numerous position Add/Deletes are required.			
Subtotal	4.0	5,538,228	5,327,317
Total Recommendation	25.0	6,811,370	6,811,370



Measure B Transportation Improvement Program Mission

The mission of the Measure B Transportation Improvement Program is to oversee the implementation of the \$1.5 billion transit and highway projects listed in the 1996 voter-approved advisory Measure A. These projects are financed nearly entirely by the 1996 voter-approved Measure B half-cent County sales tax. Most of the projects will be designed and constructed by Santa Clara Valley Transportation Authority (VTA) staff and consultants through a cooperative agreement with the County. Measure B staff are responsible for overseeing the performance of the VTA and keeping the Board of Supervisors current as to the progress of Measure A projects.



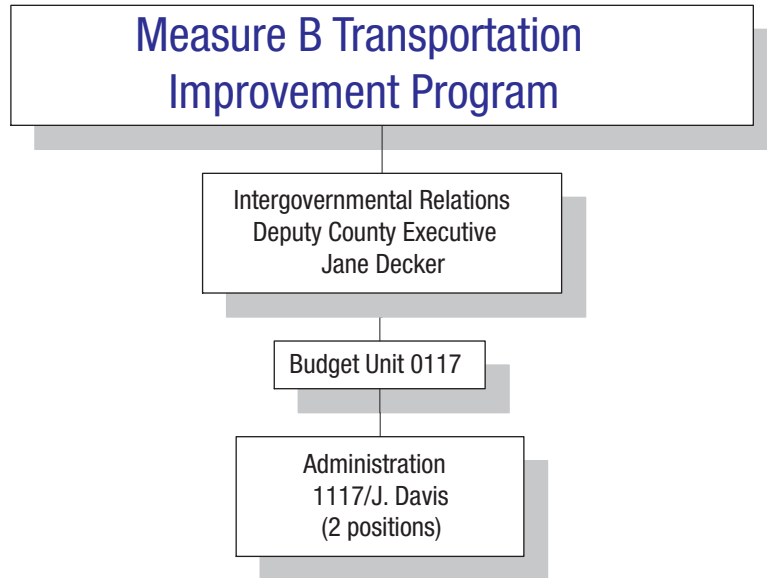
Cost: \$220,717,341

Goals

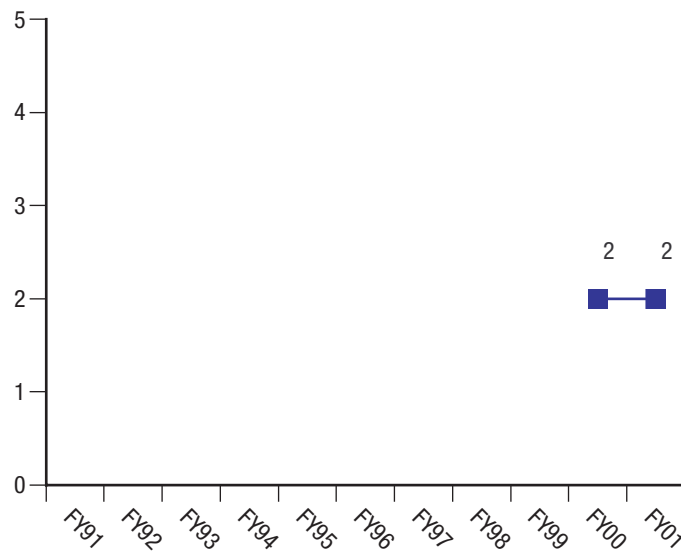
- ◆ To provide effective fiscal and program management oversight for Measure A transportation projects derived from the Measure B half-cent sales tax.
- ◆ To provide staff support to the Citizens Watchdog Committee which conducts an annual audit of the Measure B Transportation Improvement Program.



Staff: 2



10-Year Staffing Trend



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.

- ◆ Implement a project-based accounting system.
- ◆ Open the Tasman East Light Rail Line between Baypointe Station and I-880 Milpitas Station (May 2001)
- ◆ Design activities will be well underway on all projects.

FY 2000 Accomplishments

- ◆ Measure B Program Administrator appointed.
- ◆ Board of Supervisors approved Base Case Implementation Plan.
- ◆ Retained program management oversight consultant to oversee implementation of the Measure B Program.
- ◆ Held first joint workshop with Valley Transportation Authority.
- ◆ Design of six Measure A Highway Projects were initiated.
- ◆ Began negotiations with Union Pacific Rail Road on three Measure A rail projects.

Fiscal Year 2001 Planned Accomplishments

- ◆ To retain a new program management oversight firm for highway projects.
- ◆ Continue joint workshops with Valley Transportation Authority to discuss key policy issues and significant scope changes on Measure A projects (November 2000, May 2001)



Measure B Transportation Improvement Program

County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations are consistent with the Board of Supervisors' priority to provide effective stewardship of the Measure B Transportation Improvement Program.

Recommendations

The County Executive's recommendations reflect the estimated revenue and appropriations required to accomplish the milestones presented in the Draft Measure B Program Revenue and Expenditure Plan for FY 2001. The Draft Plan will be presented to the Board of Supervisors and Valley Transportation Authority Board of Directors for discussion at a Joint Workshop on May 5, 2000. The Final Plan will be presented to the Board of Supervisors for review and approval on June 6, 2000.

The Draft Measure B Revenue and Expenditure Plan for FY 2001 includes significant changes in projected revenues and expenditures from the Base Case Implementation Plan that was adopted by the Board of Supervisors in June 1999.

Increase Revenue

A \$2,000,000 increase in Measure B Half-Cent Sale Tax Revenue is based on inflation and expected real growth in taxable sales.

Allocation Changes

As projects are better defined by the Roads and Airports Department and the Valley Transportation Authority cash flow needs are refined. In addition, funding needs continue to change as projects advance in design and/or construction. The following augmentations and reductions ensure that allocations are consistent with cash flow projections for FY 2001:

- ◆ \$14,593,920 for Highway Program Projects.
- ◆ \$32,100,880 for the Capitol Light Rail Project.
- ◆ \$1,000,000 for Bicycle Projects.
- ◆ \$1,500,000 for Expressway and Intersection Improvements.
- ◆ (\$1,500,000) for Traffic Operation and Signal Synchronization.
- ◆ (\$14,854,000) for Pavement Management Program.



Measure B Trans Improvement Prog — Budget Unit 0117 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
1117	Measure B Trans Improvement Program	4,534,229	198,492	239,065,792	182,761	(15,731)	-8
1701	Measure B Administration			336,500	357,580	357,580	
	1 General Fund						
	11 Measure B Trans Improve Prog Fund			336,500	357,580	357,580	
1702	Measure B Program Measurement Oversight			1,000,000	1,000,000	1,000,000	
1703	Measure B Highway Projects			33,918,080	48,512,000	48,512,000	
1704	Measure B Railway Projects			93,680,120	125,781,000	125,781,000	
1705	Measure B Bicycle Projects			3,000,000	4,000,000	4,000,000	
1706	Measure B County Expy Level of Service			2,500,000	4,000,000	4,000,000	
1707	Measure B County Expy Signalization Prg			5,500,000	4,000,000	4,000,000	
1708	Measure B Pavement Management Program			47,738,000	32,884,000	32,884,000	
	Total Expenditures	4,534,229	198,492	426,738,492	220,717,341	220,518,849	111,097%

Measure B Trans Improvement Prog — Budget Unit 0117 Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
1117	Measure B Trans Improvement Program			155,940,000	164,000,000	164,000,000	
	Total Revenues			155,940,000	164,000,000	164,000,000	



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 2000 Approved Budget	2.0	198,492	
Board Approved Adjustments During FY 2000		238,867,300	155,940,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		20,344	
Internal Service Funds Adjustment		(36,075)	
Other Required Adjustments		(238,867,300)	6,060,000
Subtotal	2.0	182,761	162,000,000
Recommended Changes for FY 2001			
1. Increase in Measure B 1/2% Sales Tax			2,000,000
Subtotal	0.0	0	2,000,000
Total Recommendation	2.0	182,761	164,000,000

Measure B Administration — Cost Center 1701

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget			
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		(21,080)	
Other Required Adjustments		21,080	0
Subtotal			
Recommended Changes for FY 2001			
Fund Subtotal	0.0	0	0
Measure B Trans Improve Prog Fund (Fund Number 0011)			
FY 2000 Approved Budget			
Board Approved Adjustments During FY 2000		336,500	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		21,080	
Other Required Adjustments			0
Subtotal		357,580	
Recommended Changes for FY 2001			
Fund Subtotal	0.0	357,580	0
Total Recommendation		357,580	



Measure B Program Measurement Oversight — Cost Center 1702 Major Changes to the Budget

	Positions	Appropriations	Revenues
Measure B Trans Improve Prog Fund (Fund Number 0011)			
FY 2000 Approved Budget			
Board Approved Adjustments During FY 2000		1,000,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal		1,000,000	
Recommended Changes for FY 2001			
Total Recommendation		1,000,000	

Measure B Highway Projects — Cost Center 1703 Major Changes to the Budget

	Positions	Appropriations	Revenues
Measure B Trans Improve Prog Fund (Fund Number 0011)			
FY 2000 Approved Budget			
Board Approved Adjustments During FY 2000		33,918,080	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal		33,918,080	
Recommended Changes for FY 2001			
1. Increase Funds for Highway Projects		14,593,920	
Subtotal	0.0	14,593,920	0
Total Recommendation		48,512,000	

Measure B Railway Projects — Cost Center 1704 Major Changes to the Budget

	Positions	Appropriations	Revenues
Measure B Trans Improve Prog Fund (Fund Number 0011)			
FY 2000 Approved Budget			
Board Approved Adjustments During FY 2000		93,680,120	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal		93,680,120	



Measure B Railway Projects — Cost Center 1704
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Recommended Changes for FY 2001			
1. Increase Funds for Railway Projects		32,100,880	
Subtotal	0.0	32,100,880	0
Total Recommendation		125,781,000	

Measure B Bicycle Projects — Cost Center 1705
Major Changes to the Budget

	Positions	Appropriations	Revenues
Measure B Trans Improve Prog Fund (Fund Number 0011)			
FY 2000 Approved Budget			
Board Approved Adjustments During FY 2000		3,000,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal		3,000,000	
Recommended Changes for FY 2001			
1. Increase Funds for Bicycle Projects		1,000,000	
Subtotal	0.0	1,000,000	0
Total Recommendation		4,000,000	

Measure B County Expy Level of Service — Cost Center 1706
Major Changes to the Budget

	Positions	Appropriations	Revenues
Measure B Trans Improve Prog Fund (Fund Number 0011)			
FY 2000 Approved Budget			
Board Approved Adjustments During FY 2000		2,500,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal		2,500,000	
Recommended Changes for FY 2001			
1. Funds for Expressway and Intersection Improvements		1,500,000	
Subtotal	0.0	1,500,000	0
Total Recommendation		4,000,000	



Measure B County Expy Signalization Prg — Cost Center 1707
Major Changes to the Budget

	Positions	Appropriations	Revenues
Measure B Trans Improve Prog Fund (Fund Number 0011)			
FY 2000 Approved Budget			
Board Approved Adjustments During FY 2000		5,500,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			0
	Subtotal	5,500,000	
Recommended Changes for FY 2001			
1. Funds for Traffic Operation and Signal Synchronization		(1,500,000)	
	Subtotal	0.0	0
Total Recommendation		4,000,000	

Measure B Pavement Management Program — Cost Center 1708
Major Changes to the Budget

	Positions	Appropriations	Revenues
Measure B Trans Improve Prog Fund (Fund Number 0011)			
FY 2000 Approved Budget			
Board Approved Adjustments During FY 2000		47,738,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			0
	Subtotal	47,738,000	
Recommended Changes for FY 2001			
1. Funds for Pavement Management Program		(14,854,000)	
	Subtotal	0.0	0
Total Recommendation		32,884,000	



Office of the County Counsel Mission

The mission of the Office of the County Counsel is to provide legal advice, representation, and early analysis necessary to accomplish the goals and objectives of the Board of Supervisors and County departments, and to prevent liability to the County.

Goals

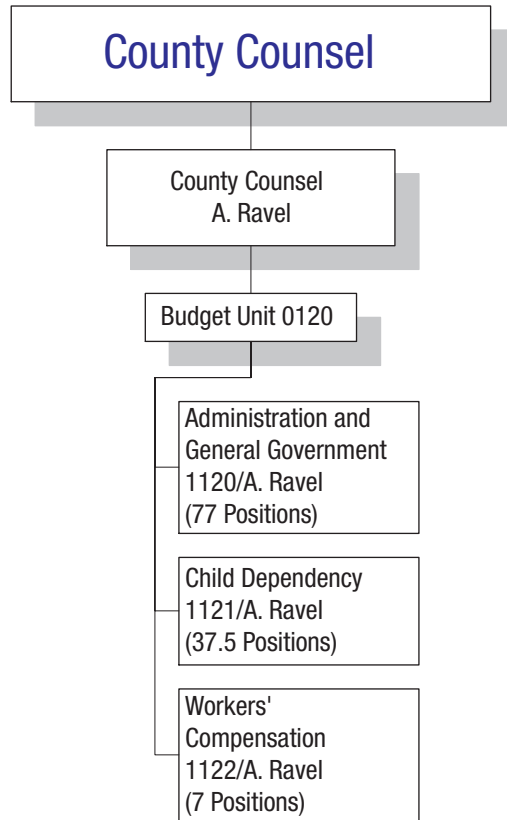
- ◆ Provide assertive representation in civil litigation and administrative hearings.
- ◆ Provide prompt and effective assistance in negotiation and drafting of contracts and other legal documents.
- ◆ Provide responsive legal advice and creative assistance to the Board and County officers.



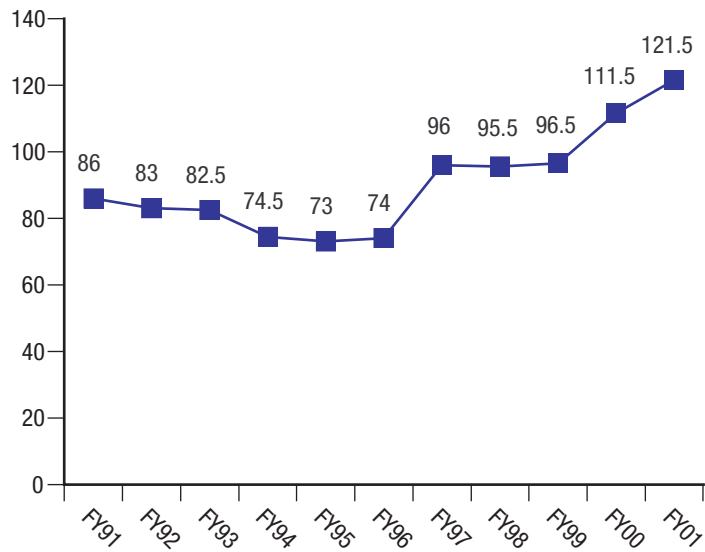
Cost: \$3,377,415



Staff: 121.5



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:

Child Dependency

Provides legal services to the Department of Family and Children Services for juvenile dependency and child welfare matters;

General Government

Represents and advises the Finance Agency, Environmental Resources Agency, General Services Agency, other County departments and special districts;

Human Services

Provides legal services to the Health and Hospital System and the Social Services Agency including Public Administrator-Guardian;

Law and Justice

Represents and advises the Department of Correction, the Office of the Sheriff and other County justice agencies.

Litigation

Represents the County in defense of tort actions, third party claims and personnel and civil rights matters;

Worker's Compensation

Handles litigated claims by County employees.

Upon request, the Office of the County Counsel provides legal services to the Superior Court, 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 2000 Accomplishments

Board priorities for Fiscal Year 2000 included public safety and criminal justice; children and family issues, particularly relating to senior services, child care and health care; technology issues related to Year 2000 needs; and fiscal integrity. FY 2000 accomplishments include the following:

- ◆ Provided advice, assistance and training to departments on County-wide contract negotiation, preparation and management; continued heightened scrutiny of County contracts and updating policies and procedures.
- ◆ Began review of the entire Ordinance Code of the County of Santa Clara and worked with the County departments and agencies to revise, amend or eliminate outmoded provisions.
- ◆ Provided new services relating to children and family issues, including participation in development of a concentrated, County-wide systems approach for children's educational services.
- ◆ Began litigating cases related to financial and physical abuse of seniors.
- ◆ Provided legal services to the entire County in the Year 2000 Readiness Program.

Year 2001 Planned Accomplishments

The Office of the County Counsel's focus for Fiscal Year 2001 will be on:

- ◆ Elder Abuse Litigation
- ◆ Affirmative Litigation
- ◆ Ordinance Code Revision Project
- ◆ Standardization of Forms



Office of the County Counsel

County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for the Office of the County Counsel support the Board of Supervisors priorities by:

- ◆ providing the necessary infrastructure for support services which allow the office to function more effectively and efficiently,
- ◆ adding legal staff to provide additional legal services to Social Services Agency's Department of Family and Children's Services will improve Social Workers' understanding of legal options in each case resulting in better preparation for court and ultimately greater protection for at-risk children.

Add Two Attorney IV/III/II/I (U27)

Background

There are approximately 3,500 juvenile court dependency cases in Santa Clara County which generate over 10,000 court hearings each year. The Child Dependency Unit (CDU) provides legal representation for the SSA Department of Family and Children's Services (DFCS) at all juvenile court dependency hearings, trials, mediations and appellate proceedings. This unit is currently staffed by fourteen full-time permanent attorneys, eight paralegal staff and fifteen support staff.

The workload for juvenile court dependency matters in the Office of the County Counsel has increased dramatically over the past few years, mainly due to changes in the law which impact parent's rights. For example, the number of cases set for trial has nearly doubled in the past five years, with a 22% increase in the first three months of 1999 as compared with the same period the previous year.

In addition to courtroom duties, CDU attorneys provide daily telephone advice and on-site advice for over three hundred Social Workers at DFCS. They also participate in numerous dependency system-related committees and meetings, review proposed State and Federal legis-

lation, provide forensic training and assist in ensuring compliance with eligibility requirements for State and Federal reimbursements.

DFCS has requested additional attorney staff to provide such on-site consultation. They have also requested increased forensic training for the many new social workers that have recently been hired.

Social Services Agency will receive partial reimbursement of the cost of these positions from the State and Federal Governments. Existing allocations will be used for the remaining unreimbursed costs of these two attorneys.

Recommendation

Add 2.0 FTE Attorney IV/III/II/I (U27) positions to perform full-time dedicated juvenile dependency related services for SSA's Department of Family and Children's Services.

Anticipated Outcome

The Department of Family and Children's Services will benefit by increased access to legal counsel to review legal issues in all pending matters and assistance in the evaluation of new legislation. Social Workers will benefit from increased training opportunities and on-going, accessible legal advice.

Total Cost: \$243,148

Fully offset by increased revenue and/or reduced expenses in SSA-DFCS

Add One Management Analyst (B1P)

Background

The Office of the County Counsel has changed substantially in the past two years. The complexities of providing support services and preparing and presenting analytical and statistical data have grown exponentially. Many special projects are being put on a waiting list, operational analysis and reporting is performed on only the most critical issues and other direct organizational support for the operation of the office is not available.



Examples of current needs and projects to be addressed include: examination of the law library space and materials; assistance in analyzing processes and procedures related to use of new automated time and billing software; implementation and integration of voice recognition software; coordination of the office newsletter; and preparation of Office Procedures Manual.

Recommendation

Add 1.0 FTE Management Analyst (B1P) for general administrative support services.

Anticipated Outcome

The Management Analyst will perform a variety of analytical studies and coordinate projects in support of management practices and services of the office. This position would improve service to County Counsel's client departments by preparing data regarding level and type of service and acting as a problem-solver and liaison for assigned projects. In addition, the Analyst would assist attorneys and other professional and clerical staff to improve their efficiency and effectiveness in accomplishing their assigned work by providing better physical arrangements, more productive tools and training to support the work.

Total Cost: \$55,262

Reflects 10 months funding for FY2001, assuming a September 2000 hire date.

Add Legal Secretary II/I/Trainee (D66)

Background

As workload continues to grow and processing requirements become more complex, legal secretaries are asked to perform tasks involving greater responsibility.

Secretarial support assignments vary according to the needs of each program area. For example, the Worker's Compensation Unit is so paper intensive that two secretaries are needed to support three attorneys. While other areas can sustain a higher ratio of three attorneys per secretary. Current staffing includes 53 attorneys and 21 FTE legal secretary positions.

Recommendation

Add 1.0 FTE Legal Secretary II/I/Trainee (D66) position to provide direct secretarial support to the newly requested attorney positions and additional support functions for existing attorney staff.

Anticipated Outcome

Attorney staff will have an adequate amount of secretarial support services which will allow them to concentrate on the legal work rather than on procedural and process tasks. Amount of time attorneys spend performing clerical and support tasks will be significantly reduced or eliminated. Overtime hours by secretarial staff will be significantly reduced.

Total Cost: \$45,252

Reflects 10 months funding for FY2001, assuming a September 2000 hire date.

Increase Education Expense Account

Background

Existing allocations for education and travel costs are insufficient to meet the need for professional training and education. Current allocations average less than \$800 per year per attorney. Paralegal and administrative staff training needs are often overshadowed by higher priorities.

Training seminars and conferences on relevant legal issues, changes in law, public sector emerging issues and trends, as well as other pertinent legal topics are essential for attorney staff in order to provide quality legal representation and advice to the Board and County departments. A reasonable expectation is for each attorney to attend one seminar and one conference in her/his practice area each year.

Paralegal and support staff require training as they take on more complex duties in support of the attorneys. A program in a specialty area, such as preparing medical summaries, or new methods and products for legal research, can cost up to \$500. Other training needs include: ongoing training for all staff to remain current on software programs; technical training for systems staff; and procedural training for legal secretaries.

Recommendation

Add \$68,250 ongoing funds to the Office of County Counsel for education expenses.

Anticipated Outcome

Attendance at conferences and educational seminars will provide up-to-date information on changes in the law and new strategies and approaches used for emerging legal issues. Continuous education will



improve the quality of legal representation and advice provided to the Board of Supervisors and client departments, thereby improving client satisfaction.

Total Cost: \$68,250

Increase Services and Supplies

Allocation for Office Expenses

As positions are added, support expenses for consumable products, such as paper, pens, and postage, begin to accumulate immediately, though no allocation to cover these expenses is approved. Additional resource materials, such as legal books, subscriptions and Westlaw access is also required on an ongoing basis. A conservative estimate of ongoing expenses related directly to each attorney position is \$3,000 per year. Paralegal and administrative positions are estimated at \$1,500 per year.

Allocation for Equipment Rents/Leases

The off-site Child Dependency Unit, has a paper-intensive workload. Existing copy machines are aging and unreliable and are in desperate need of replacement. Leasing a machine that will withstand the volume, provide faster copies and require less frequent maintenance will greatly enhance the support service. Monthly rental costs for a new copy machine is \$800/month, including all maintenance service and toner and allows for upgrades or replacement when necessary over the term of the agreement.

One-Time Funds for Fax Machine

A new fax machine is needed for the Child Dependency Unit (CDU). CDU receives a high volume of faxed documents requiring a short turnaround time for response or action. The current machine is not adequate to accommodate the volume of use and requires frequent repairs. Costs of repairs and replacement parts have exceeded the value of the machine and down time causes serious delays in response time.

One-Time Funds for Office Equipment

One-time funds are needed to purchase office furnishings (e.g., desks, chairs, computer workstations, filing cabinets) necessary for new staff approved in Fiscal Year 2001. Office furnishings are estimated to cost approximately \$2,000 per position.

Recommendation

Add \$19,500 ongoing funds to the Office of the County Counsel for office supplies.

Add \$9,000 ongoing funds to the Office of the County Counsel to lease a copy machine for the off-site Child Dependency Unit.

Add \$2,500 One-Time Funds to purchase a new fax machine for the Child Dependency Unit.

Add \$8,000 one-time funds to purchase office equipment for four positions added in Fiscal Year 2001.

Total Cost: \$39,000
\$10,500 one-time funding.

County Counsel — Budget Unit 0120 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
1120	County Counsel Administration	2,344,924	2,125,407	2,465,262	3,377,415	1,252,008	59
	Total Expenditures	2,344,924	2,125,407	2,465,262	3,377,415	1,252,008	59%



County Council — Budget Unit 0120 Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
1120	County Council Administration	965,809	555,538	850,541	622,760	67,222	12
	Total Revenues	965,809	555,538	850,541	622,760	67,222	12%

County Council Administration — Cost Center 1120 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	111.5	2,125,407	555,538
Board Approved Adjustments During FY 2000	2.8	339,855	295,003
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.6	1,280,213	
Internal Service Funds Adjustment		(256,213)	
Other Required Adjustments		(222,121)	(227,781)
Subtotal	115.9	3,267,141	622,760
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		262	0
Reimbursement for Increased Services to SSA		(272,182)	0
1. Add Legal Secretary II/I/Trainee (D66)	1.0	45,250	
Provides support services to attorneys in the main office of County Counsel.			
2. Increase Education Expense Account		68,250	
Provides funds for education and training seminars for County Counsel staff.			
3. Increase Allocation for Office Expenses		19,500	
Staffing levels have increased over the past few years with no corresponding increase to the general office expense account. This augmentation will provide the necessary funding to maintain an adequate inventory of office supplies.			
4. Increase Allocation for Equipment Rents/Leases		9,600	
Provides funding to lease a more reliable and efficient copy machine for the Child Dependency Unit in County Counsel.			
5. One Time Funds for Fax Machine		2,500	
Add one-time funds to purchase a fax machine for the Child Dependency Unit.			
6. One-Time Funds For Office Equipment		8,000	
Add one time funds to purchase office furnishings and equipment for new positions added in FY01.			
7. Add Two Attorney IV/III/II/I (U27)	2.0	243,144	
Two Attorney's will provide legal services to Social Services Agency's Department of Family and Children's Services.			
8. Unspecified Reimbursement for County Counsel Services		(69,409)	
County Counsel receives reimbursement from customer departments through a calculated rate structure. The increased cost of County Counsel services due to the additional resources recommended for FY 2001 will result in additional reimbursement from customer departments, though the specific rate structure has not been adjusted.			
9. Add One Management Analyst Position (B1P)	1.0	55,260	
Position will provide general administrative support services.			
Subtotal	4.0	110,174	0
Total Recommendation	119.9	3,377,415	622,760



Information Services Department Mission

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

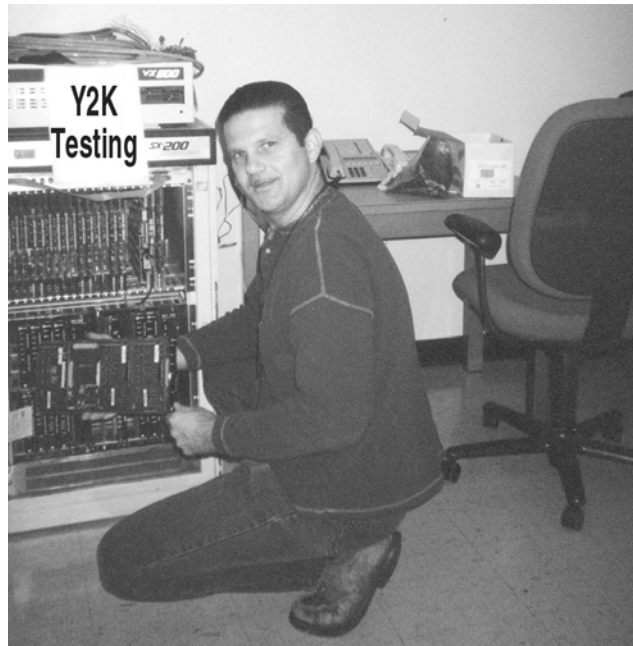
We value integrity, respect for the individual and teamwork. Our dedication to customer service will focus on excellence, leadership and creativity.

Goal

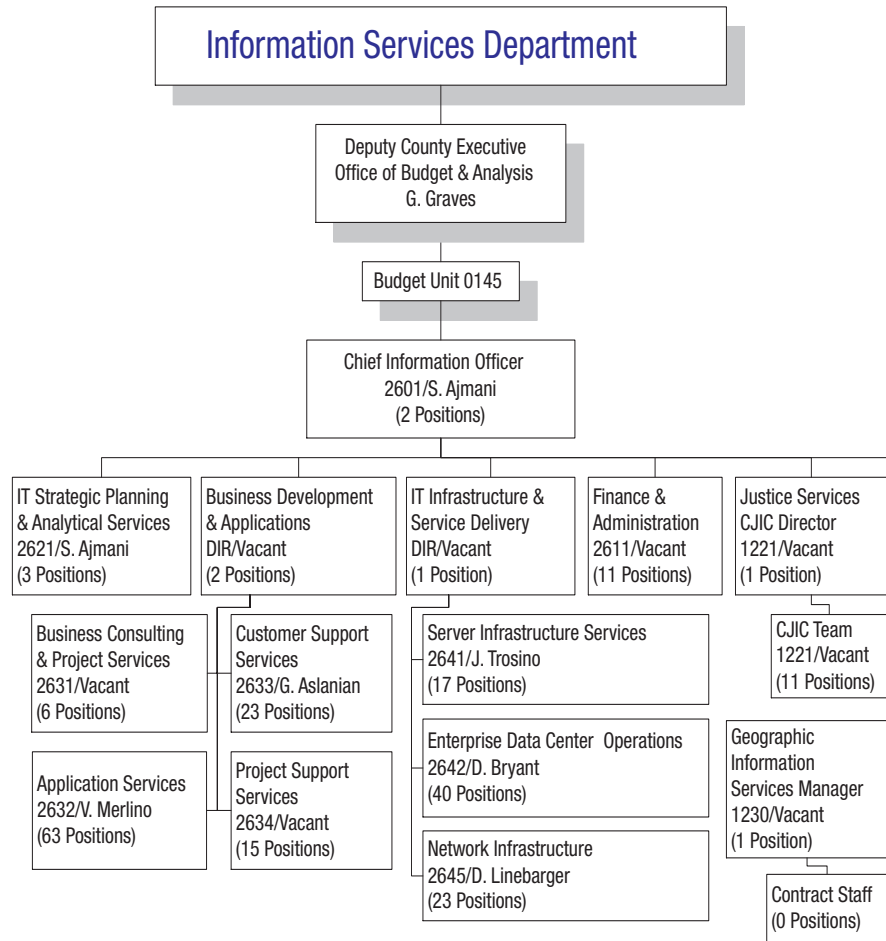
- ◆ Be the information technology provider of choice, demonstrate leadership, collaboration and innovation while fostering a learning culture.



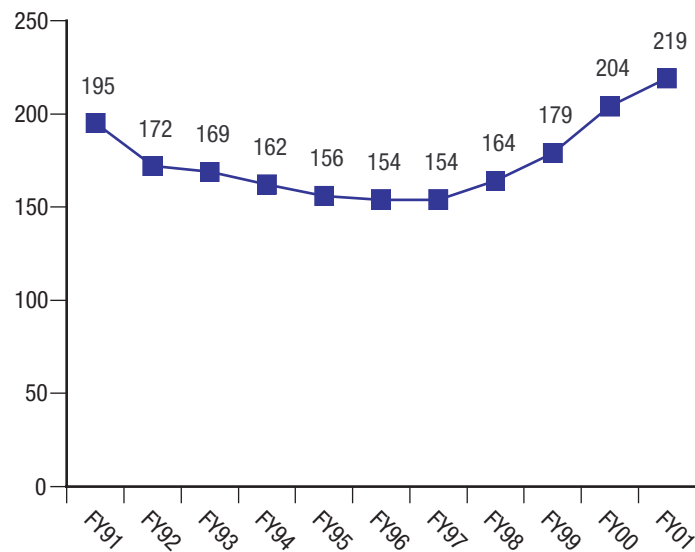
Cost: \$42,480,292



Staff: 219



10-Year Staffing Trend



Information Services Department Overview

The Information Services Department (ISD) was restructured in FY 2000 to include Criminal Justice Information Control (CJIC) and the Center for Urban Analysis (CUA). The organizational reporting structure was also changed moving ISD from the General Services Agency to the Office of the County Executive. The Information Services 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. ISD 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 Information Services Department provides coordination of County-wide 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.

Fiscal Year 2000 Accomplishments

The Information Services Department serves as the information technology center of the County. Customers are primarily internal; that is, other County departments. In the past year, ISD has had many challenges and accomplished much. Some of these accomplishments follow:

- ◆ Remediated, tested and certified 44 mainframe applications, composed of approximately 10,000 programs, and the 140 electronic external data interfaces. In addition, this team was also responsible for several applications that run on smaller platforms, notably the Computer Aided Public-Safety System, which works with the 911- dispatch system.
- ◆ Remediated, tested and certified all the components of the County's wide area network, which interconnects approximately 10,000+ staff and departmental computers for electronic communication, access to internal information data stores and externally to the Internet. In addition, non-compliant E-mail systems in small agencies were replaced with Y2K ready software allowing for easier communication between departments.
- ◆ Local networks, servers and workstations in 26 plus departments were made ready for Y2K. Approximately 170 servers, 3,500 workstations, including operating systems, office automation products and antiviral software were tested and upgraded.
- ◆ Remediated, tested and certified or developed alternative procedures to 60+ telephone systems.
- ◆ Remediated, tested and certified all the hardware, software and network components which comprise the County's large data-center.
- ◆ Completed Y2K remediation, testing, and upgrades to local area network hardware and software for 20 departments.
- ◆ Upgraded the County's web site, Claraweb, and increased the capacity of the County's Internet connection. Connected new sites and continued improvements in network capacity, security and reliability. Implemented and supported remote access capabilities for off-hours access to e-mail and other network services from non-County locations.

Year 2000 Readiness Program

The CIO's office was charged with management responsibility for the County's Year 2000 Readiness Program. This program was an enormous effort, involving every



service and function of every department, crossing departmental boundaries and encompassing all elements that support each function. Computer systems, applications, facility systems, biomedical devices, laboratory devices, communication devices (from 911 to telephone services), specialized equipment, tools, and office equipment were all affected.

The charter of the Year 2000 Readiness Program Management Office was to:

- ◆ develop guidelines,
- ◆ provide guidance,
- ◆ coordinate efforts,
- ◆ monitor and report progress, and
- ◆ provide assistance in the areas of resources and funding.

The work effort encompassed in excess of:

- ◆ 8,500 workstations
- ◆ 560 servers
- ◆ 300 applications and software products
- ◆ 140 external interfaces
- ◆ 5,500 embedded systems
- ◆ 250 warranties signed
- ◆ Business Continuity Plans
- ◆ Zero Day Plans
- ◆ Documentation of all efforts

The coordination efforts also covered Business Continuity planning, setting up incident response centers and providing resources and information to the public through a Public Information campaign that included informative posters, personal readiness guidelines, a resource center, a web site containing the current Year 2000 status of the County, and phone and E-mail access for specific questions to be answered.

In addition, the Year 2000 Readiness Program Management Office reported to the media, and numerous auditors, internal and external to the County.

The County accomplished its goal of preventing any disruption of vital public services or loss of accountability of public resources as a result of the Year 2000 date change and other dates of concern within the year.

Fiscal Year 2001 Planned Accomplishments

- ◆ Develop a vision for strategic utilization of Information technology (IT), for services to County customers and for the improvement of internal processes. This will include:
 - ◆ E-Services to the public and corporations in the County, the development of an e-community (information and knowledge sharing) and the ability to conduct e-Business transactions with our suppliers.
 - ◆ The County Information and Knowledge Management Factory to be able to answer business questions about effectiveness and outcomes of County services, performance management and for executive decision support. Current examples are: Cross Systems Evaluation, Violence Prevention, Public Health analysis and Mental Health analysis.
 - ◆ Business architecture and standards for the IT infrastructure of the 21st Century, including the communication network for data and voice, data base software, desktop software and electronic mail.
 - ◆ Identify opportunities for business process re-engineering which would benefit from the creative use of information technology.
 - ◆ Develop the IT master plan with business justifications for IT projects, time lines and funding strategies.
 - ◆ Re-engineer and redesign the accounting systems in order to position for performance based budgeting for Fiscal Year 2002.
 - ◆ Provide leadership to the implementation of the strategic plan, architecture and standards.
 - ◆ Implement the redesigned IT organization structure, re engineer the major processes for the delivery of IT services and retool and retrain the IT staff.

- ◆ Advocacy for Government's role in the digital economy, addressing the issue of the "digital divide" and providing a forum for partnerships with the IT industry in the County.



Information Services Department

County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for the Information Services Department (ISD) are focused on the Board of Supervisor's 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 E-Services to the public and corporations in the County, the County Information and Knowledge Management Factory and the development of standards for the County's infrastructure including the communication network for data and voice, data base software and desktop software and electronic mail.

ISD Service Delivery Reorganization

Background

In April, 2000, the reporting relationship for ISD changed. Formerly a department within the General Services Agency, ISD is now a separate department within the County Executive's Office. The Criminal Justice Information Control (CJIC) and Center for Urban Analysis (CUA) units, formerly divisions within the County Executive's Office, are now divisions in ISD.

For years, Santa Clara County has been at a disadvantage in the Information Systems job market. County salary levels are not competitive with the private sector, making it difficult for ISD to recruit and retain staff. Vacancy rates in the department are high and staff

turnover is almost constant, making it difficult for the department to offer the level and quality of service required by its customer departments.

For the past year, 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. ISD, in collaboration with the Human Resources Department (HR), has done an extensive review of position descriptions and salaries compared to private industry. ISD's ability to provide its customers timely automated solutions depends largely on the competence of staff and our ability to retain employees. During FY 2001, both ISD and HR will continue to evaluate certain information technology job classes with the goal of creating an organization that can respond to the needs of its customers.

Recommendation

Position upgrades and position augmentations are recommended in order to enhance the County's position as an employer of choice in the information systems arena. These staffing changes will result in a qualified and stable IS workforce.

Position Upgrades

Funding is recommended to support the transition of 25 existing positions into 20 new Software Engineer positions and 5 new Senior Software Engineer positions.

The proposed positions will require further job classification studies by the Human Resources Department. Separate actions will be brought to the Board of Supervisors during FY 2001 to adopt new job specifications and add the new positions to the salary ordinance. As each new position is added, an existing position will be deleted. The new positions will allow the County to recruit software engineers competitively with the private sector and other public agencies and retain employees longer.

Total Cost: \$320,000

Fund 0074



Position Augmentations

1.0 FTE Geographic Information System Manager. The proposed position will require a job classification study by the Human Resources Department. A separate action will be brought to the Board of Supervisors during FY 2001 to adopt a new job specification and add the new positions to the salary ordinance. The cost of this position is fully offset by a reduction in contract funds in Center for Urban Analysis (CUA).

Total Cost: \$0

1.0 FTE Information Technology Planner/Architect. The cost of this position will be fully offset by a reduction in contract funds in Criminal Justice Information Control (CJIC).

Total Cost: \$0

1.0 FTE Network Designer. The proposed position will require a job classification study by the Human Resources Department. A separate action will be brought to the Board of Supervisors during FY 2001 to adopt a new job specification and add the new positions to the salary ordinance. The cost of this position is fully offset by a reduction in contract funds in CLARAnet.

Total Cost: \$0

1.0 FTE Director of Information Technology Strategic Planning. The proposed position will require a job classification study by the Human Resources Department. A separate action will be brought to the Board of Supervisors during FY 2001 to adopt a new job specification and add the new positions to the salary ordinance. The cost of this position is offset by the deletion of a vacant Management Analysis Program Manager III position and an additional augmentation of \$20,000.

Total Cost: \$20,000

1.0 FTE Senior Systems Program Analyst. This position, alternately staffable at the Systems Programming Analyst level, will support the Local Area Network, hardware and software upgrades and conversions for the Board of Supervisors. The cost of this position is charged to the customer (Clerk of the Board's Office) through the Internal Service Fund.

Total Cost: \$0

Contract Services

In addition to the positions listed above, the department plans to secure the services of a contract Programming Analyst to support the County's Macintosh and Microsoft Exchange products.

Total Cost: \$100,000

Information Technology Projects

The Information Technology Council (ITC) and the Information Technology Executive Committee (ITEC) reviewed and supported six projects proposed by the Information Services Department for funding in FY 2001:

CLARAnet Infrastructure Improvements. CLARAnet is now integral to virtually all County operations. Improvements are planned for Internet access, the network infrastructure (in preparation for electronic tax payments), and security upgrades.

Total Cost: \$1,461,560

Voice Communications Strategic Plan. The County's current phone systems utilize aging technology and incompatible hardware and software from department to department. The Strategic Plan seeks to maximize reliability and compatibility of the County's voice communication systems to avoid critical communication and customer service problems.

Total Cost: \$2,600,000

County Information Factory Project. This is a multi-year project that will result in a management decision-making tool for all business entities within the County. The shared statistical data from County departments will result in trends, patterns and correlations to provide 'knowledge discovery' capabilities that will support County initiative and programs.

Total Cost: \$2,847,725

CLARAnet Proof of Concept Pilot Projects. These projects support the County's goal to fully integrate all communications (voice, data, video) over a single network infrastructure. Three pilot projects are proposed for FY 2001 funding:

- ◆ Internet Audio Broadcast of Board of Supervisor's Meetings,
- ◆ Point to Point Video Conferencing, and
- ◆ Intelligent Call Routing for the Assessor and Tax Collector Offices.

Total Cost: \$816,760

Print Redirection Study. This study will provide online reports for 50 ISD customers to access and retrieve necessary information online reducing the need for costly and cumbersome paper reports.

Total Cost: \$255,820

System Management Tools. This project will provide an automated process for inventorying software, software distribution, asset management, software metering and remote control of network management for the County's 1300 workstations and over 110 servers with SUN, Windows NT and Macintosh computer systems.

Total Cost: \$1,193,065
(\$90,000 ongoing maintenance cost)

One-time Purchases Using Retained Earnings

The Information Services Department operates as an Internal Service Fund (ISF), charging operating departments for services. The rates for services are developed at the beginning of each fiscal year based on the estimated cost of providing services. Retained earnings represent earnings in excess of actual expenses. These earnings are re-invested in projects or equipment that will enhance ISD's ability to provide the highest level of service to its customer departments. The following projects are recommended to be funded with the department's retained earnings:

- ◆ Local Area Network (LAN) server tape library for HaRP and Keyboard - \$60,095
- ◆ Distributed System Monitoring Tools - \$111,150 (\$16,150 will be an ongoing maintenance cost)

- ◆ Uninterrupted Power Supply (UPS) Replacements - \$660,000
- ◆ Collaborative Team Training for ISD staff - \$150,000
- ◆ Voice Communication Training - \$30,400
- ◆ Voice Communication Test Lab - \$53,340
- ◆ Electronic Forms Pilot Project to provide the infrastructure needed to support maintenance and deployment of electronic forms. ISD will develop an integrated forms-processing architecture that mitigates paper-form deficiencies and is ultimately deployable County-wide - \$77,280
- ◆ Process and Quality Management System Project to improve performance measurement, cost recovery and project reporting for ISD - \$570,000
- ◆ Application Development Methodology (ADM). Currently the majority of the County's applications are based upon enterprise server technology that is based upon the COBOL language and has been in use for over 30 years. The business applications of tomorrow are using Object Oriented development based upon JAVA and ORACLE. In order to move toward the newer application development methodologies, ISD will purchase software and training. - \$457,000

Total Cost: \$2,169,265
Funded from Retained Earnings

CLARAnet Connections

County departments are in a constant state of physical relocation. Each move demands changes in CLARAnet connections which require additional equipment and network capacity. An increased ongoing appropriation is recommended to assure departmental needs for CLARAnet connections are met by ISD.

Total Cost: \$175,000

Information Systems Department — Budget Unit 0145

Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
1221	Justice Division	1,525,847	1,276,313	1,458,716	1,308,017	31,704	2
1230	Center For Urban Analysis	1,933,456	1,172,041	1,172,041	513,289	(658,752)	-56
2350	Data Processing Administration Division	5,223,307	4,450,053	4,650,823	(4,790)	(4,454,843)	-100
	1 General Fund						
	74 Data Processing ISF	5,223,307	4,450,053	4,650,823	(4,790)	(4,454,843)	-100
2351	Data Processing Technical Planning And Control	3,090,944	2,662,785	2,710,789		(2,662,785)	-100
	1 General Fund						
	74 Data Processing ISF	3,090,944	2,662,785	2,710,789		(2,662,785)	-100
2352	Data Processing Operations	3,505,588	3,866,348	3,894,715		(3,866,348)	-100
2353	Data Processing Systems And Programming	6,418,950	6,471,332	7,758,988	(398)	(6,471,730)	-100
2354	Data Processing Information Service Center	3,435,499	3,142,168	3,408,972	2,272	(3,139,896)	-100
	1 General Fund	7,150					
	74 Data Processing ISF	3,428,349	3,142,168	3,408,972	2,272	(3,139,896)	-100
2356	Telephone Services	3,510,857	3,549,850	3,747,688		(3,549,850)	-100
2357	County Information Services	1,447,001	12,697,305	13,370,398	(4,096)	(12,701,401)	-100
	1 General Fund	1,446,703	12,697,305	13,370,398	(4,096)	(12,701,401)	-100
	74 Data Processing ISF	298					
2358	CLARAnet		3,704,447	5,629,444		(3,704,447)	-100
	1 General Fund		3,704,447	5,629,444		(3,704,447)	-100
	74 Data Processing ISF						
2601	Chief Information Officer				10,177,224	10,177,224	
2611	Finance & Administration				4,980,131	4,980,131	
2631	Business Development & Applications				11,879,002	11,879,002	
2641	IT Infrastructure & Service Delivery				13,629,641	13,629,641	
	Total Expenditures	30,091,449	42,992,642	47,802,574	42,480,292	(512,350)	-1%



Information Systems Department — Budget Unit 0145

Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
1221	Justice Division	640,044	125,000	125,000	135,000	10,000	8
1230	Center For Urban Analysis	363,115	387,000	387,000	387,000		0
2350	Data Processing Administration Division	21,302,994	20,394,712	20,694,712		(20,394,712)	-100
2351	Data Processing Technical Planning And Control	21					0
2354	Data Processing Information Service Center						0
2356	Telephone Services	3,355,114	3,308,805	3,308,805		(3,308,805)	-100
2611	Finance & Administration				22,631,795	22,631,795	0
2641	IT Infrastructure & Service Delivery				3,354,808	3,354,808	0
Total Revenues		25,661,288	24,215,517	24,515,517	26,508,603	2,293,086	9%

Justice Division — Cost Center 1221

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	11.0	1,276,313	125,000
Board Approved Adjustments During FY 2000		182,403	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		23,272	
Internal Service Funds Adjustment		96	
Other Required Adjustments		(174,065)	10,000
Subtotal	11.0	1,308,019	135,000
Recommended Changes for FY 2001			
1. Add IT Planner/Architect, Reduce Contracts	1.0	(2)	
Add one Information Technology Planner/Architect (G49) position offset by a reduction in contract funds in Criminal Justice Information Control (CJIC). Net fiscal impact of this total action is \$0.			
Subtotal	1.0	(2)	0
Total Recommendation	12.0	1,308,017	135,000



Center For Urban Analysis — Cost Center 1230

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	2.0	1,172,041	387,000
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		(121,836)	
Internal Service Funds Adjustment		127,109	
Other Required Adjustments		(563,500)	0
Subtotal	2.0	613,814	387,000
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		59	0
1. Delete One Management Analysis Program Manager III	-1.0	(100,584)	
A deletion of a Management Analysis Program Manager III position will offset the creation of a Director of Information Technology Strategic Planning and Analysis position in Cost Center 2601.			
2. Add Funds for GIS Manager Position, Reduce Contracts			
Add funds to create a Geographic Information Systems Manager position in conjunction with Employee Services Agency. Reduce equal amount of contract funds in Center for Urban Analysis (CUA), Cost Center 1230. Net fiscal impact of this total action is \$0.			
Subtotal	-1.0	(100,525)	0
Total Recommendation	1.0	513,289	387,000

Data Processing Administration Division — Cost Center 2350

Major Changes to the Budget

	Positions	Appropriations	Revenues
Data Processing ISF (Fund Number 0074)			
FY 2000 Approved Budget	12.0	4,450,053	20,394,712
Board Approved Adjustments During FY 2000		200,770	300,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-12.0	(1,061,748)	
Internal Service Funds Adjustment		(1,560,294)	(19,367,775)
Other Required Adjustments		(2,033,571)	(1,326,937)
Subtotal		(4,790)	
Recommended Changes for FY 2001			
Total Recommendation		(4,790)	



Data Processing Technical Planning And Control — Cost Center 2351 Major Changes to the Budget

	Positions	Appropriations	Revenues
Data Processing ISF (Fund Number 0074)			
FY 2000 Approved Budget	16.0	2,662,785	
Board Approved Adjustments During FY 2000		48,004	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-16.0	(1,432,892)	
Internal Service Funds Adjustment			
Other Required Adjustments		(1,277,897)	0
Subtotal			
Recommended Changes for FY 2001			
Total Recommendation			

Data Processing Operations — Cost Center 2352 Major Changes to the Budget

	Positions	Appropriations	Revenues
Data Processing ISF (Fund Number 0074)			
FY 2000 Approved Budget	46.0	3,866,348	
Board Approved Adjustments During FY 2000		28,367	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-46.0	(2,701,023)	
Internal Service Funds Adjustment		170	
Other Required Adjustments		(1,193,862)	0
Subtotal			
Recommended Changes for FY 2001			
Total Recommendation			

Data Processing Systems And Programming — Cost Center 2353 Major Changes to the Budget

	Positions	Appropriations	Revenues
Data Processing ISF (Fund Number 0074)			
FY 2000 Approved Budget	79.0	6,471,332	
Board Approved Adjustments During FY 2000		1,287,656	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-79.0	(6,252,965)	
Internal Service Funds Adjustment			
Other Required Adjustments		(1,506,421)	0
Subtotal		(398)	
Recommended Changes for FY 2001			
Total Recommendation			



Data Processing Information Service Center — Cost Center 2354 Major Changes to the Budget

	Positions	Appropriations	Revenues
Data Processing ISF (Fund Number 0074)			
FY 2000 Approved Budget	23.0	3,142,168	
Board Approved Adjustments During FY 2000	2.0	266,804	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-25.0	(2,017,218)	
Internal Service Funds Adjustment			
Other Required Adjustments		(1,389,482)	0
Subtotal		2,272	
Recommended Changes for FY 2001			
Total Recommendation		2,272	

Telephone Services — Cost Center 2356 Major Changes to the Budget

	Positions	Appropriations	Revenues
Data Processing ISF (Fund Number 0074)			
FY 2000 Approved Budget	15.0	3,549,850	3,308,805
Board Approved Adjustments During FY 2000		197,838	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-15.0	(963,124)	
Internal Service Funds Adjustment		(182,422)	(2,963,083)
Other Required Adjustments		(2,602,142)	(345,722)
Subtotal			
Recommended Changes for FY 2001			
Total Recommendation			

County Information Services — Cost Center 2357 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	8.0	12,697,305	
Board Approved Adjustments During FY 2000		673,093	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-8.0	(698,904)	
Internal Service Funds Adjustment		(157,515)	
Other Required Adjustments		(12,518,075)	0
Subtotal		(4,096)	
Recommended Changes for FY 2001			
Total Recommendation		(4,096)	



CLARAnet — Cost Center 2358 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	5.5	3,704,447	
Board Approved Adjustments During FY 2000		1,924,997	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-5.5	(382,106)	
Internal Service Funds Adjustment		(49,658)	
Other Required Adjustments		(5,197,680)	0
Subtotal			
Recommended Changes for FY 2001			
Total Recommendation			

Chief Information Officer — Cost Center 2601 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget			
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	5.0	532,693	
Internal Service Funds Adjustment		178,483	
Other Required Adjustments		168,475	0
Subtotal	5.0	879,651	
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		2,057	0
1. CLARAnet Infrastructure Improvements		1,461,560	
CLARAnet infrastructure improvements will have a County-wide impact. CLARAnet is now integral to County operations. Improvements will be made to Internet access, the network infrastructure in preparation for electronic tax payments, and security upgrades.			
		2,600,000	
2. Voice Communication Strategic Plan			
Implementation of the Voice Communications Strategic Plan will greatly improve the County's telephone system reliability. This allocation funds new equipment and hardware.			
		2,847,725	
3. County Information Factory			
The County Information Factory project will result in a management-decision making tool for all business entities within the County. The shared statistical data from County departments will result in trends, patterns and correlations to provide 'knowledge discovery' capabilities that will support County initiatives and programs.			
		816,760	
4. CLARAnet Proof of Concept			
This allocation will fund three pilot projects:			
a. Internet Audio Broadcast of Board of Supervisor's Meetings			
b. Point to Point Video Conferencing			
c. Intelligent Call Routing for the Assessor and Tax Collector Offices.			
		255,820	
5. Print Redirection Study			
The Print Redirection Project will provide online reports for 50 ISD customers to access and retrieve necessary information online reducing the need for costly and cumbersome paper reports.			



Chief Information Officer — Cost Center 2601 Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
6. System Management Tools		1,193,065	
System Management Tools will provide an automated process for inventorying software, software distribution, asset management, software metering and remote control of network management for the County's 1300 workstations and over 110 servers with SUN, Windows NT and Macintosh computer systems.			
7. Add funds to create a Director of I.T. Strategic Planning and Analysis		120,586	
This action adds funding to create a Director of Information Technology Strategic Planning and Analysis. A deletion of a Management Analysis Program Manager III position in Cost Center 1230 is being used to partially offset the cost of this action. Net fiscal impact of this total action is \$20,000.			
Subtotal	0.0	9,297,573	0
Total Recommendation	5.0	10,177,224	

Finance & Administration — Cost Center 2611 Major Changes to the Budget

	Positions	Appropriations	Revenues
Data Processing ISF (Fund Number 0074)			
FY 2000 Approved Budget			
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	13.0	1,068,441	
Internal Service Funds Adjustment		1,461,349	20,945,945
Other Required Adjustments		1,484,484	653,017
Subtotal	13.0	4,014,274	21,598,962
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		0	743,789
LAN Maintenance			128,000
Other Adjustments			161,044
1. Office 2000 and Lotus Notes Upgrade for ISD		78,577	
This one-time allocation will be used to purchase Lotus Notes and Office 97 Software upgrades for ISD.			
2. Uninterrupted Power Supply (UPS) Replacement		660,000	
The purchase of a new Uninterrupted Power Supply (UPS) system is needed to replace the County's 14-year-old failing system.			
3. Collaborative Team Training		150,000	
This one-time allocation will be used for to provide collaborative team training to ISD staff. A collaborative team approach within ISD is critical to the success of providing information management services.			
4. Electronic Forms Pilot Project		77,280	
The Electronic Forms Pilot Project will provide the infrastructure needed to support maintenance and deployment of electronic forms. ISD will develop an integrated forms-processing architecture that mitigates paper-form deficiencies and will ultimately be deployable County-wide.			
Subtotal	0.0	965,857	1,032,833
Total Recommendation	13.0	4,980,131	22,631,795



Business Development & Applications — Cost Center 2631

Major Changes to the Budget

	Positions	Appropriations	Revenues
Data Processing ISF (Fund Number 0074)			
FY 2000 Approved Budget			
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	107.0	8,519,113	
Internal Service Funds Adjustment		50	
Other Required Adjustments		1,530,223	0
	Subtotal	10,049,386	
Recommended Changes for FY 2001			
1. Process and Quality Management System		570,000	
Process and Quality Management System is a project that will result in improved performance measurement, cost recovery and project reporting for ISD.			
2. Tools and Training for the Application Development Process		457,000	
Currently the majority of the County's applications are based upon enterprise server technology that is based upon the COBOL language and has been in use for over 30 years. the business applications of tomorrow are using Object Oriented development based upon JAVA and ORACLE. In order to accomplish this move toward the new application development methodologies, ISD will purchase software and training.			
3. Database Development for Board of Supervisors		137,400	
This one-time funding will provide contract services to the Clerk of the Board's office for database development.			
4. Support for Registrar of Voters Electronic Voting Pilot		50,000	
This funding will provide contract services to support the Registrar of Voters electronic voting pilot project.			
5. Increase Contracts for Macintosh Support		100,000	
A one-time allocation of \$100,000 is recommended to be used for contract support of the County's Macintosh and Microsoft Exchange products.			
6. CAD Dispatch Upgrade		515,216	
The Computer Aided Dispatch (CAD) system upgrade is in its third year of five. This allocation will fund contract services and hardware to continue migrating from a minicomputer to a PC based system.			
	Subtotal	1,829,616	0
Total Recommendation	107.0	11,879,002	



IT Infrastructure & Service Delivery — Cost Center 2641

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget			
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	5.0	467,048	
Internal Service Funds Adjustment		748	
Other Required Adjustments		1,524,277	0
Subtotal	5.0	1,992,073	
Recommended Changes for FY 2001			
1. CLARAnet Switches and Routers		175,000	
Additional funding for CLARAnet connections due to relocation of County departments and adding new departments on CLARAnet.			
2. Add funds to Create a Network Designer Position			
This augmentation in Salaries is fully offset by an equal decrease in contracts and will be used to create a Network Designer position within the County's structure. In the past, the design of the County's network system has been performed by a contractor. The net fiscal impact of this action is \$0			
Subtotal	0.0	175,000	0
Fund Subtotal	5.0	2,167,073	0
Data Processing ISF (Fund Number 0074)			
FY 2000 Approved Budget			
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	75.0	5,298,662	
Internal Service Funds Adjustment		121,179	3,052,208
Other Required Adjustments		5,657,526	297,600
Subtotal	75.0	11,077,367	3,349,808
Recommended Changes for FY 2001			
Internal Service Funds Adjustment		2,218	5,000
1. Distributed System Monitoring Tools		111,150	
Distributed system monitoring tools are needed in order for ISD to improve response time in identifying and correcting production problems, to identify trends in application performance and reliability, and to accurately forecast resource needs for budget purposes.			
2. Local Area Network (LAN) Server Tape Library		60,095	
The County's Local Area Network (LAN) servers are currently being backed up manually by ISD staff on a routine basis. This one-time allocation will provide the equipment necessary to implement an automated Network Backup and Restore system that will be reliable and not need human intervention.			
3. Add One Systems Program Analyst	1.0	127,998	
The addition of an alternately staffed Systems Program Analyst/Senior Systems Programming Analyst (G26/G27) will support the Clerk of the Board's Office with LAN management, hardware upgrades and conversions, and software upgrades.			
4. Voice Communication Training		30,400	
Changing technology and equipment drives an ongoing need for annual training sessions for the County's voice communication staff.			
5. Voice Communication Test Lab		53,340	
A Voice Communications Test Lab will mirror equipment now installed throughout the County. It will allow for testing of new releases of software and systems. User's voice system configurations will be loaded on test lab equipment and certified before being installed on the production system. This will reduce phone system outages and the requirement for telephone services technician overtime.			
Subtotal	1.0	385,201	5,000
Fund Subtotal	76.0	11,462,568	3,354,808
Total Recommendation	81.0	13,629,641	3,354,808



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

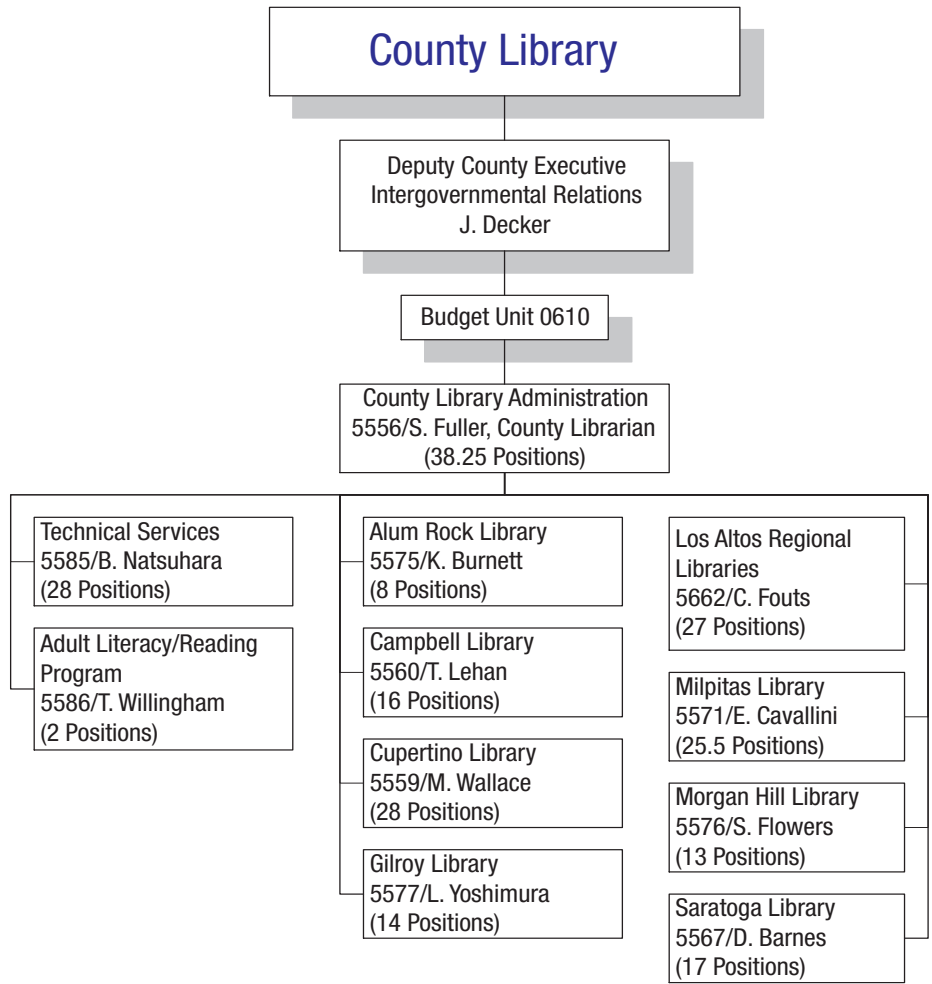
- ◆ Develop collections and services for a changing community.
- ◆ Integrate technological resources and print materials to provide patrons with one comprehensive collection system.
- ◆ Ensure that the Santa Clara County Library is an active participant in the local community.



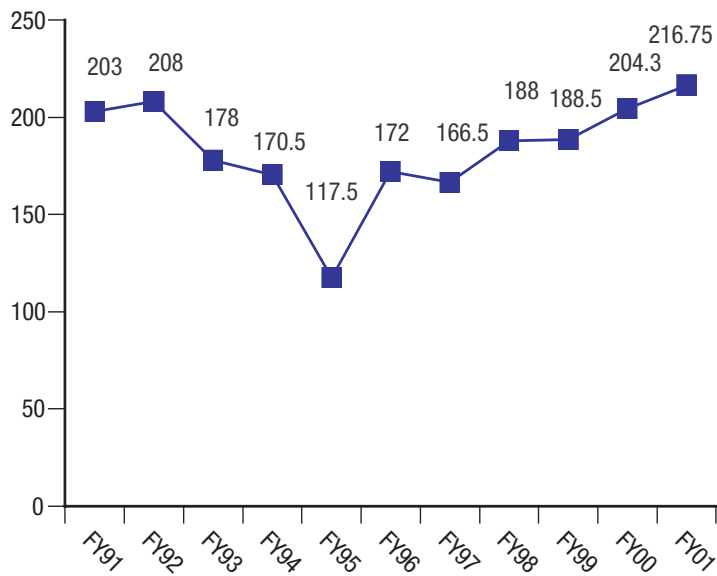
Cost: \$23,911,923



Staff: 216.75



10-Year Staffing Trend



County Library Overview

The County Library provides service to nine cities and the unincorporated areas of the County. Eight community libraries and one branch provide a full range of services to the community. 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. In addition, the County Library also reaches out to the community through its award winning Literacy Program.

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.

Fiscal Year 2000 Accomplishments

- ◆ Library use increased more than sixty percent since the passage of Library Measure A.

- ◆ Santa Clara County Library was rated number two on a national list of the best public libraries.
- ◆ Year 2000 (Y2K) readiness plans and upgrade of computer systems was successfully completed with no disruption in service to the public.
- ◆ The County Library Building Policy was modified and recast by the district City Managers and the JPA.
- ◆ Developed an interim revised building expansion funding policy and saw success in two voter-approved building projects in the cities of Saratoga and Cupertino.
- ◆ Work of the Comprehensive Performance Management Committees was expanded completing coverage of all the Library's service areas.
- ◆ The Library Joint Powers Authority and staff participated in the orientation of five new voting members and four new city managers.
- ◆ JPA Legislative Committee began actively seeking a legislative remedy to the ERAF property tax shift enacted by the State in the early 1990's.

Fiscal Year 2001 Planned Accomplishments

- ◆ JPA will continue to work toward resolution of the ERAF issue.
- ◆ JPA will begin work on the renewal of the library assessment measure.
- ◆ Five building projects will continue to be supported.
- ◆ Planning will begin for a major upgrade of the library's basic software.



County Library

County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations are focused on achieving the Board of Supervisors' priorities in the areas of enhancing fiscal integrity and improved accountability and continuous quality improvement. All these things result in improved quality of services provided to the residents of Santa Clara County.

The County Executive's recommendation reflects the Fiscal Year 2001 Library Budget that will be presented to the Joint Powers Authority (JPA) for review and approval on June 1, 2000. Any modifications approved by the JPA will be included in the Final Budget Document.

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.

- ◆ \$187,000 is added for miscellaneous services and supplies to assure adequate spending authority for such items as small tools, computer hardware/software, equipment leases, etc.
- ◆ Add \$221,000 in one-time funds for building maintenance projects and to replace furniture items used by the public and staff.

Total Cost: \$638,000

New Positions

In summary, 11.0 new FTEs are reflected in the Fiscal Year 2001 budget for the following programs:

- ◆ 3.5 FTEs Cupertino Library
- ◆ 1 FTE Saratoga Library
- ◆ 2.5 FTE Milpitas Library
- ◆ .5 FTE Alum Rock Library
- ◆ 1 FTE Morgan Hill Library
- ◆ 1.5 FTE Gilroy Library
- ◆ .5 FTE Headquarters
- ◆ .5 FTE Technical Services

Total Cost: \$451,000

Services and Supplies Augmentations

- ◆ \$230,000 is added for library materials (books, periodicals, etc.) to achieve the goal of setting the materials budget at 15% of the Library budget. The County Library continues its commitment to

Fixed Assets

The County Library has requested one-time allocations for the following fixed assets:

- ◆ \$12,000 for a replacement security gate at the Saratoga Library.
- ◆ \$5,000 for an LCD Projector -- The Library provides regular public classes in computer and Internet skills. An LCD Projector projects the computer screen onto an easily visible overhead screen and will allow larger classes.
- ◆ \$5,000 for an industrial stapler -- The Library needs an industrial stapler that will accommodate the size and volume of handouts prepared for the public. The only alternative would be to send printing to an outside source which would be significantly less cost-effective.
- ◆ \$3,500 to purchase a lap-top computer for Library Administration to use in public presentations and staff training seminars.
- ◆ \$10,000 to purchase the necessary computer hardware and software to connect the Bookmobile to the Library catalog.



- ◆ \$22,000 to purchase five CD ROM workstations. This computer equipment will be used to allow children alternative access to computer resources and information without using the Internet.

Total One Time Cost: \$57,500

County Library — Budget Unit 0610 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
5556	Library Headquarters	6,934,484	8,874,471	8,925,964	10,133,950	1,259,479	14
5559	Cupertino Library	1,784,423	1,835,743	1,835,743	2,100,359	264,616	14
5560	Campbell Library	1,110,599	1,162,360	1,162,360	1,242,167	79,807	7
5567	Saratoga Library	1,250,002	1,170,087	1,187,687	1,355,023	184,936	16
5571	Milpitas Library	1,719,437	1,650,901	1,650,901	2,001,597	350,696	21
5575	Alum Rock Library	618,086	611,791	611,791	665,521	53,730	9
5576	Morgan Hill Library	858,252	837,909	837,909	987,429	149,520	18
5577	Gilroy Library	823,800	892,135	892,135	1,021,668	129,533	15
5585	Library Technical Services	1,680,421	2,000,350	2,000,350	2,054,429	54,079	3
5586	Adult Literacy	885,695	603,007	1,047,275	524,401	(78,606)	-13
5662	Los Altos Library	1,691,505	1,716,466	1,716,466	1,825,379	108,913	6
Total Expenditures		19,356,704	21,355,220	21,868,581	23,911,923	2,556,703	12%

County Library — Budget Unit 0610 Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
5556	Library Headquarters	19,682,430	19,085,000	19,154,093	20,603,510	1,518,510	8
5586	Adult Literacy	837,882	485,414	929,682	441,412	(43,932)	-9
Total Revenues		20,520,312	19,570,414	20,083,775	21,044,922	1,474,508	8



Library Headquarters — Cost Center 5556

Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2000 Approved Budget	33.25	8,874,471	19,085,000
Board Approved Adjustments During FY 2000		51,493	69,093
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	4.0	430,371	
Internal Service Funds Adjustment		(332,628)	
Other Required Adjustments		(105,143)	1,449,417
Subtotal	37.75	8,918,564	20,603,510
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		11	0
1. Increase Library Materials Budget		277,139	
Object Two augmentations are consistent with the Library's goal to maintain the annual materials budget at approximately 15% of the Library's total budget.			
2. Add One-Time Funds		118,211	
One-time funds are recommended for the following:			
a. \$75,000 for professional architectural services			
b. \$43,211 to purchase furniture and shelving for all locations			
3. Fixed Asset Funds		57,500	
Addition of Fixed Asset Funds for the Following:			
a. \$12,000-Replacement Security Gate for the Saratoga Library			
b. \$5,000-LCD Projector			
c. \$5,000-Industrial Stapler			
d. \$3,500 Lap-Top Computer			
e. \$10,000-Remote Catalog Access for Bookmobile			
f. \$22,000-Five (5) CD ROM Workstations			
4. Increase Appropriated Reserves		743,253	
Increase appropriated reserves for FY 2001 to achieve the following the following levels:			
◆ \$400,000-Two Percent Operating Contingency			
◆ \$1,436,257-Capital Development Reserve			
◆ \$565,253-Technology Reserve			
5. Add Half-time Messenger/Driver to Headquarters		0.5	19,272
Subtotal	0.5	1,215,386	0
Total Recommendation	38.25	10,133,950	20,603,510



Cupertino Library — Cost Center 5559 Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2000 Approved Budget	24.5	1,835,743	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		163,423	
Internal Service Funds Adjustment		(817)	
Other Required Adjustments		1,000	0
	Subtotal	24.5	1,999,349
Recommended Changes for FY 2001			
1. Position Changes in Cupertino Library	3.5	86,010	
◆ Delete 0.5 FTE Library Assistant I/II (E40)			
◆ Add 1.0 FTE Librarian II/I (J63)			
◆ Add 0.5 FTE Librarian II/I (J63) Term Limited			
◆ Add 0.5 FTE Library Clerk II/I (E55)			
◆ Add 2.0 FTE Library Clerk II/I (W1K)-Unclassified/Unfunded			
		15,000	
2. One Time Funds			
Repair air handler and roof at the Cupertino Library.			
	Subtotal	3.5	101,010
			0
Total Recommendation	28.0	2,100,359	

Campbell Library — Cost Center 5560 Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2000 Approved Budget	16.0	1,162,360	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		97,643	
Internal Service Funds Adjustment		(266)	
Other Required Adjustments		(17,570)	0
	Subtotal	16.0	1,242,167
Recommended Changes for FY 2001			
Total Recommendation	16.0	1,242,167	



Saratoga Library — Cost Center 5567

Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2000 Approved Budget	16.0	1,170,087	
Board Approved Adjustments During FY 2000		17,600	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		95,199	
Internal Service Funds Adjustment		(93)	
Other Required Adjustments		(5,600)	0
Subtotal	16.0	1,277,193	
Recommended Changes for FY 2001			
1. One-Time Funding for Air Compressor		25,000	
2. Add positions to the Saratoga Library	1.0	52,830	
The following positions are completely or largely funded by the conversion of extra-help hours:			
◆ One part-time Librarian II/I			
◆ One part-time Library Clerk II/I			
Subtotal	1.0	77,830	0
Total Recommendation	17.0	1,355,023	

Milpitas Library — Cost Center 5571

Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2000 Approved Budget	23.0	1,650,901	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		136,145	
Internal Service Funds Adjustment		(901)	
Other Required Adjustments		5,300	0
Subtotal	23.0	1,791,445	
Recommended Changes for FY 2001			
1. One Time Funds		87,500	
One time funds will be used for minor building modification projects and recarpeting at the Milpitas Library.			
2. Add positions to the Milpitas Library	2.5	122,652	
The following positions are completely or largely funded by the conversion of extra-help hours:			
◆ One half-time Librarian II/I			
◆ One half-time Library Clerk II/I			
◆ One full-time Library Clerk II/I			
◆ One half-time Janitor			
Subtotal	2.5	210,152	0
Total Recommendation	25.5	2,001,597	



Alum Rock Library — Cost Center 5575

Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2000 Approved Budget	7.5	611,791	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		30,265	
Internal Service Funds Adjustment		(1,405)	
Other Required Adjustments		3,000	0
Subtotal	7.5	643,651	
Recommended Changes for FY 2001			
1. Add Library Clerk II/I	0.5	21,870	
Addition of this position is largely funded by the conversion of extra-help hours.			
Subtotal	0.5	21,870	0
Total Recommendation	8.0	665,521	

Morgan Hill Library — Cost Center 5576

Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2000 Approved Budget	12.0	837,909	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		93,559	
Internal Service Funds Adjustment		(463)	
Other Required Adjustments		10,500	0
Subtotal	12.0	941,505	
Recommended Changes for FY 2001			
1. Add Positions for the Morgan Hill Library	1.0	45,924	
The following positions are completely or largely funded by the conversion of extra-help hours:			
◆ One half-time Librarian II/I			
◆ One half-time Library Clerk II/I			
Subtotal	1.0	45,924	0
Total Recommendation	13.0	987,429	



Gilroy Library — Cost Center 5577 Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2000 Approved Budget	12.5	892,135	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		68,790	
Internal Service Funds Adjustment		(261)	
Other Required Adjustments		(13,000)	0
Subtotal	12.5	947,664	
Recommended Changes for FY 2001			
1. Add 1.5 FTE to Gilroy Library	1.5	74,004	
A combination of formula share growth and the conversion of extra-help hours fund the following positions:			
◆ One full-time Librarian II/I (J64)			
◆ One half-time Library Clerk II/I			
Subtotal	1.5	74,004	0
Total Recommendation	14.0	1,021,668	

Library Technical Services — Cost Center 5585 Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2000 Approved Budget	30.5	2,000,350	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-3.0	(6,001)	
Internal Service Funds Adjustment			
Other Required Adjustments		(48,000)	0
Subtotal	27.5	1,946,349	
Recommended Changes for FY 2001			
1. Increase Library Materials Budget		80,000	
2. Add Librarian II/I to Technical Services	0.5	28,080	
Add one half-time Librarian I to Technical Services.			
Subtotal	0.5	108,080	0
Total Recommendation	28.0	2,054,429	



Adult Literacy — Cost Center 5586 Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2000 Approved Budget	2.0	603,007	485,414
Board Approved Adjustments During FY 2000		444,268	444,268
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		(141,993)	
Internal Service Funds Adjustment			
Other Required Adjustments		(415,546)	(488,270)
Subtotal	2.0	489,736	441,412
Recommended Changes for FY 2001			
1. Increase Library Materials Budget		34,665	
Subtotal	0.0	34,665	0
Total Recommendation	2.0	524,401	441,412

Los Altos Library — Cost Center 5662 Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2000 Approved Budget	27.0	1,716,466	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		117,613	
Internal Service Funds Adjustment			
Other Required Adjustments		(8,700)	0
Subtotal	27.0	1,825,379	
Recommended Changes for FY 2001			
Total Recommendation	27.0	1,825,379	



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

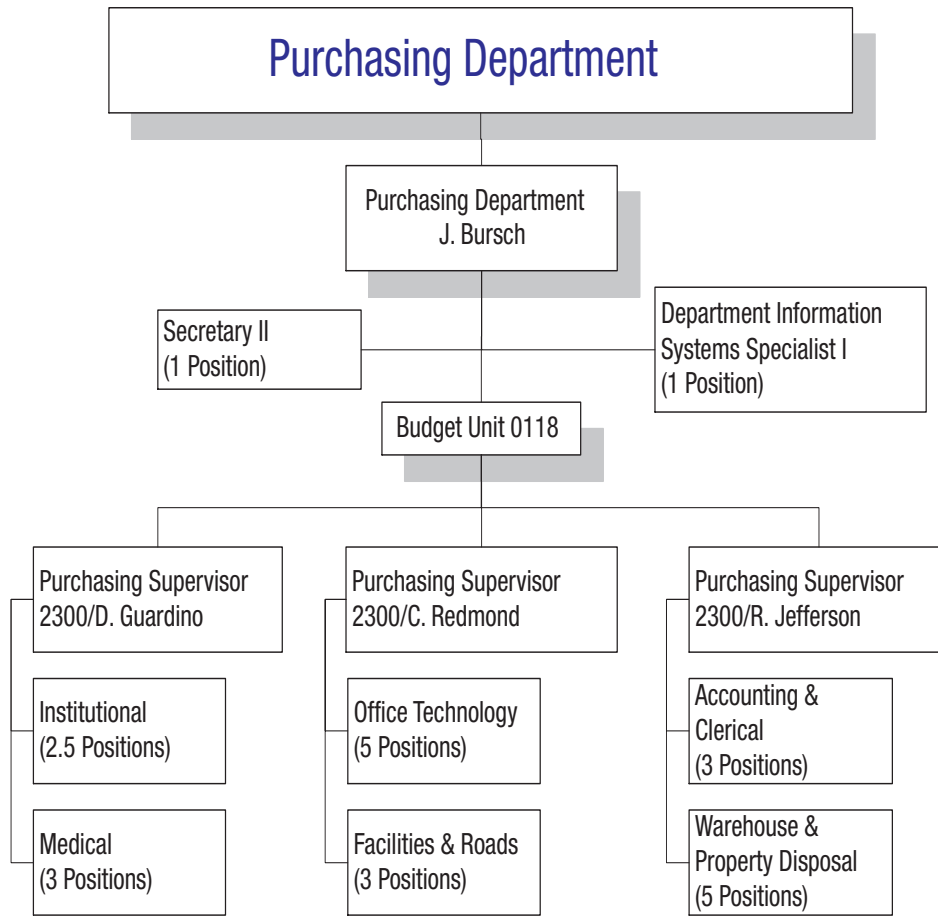
- ◆ Develop cost-effective procurement strategies.
- ◆ Focus procurement expertise on activities offering the greatest potential for savings.
- ◆ Promote fair and open competition.
- ◆ Provide efficient disposal of surplus equipment and supplies.
- ◆ Provide training, direction and oversight so that all purchasing transactions comply with County policies and procedures.



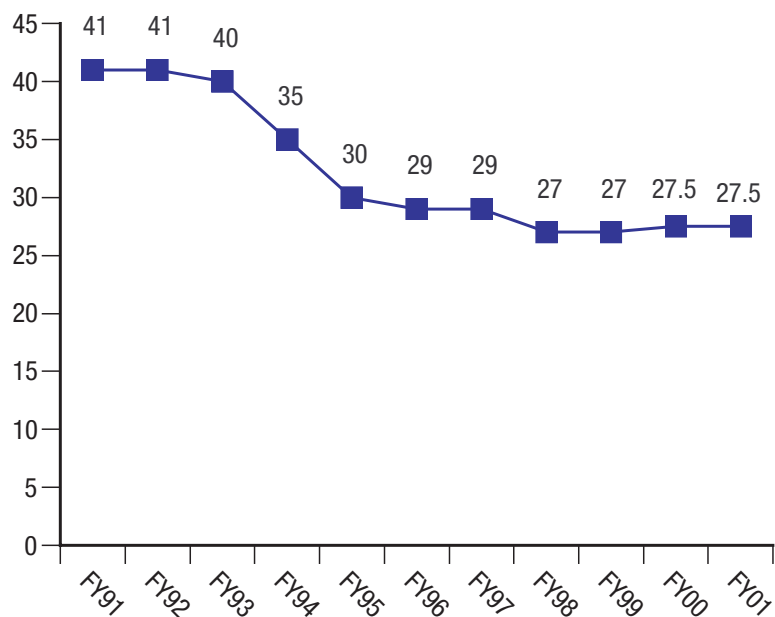
Cost: \$2,569,591



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.

- ◆ Expanded the Purchasing web site, providing information regarding buying assignments, contract listings, available surplus property, the County “stores” catalog, contract details, and the Purchasing Procedures Manual.
- ◆ Purchased and installed an up-to-date purchasing application system that allows the Department and its customers to access and process information, either by a graphic user interface, or through a web browser. The new system will be fully integrated with the existing county-wide network, eliminate duplication of effort, and reduce user dependency on paper output. The purchasing process will be timelier and management information will be more accessible.

Fiscal Year 2000 Accomplishments

- ◆ Worked closely with both the Information Services Department and County Counsel to assure that the purchase of goods and services for the Year 2000 occurred without problems. procedures were revised relative to contract negotiations and product/service reviews. the precautions taken by Purchasing caused some delays, but proved to be a successful approach to this crucial issue.

Fiscal Year 2001 Planned Accomplishments

- ◆ Participate in a county-wide needs assessment for an automated procurement/accounts payable system.
- ◆ Allow Purchasing’s customers to process and access information either by a graphic user interface or through a Web browser. Purchasing will be fully integrated with the existing county-wide network.



Purchasing Department County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for the Purchasing Department support the Board of Supervisors priority of enhancing the County's fiscal integrity. These recommendations focus on investments in technology that will allow the County to function more efficiently and effectively.

Wide Area Network (WAN) for County-wide Purchasing System

Background

The Purchasing Department has successfully completed the first two phases of the three-phase County-wide Purchasing System Information Technology Plan:

- ◆ Phase I: Office Automation System and Local Area Network (LAN) completed in 1998 (\$150,000)
- ◆ Phase II: Internal Purchasing Inventory and Purchasing Applications completed in 1999 (\$225,000)

While the completion of these two phases has resulted in many improvements in the purchasing process, a number of problems remain:

- a) Duplicated effort spent by the Purchasing Department's end users to prepare requisitions using typewriters or stand-alone non-integrated systems. The requisitions must then be re-entered into the Purchasing system.
- b) Labor hours are lost answering calls regarding the status of orders.
- c) Inefficiency in materials management due to several departments having stand-alone systems for purchasing stores warehouse items.
- d) Current paper-based purchasing routines are overly complex and labor intensive, requiring the Purchasing Department to focus on day-to-day

buying transactions versus strategic tasks and contract negotiations which comprise over 72% of purchasing activity.

- e) Current system does not capture all purchase information and provide a complete buying history for the Purchasing Department to leverage purchase volumes and negotiate prices.

Recommendation

Provide \$132,000 in one-time funds to develop a wide area network (WAN) for the County-wide Purchasing System (Phase III of the County-wide Purchasing System Information Technology Plan).

Anticipated Outcome

The Purchasing Department is currently encouraging high-volume end-user departments and agencies to participate in electronic processing of stores requisitions. (Stores requisitions are requests for supplies and materials stored in the Purchasing Department warehouse).

The appropriation recommended here will allow the Purchasing Department to

- ◆ increase the number of departments participating in electronic processing of stores requisitions,
- ◆ evaluate the present system for possible remote electronic requisitioning of non-stores requirements, and
- ◆ track fixed asset surplus property and disposal activities.

Anticipated service and productivity improvements include:

- ◆ reduce requisitioning and order processing costs
- ◆ improve speed of communication on the status of orders
- ◆ ability to reallocate resources, minimizing obsolescence and spoilage
- ◆ minimize unauthorized purchases



- ◆ provide a complete buying history for the Purchasing Department to leverage purchase volumes and negotiate prices
- ◆ increase requisitioner productivity
- ◆ elimination of unnecessary paperwork

Total Cost: \$132,000 (one-time)

Electronic Procurement Implementation Project

Background

The Purchasing Department is seeking to automate the County's procurement process in order to mitigate problems plaguing the current process:

- ◆ Inefficiency in materials management due to stock-piling of materials or "just in case" mentality
- ◆ Absence of quantitative means or automated reporting mechanism to track systems contracts (e.g., annual usage, unit price v. contract price, industry benchmarks)
- ◆ Lack of real time interface and connectivity to claims-accounts payable system
- ◆ Redundancy in purchasing and materials management information systems that do not communicate
- ◆ Complexity of current paper-based purchasing routines
- ◆ Insufficient access to product information and specifications by end-users
- ◆ Off-contract acquisitions purchased at higher prices while existing contracts go unused
- ◆ Redundancies in reconciling receiving reports, purchase orders, and invoices.

The purchasing process is highly complicated and crosses over several different automated systems. A comprehensive analysis of the entire process needs to be performed so that the County can clearly define the scope and cost of implementing a County-wide system. The goal is to have a system that shortens procurement cycle times, reduces processing costs, reduces inventory carrying costs, improves vendor performance, provides

greater control, and improves reporting capabilities so that Purchasing can negotiate lower prices for supplies and materials.

Recommendation

Provide \$750,000 in one-time funds to complete a County-wide requirements study and system design document for eventual implementation of an electronic procurement system.

The analysis will

- ◆ review other counties' experiences implementing County-wide automated purchasing systems,
- ◆ examine automated procurement solution providers' software and hardware capabilities,
- ◆ review current redundant processes and alternative strategies for re-engineering the procurement process in an electronic commerce environment,
- ◆ interview department staff who participate in the purchasing, materials management, and claims processes,
- ◆ examine the legal requirements of doing business in an electronic commerce environment,
- ◆ analyze the existing supplier base and determine what is needed to ensure all suppliers can actively participate in the County's electronic commerce system, and
- ◆ prepare a design document that will serve as the County's electronic procurement model.

Anticipated Outcome

The requirements study and system design document will allow the County to identify the appropriate system architecture and software needed to implement an electronic procurement model.

One of the immediate improvements gained from the study will be a better understanding of the County's processes related to purchasing, materials management, and claims-accounts payable. After the County has re-engineered the processes identified in the analysis and designed a work flow document that will serve as the County's electronic procurement model, additional appropriations will be required to implement an automated procurement system.

Total Cost: \$750,000 (one-time)



Purchasing — Budget Unit 0118 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
2300	Purchasing Department	1,409,020	1,456,417	1,456,417	2,569,591	1,113,174	76
	Total Expenditures	1,409,020	1,456,417	1,456,417	2,569,591	1,113,174	76%

Purchasing — Budget Unit 0118 Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
2300	Purchasing Department	190,040	145,000	145,000	140,000	(5,000)	-3
	Total Revenues	190,040	145,000	145,000	140,000	(5,000)	-3%

Purchasing Department — Cost Center 2300 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	27.5	1,456,417	145,000
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		122,077	
Internal Service Funds Adjustment		107,358	
Other Required Adjustments			(5,000)
Subtotal	27.5	1,685,852	140,000
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		1,739	0
1. Wide Area Network for County-wide Purchasing System		132,000	
Provide one-time funding to develop a wide area network (WAN) for a County-wide purchasing system. This technology project represents the last of the three-phase project to automate purchasing functions.			
2. Electronic Procurement Implementation Project		750,000	
Provide one-time funds to develop a County-wide requirements and system design analysis for electronic procurement.			
Subtotal	0.0	883,739	0
Total Recommendation	27.5	2,569,591	140,000



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.



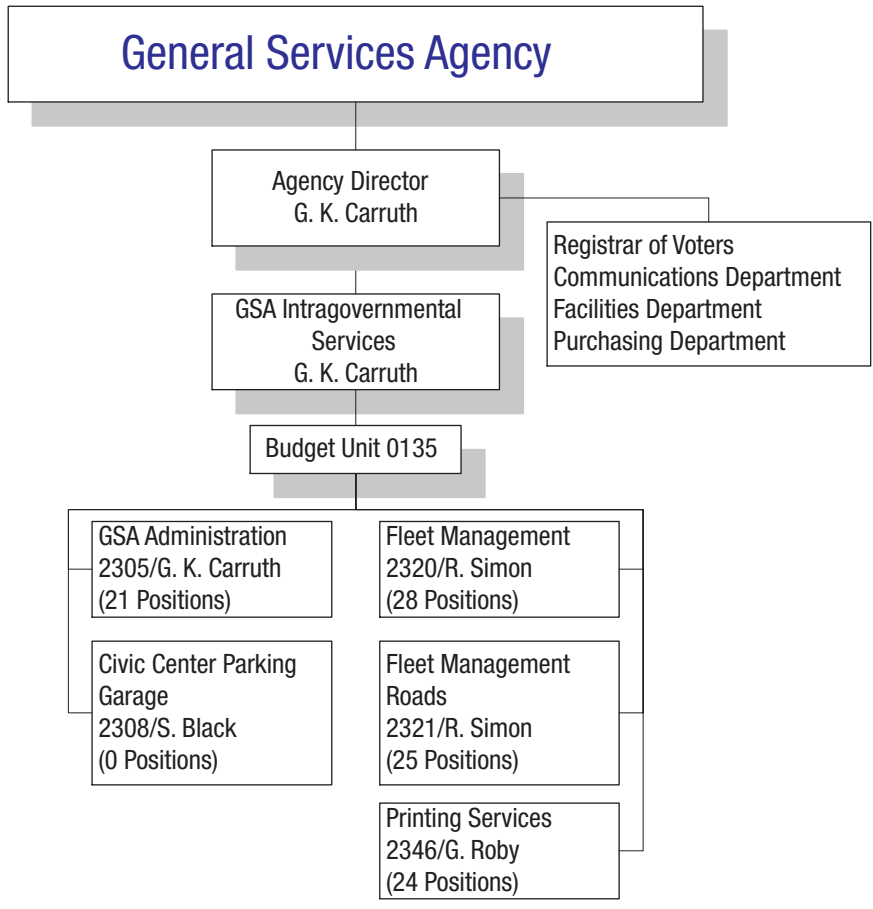
Cost: \$16,418,193

Goals

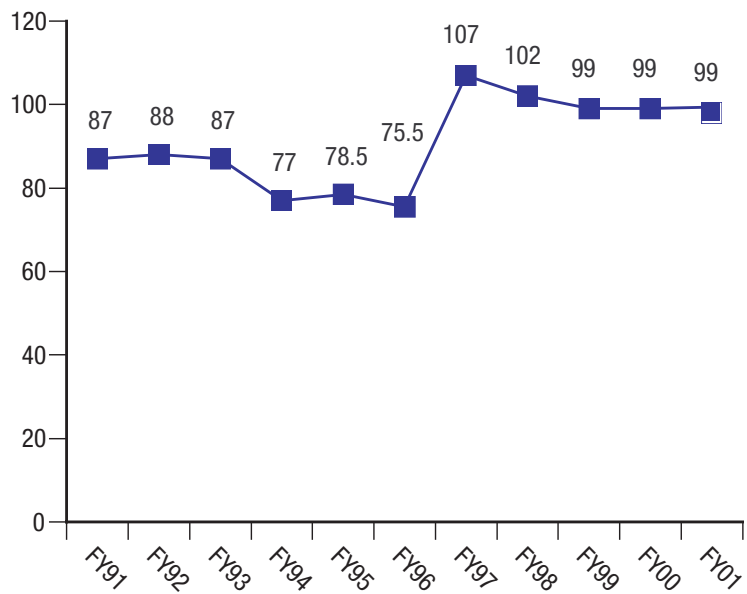
- ◆ Continue the implementation of the strategic plan, Direction 2000 and action plans developed by Management-Employee Involvement Committees (MEICs).
- ◆ Complete development of performance outcomes and measurements and link to Comprehensive Performance Management (CPM) and Performance Based Budgeting (PBB).
- ◆ 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: 98



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 2000 Accomplishments

Administration/Fiscal

- ◆ Continue to implement the agency strategic planning effort. The planning effort, 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).

- ◆ Reviewed 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

- ◆ Introduced universal County fleet fuel credit cards to departments as a replacement for commercial credit cards and as a contingency.
- ◆ Initiated the "First Wheels" program in collaboration with Social Services CalWORKS Program. "First Wheels" assists welfare-to-work clients in meeting their transportation needs. Twelve to fourteen year old County vehicles in serviceable condition are sold at auction value to the program for distribution to eligible clients.
- ◆ Assumed management responsibility of the Roads and Airports Department's fleet, which allows Fleet to provide Roads and Airports with the same replacement cycle management and maintenance services that are provided in other County departments. These added services are being provided at no increase in Fleet's staff.
- ◆ Developed and implemented a department-specific Vehicle Analysis and Planning Conference to discuss over/under utilization of vehicles within the County fleet. Recommended transfers, rotations and reassignments of vehicles within department fleets and/or County fleet.
- ◆ Implemented Year 2000 compliance plan to ensure compliance in all equipment, vehicles, vendors and suppliers, and updated hardware and software at all fleet facilities.



Printing Services

- ◆ Relocated Record Retention facility, moving 40,000 boxes to a new location, while working with departments to purge nearly 15,000 boxes of records. As boxes were stored, a records database was created to improve retrieval.
- ◆ Purchased and installed new equipment such as a paper-folding machine, a seven spindle paper drill and a thumb-tab booklet-sealing machine. Training was provided to staff on the use of the new machines. The new equipment allows Printing Services to provide enhanced services to County departments more efficiently and effectively.
- ◆ Significantly expanded the use of Network Printing. Network color jobs have grown from a few thousand copies to 30,000 copies per month. DocuTech networked jobs have increased from an occasional electronic job to a daily routine.
- ◆ Greatly expanded the software platforms that support both Macintosh and Windows.

Fiscal Year 2001 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 Comprehen-

sive 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

- ◆ Implement plan to move Fleet Management's Administrative Services function to a new facility and location. In cooperation with GSA Capital Programs Division, investigate feasibility of possible remodel or merger of fleet facilities.
- ◆ Bring forward options for additional van pools, car pools and other commute alternatives.
- ◆ Continue to work with outside governmental agencies to provide contract fleet management services.

Printing Services

- ◆ Explore further Printing Service expansions through ongoing customer feedback; continue to improve customer service through equipment updates and staff training.
- ◆ Expand networking capabilities at the 70 W. Hedding Quick-Copy Center.
- ◆ Study mail messenger routes for possible reduction in travel time.



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.

Fleet Management Replacement of Three Smog Certification/Engine Analyzer Machines

SB 974 effective January 1, 2000, requires all vehicles sold at auction to be smog certified and safety inspected. The County sends approximately 200 vehicles to auction per year. This will increase the demand

on the current machines in addition to the 700 smog certifications needed each year. The existing smog certification and engine analyzer machines are 10-15 years old and in very poor condition. The machines are not compatible with new automotive technology. The purchase of three new machines will provide Fleet Management with the ability to perform cost effective and efficient in-house technical maintenance repairs and smog certifications of County vehicles and of vehicles of contract customers.

Total One-time Cost: \$71,500

GSA Intragovernmental Services — Budget Unit 0135 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
2305	GSA Administration	688,635	689,834	735,164	545,842	(143,992)	-21
2308	Civic Center Parking Garage	226,194	284,193	284,193	284,190	(3)	
2320	GSA Fleet Management Division	11,870,498	9,981,948	18,041,028	9,435,564	(546,384)	-5
	1 General Fund			(5,000)			
	73 Garage ISF	11,870,498	9,981,948	18,046,028	9,435,564	(546,384)	-5
2321	Fleet Management-Roads	3,324,027	3,290,688	3,292,380	3,274,055	(16,633)	-1
	1 General Fund	173					
	73 Garage ISF	3,323,854	3,290,688	3,291,678	3,273,353	(17,335)	-1
	74 Data Processing ISF			702	702	702	
2346	GSA Printing Services	2,376,458	2,585,985	2,621,042	2,878,542	292,557	11
	1 General Fund	496,793	453,266	453,266	766,151	312,885	69
	77 Printing Services ISF	1,879,665	2,132,719	2,167,776	2,112,391	(20,328)	-1
	Total Expenditures	18,485,812	16,832,648	24,973,807	16,418,193	(414,455)	-2%



GSA Intragovernmental Services — Budget Unit 0135

Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
2305	GSA Administration	142,001	100,000	114,330	78,600	(21,400)	-21
2308	Civic Center Parking Garage	382,367	411,516	411,516	411,516		0
2320	GSA Fleet Management Division	13,042,517	9,771,460	15,419,233	10,784,680	1,013,220	10
2321	Fleet Management-Roads	3,540,858	2,840,412	2,840,412	2,073,985	(766,427)	-27
2346	GSA Printing Services	2,071,883	1,996,490	1,996,490	2,207,100	210,610	11
	1 General Fund				182,000	182,000	0
	77 Printing Services ISF	2,071,883	1,996,490	1,996,490	2,025,100	28,610	1
	Total Revenues	19,179,626	15,119,878	20,781,981	15,555,881	436,003	3%

GSA Administration — Cost Center 2305

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	22.0	689,834	100,000
Board Approved Adjustments During FY 2000		45,330	14,330
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(21,495)	
Internal Service Funds Adjustment		(154,666)	
Other Required Adjustments		(14,330)	(35,730)
	Subtotal	21.0	544,673
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		1,169	0
	Subtotal	0.0	1,169
Total Recommendation	21.0	545,842	78,600

Civic Center Parking Garage — Cost Center 2308

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget		284,193	411,516
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		(3)	
Other Required Adjustments			0
	Subtotal	284,190	411,516
Recommended Changes for FY 2001			
Total Recommendation		284,190	411,516



GSA Fleet Management Division — Cost Center 2320

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget			
Board Approved Adjustments During FY 2000		(5,000)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		45,000	
Other Required Adjustments		(40,000)	0
Subtotal			
Recommended Changes for FY 2001			
Fund Subtotal	0.0	0	0
Garage ISF (Fund Number 0073)			
FY 2000 Approved Budget	28.0	9,981,948	9,771,460
Board Approved Adjustments During FY 2000		8,064,080	5,647,773
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		55,250	
Internal Service Funds Adjustment		(884,971)	779,502
Other Required Adjustments		(7,868,328)	(5,645,955)
Subtotal	28.0	9,347,979	10,552,780
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		2,506	203,600
Vehicle for DA Messenger-Driver			5,000
Vehicles for Family Support			16,800
Vehicle for FAST investigator			6,500
1. Purchase 3 Replacement Smog Certification Machines		71,500	
This one-time appropriation will be used to purchase 3 smog certification/engine analyzer machines for Fleet Management. Existing machines are in very poor condition.			
2. Software Upgrade for Fleet Management		13,579	
This appropriation will fund software upgrades in Fleet Management services.			
Subtotal	0.0	87,585	231,900
Fund Subtotal	28.0	9,435,564	10,784,680
Total Recommendation	28.0	9,435,564	10,784,680

Fleet Management-Roads — Cost Center 2321

Major Changes to the Budget

	Positions	Appropriations	Revenues
Garage ISF (Fund Number 0073)			
FY 2000 Approved Budget	25.0	3,290,688	2,840,412
Board Approved Adjustments During FY 2000		990	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		100,816	
Internal Service Funds Adjustment		(119,141)	(931,691)
Other Required Adjustments			165,264
Subtotal	25.0	3,273,353	2,073,985
Recommended Changes for FY 2001			
Fund Subtotal	25.0	3,273,353	2,073,985



Fleet Management-Roads — Cost Center 2321

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Data Processing ISF (Fund Number 0074)			
FY 2000 Approved Budget			
Board Approved Adjustments During FY 2000		702	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal		702	
Recommended Changes for FY 2001			
Fund Subtotal	0.0	702	0
Total Recommendation	25.0	3,274,055	2,073,985

GSA Printing Services — Cost Center 2346

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	7.0	453,266	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		11,555	
Internal Service Funds Adjustment		169,302	182,000
Other Required Adjustments		132,028	0
Subtotal	7.0	766,151	182,000
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		(40,000)	0
1. Increased Postage Services to Family Support		40,000	
Reflects increased postage services for the DA-Family Support program. In the Final Budget phase, the Office of Budget and Analysis will further adjust the budget to reflect the buyer-seller relationship between DA-Family Support and Printing Services, increasing expenses for Family Support to provide a reimbursement to Printing Services. This adjustment will have no additional net General Fund impact.			
Subtotal	0.0	0	0
Fund Subtotal	7.0	766,151	182,000
Printing Services ISF (Fund Number 0077)			
FY 2000 Approved Budget	17.0	2,132,719	1,996,490
Board Approved Adjustments During FY 2000		35,057	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		16,166	
Internal Service Funds Adjustment		(6,505)	101,369
Other Required Adjustments		(65,057)	(72,759)
Subtotal	17.0	2,112,380	2,025,100
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		11	0
Subtotal	0.0	11	0
Fund Subtotal	17.0	2,112,391	2,025,100
Total Recommendation	24.0	2,878,542	2,207,100



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

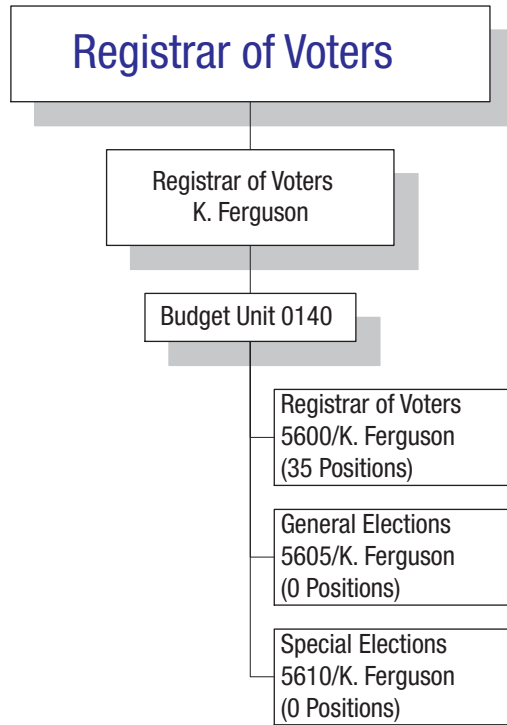
- ◆ Provide timely election results.
- ◆ Provide user-friendly election materials and absentee ballots to voters in a timely-manner.
- ◆ Continue to research and explore new state-of-the-art voting systems for possible implementation in Santa Clara County.
- ◆ Provide accessible polling places staffed 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.



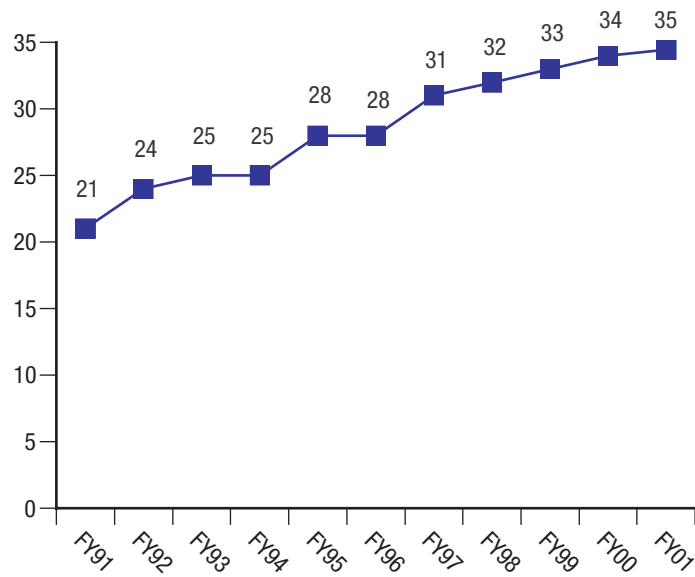
Cost: \$6,664,235



Staff: 35



10-Year Staffing Trend



Registrar of Voters Overview

The Registrar of Voters is the County Elections Official and conducts all Federal, State-wide, County, school district, general district and special elections. Election services are provided to cities and special districts when authorized by the Board of Supervisors. School districts, cities, and special districts reimburse the County in full for election services. Revenues from these sources are approximately \$1.5 million annually.

The Registrar of Voters office provides for the registration of qualified electors and maintains an accurate register of the County's eligible 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 targeted polling places. The office examines and verifies signatures on initiative, referendum, recall, nomination and other election petitions.

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

- a) provide increased ballot access to disabled and elderly voters
- b) recruit and train a sufficient number of qualified poll workers
- c) conduct a successful Presidential General Election November 7, 2000
- d) conduct a successful touch screen electronic voting pilot project
- e) upgrade the voter registration/election management computer system to a PC-based system utilizing networked servers

Fiscal Year 2000 Accomplishments

- ◆ Processed over 97,000 voter registration affidavits as of March, 2000, resulting in the registration of more than 86,000 new voters.
- ◆ Processed petitions containing 148,000 signatures as of March, 2000.

- ◆ Created and made available for purchase 1,700 digitized precinct and jurisdiction maps.
- ◆ Prepared a Voter Guide booklet in four languages to inform the public about the voting process and upcoming elections in Santa Clara County and distributed more than 50,000 copies.
- ◆ Developed and executed a new Poll Worker Training Program, incorporating streamlined forms and procedures, new support materials and contract trainers.
- ◆ Recruited and paid more than 6,000 poll workers.
- ◆ Trained more than 5,700 poll workers.
- ◆ Located and secured approximately 1,500 polling places.
- ◆ Added 48 additional telephone lines to the registrar of Voters office to accommodate the 299-Vote and 299-POLL hotline calls from the public and poll workers.
- ◆ Conducted 5 elections, including the November 3, 1999 U.D.E.L. Election and the March 7, 2000 Presidential Primary Election.
- ◆ Prepared and mailed 725,000 error-free sample ballot booklets, in four languages, one month prior to the March 7, 2000 Presidential Primary Election.
- ◆ Implemented the use of cellular telephones for poll workers and a 299-POLL Election Day support hotline.
- ◆ Implemented an "Early Bird Absentee Ballot Pickup Program" to retrieve absentee ballots from Election Day polling places and deliver them back to the Office of the Registrar of Voters, increasing the percentage of absentee votes reported on Election Night to more than 65%.
- ◆ Implemented the reporting of Absentee Vote totals by election precinct.
- ◆ Implemented the reporting of President and County Central Committee Vote totals by political party (eight different parties).



- ◆ Implemented streamlined ballot delivery procedures and increased the percentage of precincts counted/reported by 11:00 p.m. on Election Night.
- ◆ Increased the accuracy of ballot statements processed during the Canvass of the Vote.
- ◆ Expanded information on the web site for voters and candidates.
- ◆ Held numerous demonstrations of 3 different touch screen voting systems and 3 different touch screen voting units for the disabled.
- ◆ Processed and mailed 2,000,000 pieces of election related materials to registered voters.
- ◆ Conducted 6 poll worker de-briefing sessions following the March 7, 2000 Primary Election.
- ◆ Conduct a pilot project utilizing touch screen electronic voting machines at three community-based early voting sites during an election in 2001.
- ◆ Survey voters and poll workers on the ease of use of the electronic voting system used in the pilot project.
- ◆ Develop an updated survey instrument for assessing the accessibility of polling places and use it to survey all polling places slated for use in the November 7, 2000 General Election. Increase the percentage of accessible polling places and the percentage of schools used as polling places.
- ◆ Provide an accessible Election Day polling place to every disabled voter. Educate disabled voters about the services provided by the registrar of Voters.
- ◆ Simplify and improve the readability of the sample ballot booklet. Educate voters to bring their sample ballot with them to vote.

Fiscal Year 2001 Planned Accomplishments

- ◆ Conduct a successful November 7, 2000 Presidential General Election, with more than 300 different ballot styles and high voter turnout.
- ◆ Implement an Electronic Candidate Filing system.
- ◆ Replace the technologically outdated data General Minicomputer system that supports the registration of voters and the conduct of elections in order to expand file capacities, improve operational efficiencies and system reliability, and provide greater flexibility in report writing and system interface.
- ◆ Hire court-certified, language translators to proof the sample ballot translations in-house for the November 7, 2000 presidential General Election.
- ◆ Develop and issue an RFP for a touch screen electronic voting system with disability accommodating units. Evaluate the proposals and select a voting machine vendor for use in a pilot project.
- ◆ Recruit more poll workers from the County work force, local, large-scale employers, high schools, universities and senior organizations. Educate potential poll workers to the availability of 1/2 day employment.
- ◆ Develop and implement a Voter Education campaign for the November 7, 2000 General Election and the 2001 electronic/early voting pilot project.
- ◆ Improve telephone capacity and install an automated telephone system that will provide computerized responses to questions about polling place locations.
- ◆ Evaluate new technological solutions for automating the sorting, processing and mailing of Absentee Ballots. This will generate significant savings in staff costs and postage, increase processing accuracy and speed, and result in a greater volume of Absentee Ballots being returned in time to be counted.



Registrar of Voters

County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for the Registrar of Voters are consistent with the Board of Supervisors direction to improve the quality of County services by investing in technology.

Funding to replace this system with a PC based system that provides connectivity and data sharing will enhance the department's ability to meet the requirements of California Law and support the voting rights of citizens.

Total Cost: \$324,009

Touch Screen Voting Pilot

The Registrar of Voters Office will be implementing an electronic voting pilot at three community-based early voting sites in 2001. Funding to implement this pilot project includes one-time equipment costs of \$545,104, one-time consultant and outreach costs of \$55,000 and ongoing staff and supply costs of \$93,995.

Voter Guide

Santa Clara County has approximately 730,000 registered voters. A Voter Guide has been produced in English, Vietnamese, Chinese and Spanish that includes information about voter registration, poll worker program, absentee voting, early voting and California open primary law.

The Registrar of Voters will develop and issue a Request for Proposal (RFP) for a touch screen electronic voting system with disability accommodating units. The proposals will be evaluated and a voting machine vendor selected for use in the pilot project.

This allocation will provide funds to print approximately 150,000 Voter Guides for distribution.

Total Cost: \$52,000

During the pilot project, Registrar of Voters Office staff will conduct a survey of voters and poll workers on the ease of use of the electronic voting system. There will also be an evaluation of the voting machine performance to assist in determining if an electronic voting system is viable to be implemented on a County-wide basis.

Sample Ballot Proof Readers

Santa Clara County produces sample ballots in English, Spanish, Chinese and Vietnamese. It is important for the sample ballots to be proofed so that mistakes are not made in translation resulting in costly reprints.

Total Cost: \$694,099

This funding will allow the Registrar of Voters to hire court-certified language translators on a temporary basis to proof the ballots for the November 7, 2000 Presidential General Election.

Replacement of Minicomputer System

The Registrar of Voters currently utilizes a minicomputer to support the registration of voters and to conduct elections in Santa Clara County. The minicomputer system is technologically outdated, costly to maintain, and continually at risk of hardware failure.

Total Cost: \$56,000



Registrar Of Voters — Budget Unit 0140 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
5600	Registrar Of Voters	3,084,928	2,940,060	3,263,715	4,392,646	1,452,586	49
5605	General Elections	1,644,527	1,614,663	1,707,221	2,202,937	588,274	36
5610	Special Elections	6,985	68,644	68,644	68,652	8	
Total Expenditures		4,736,440	4,623,367	5,039,580	6,664,235	2,040,868	44%

Registrar Of Voters — Budget Unit 0140 Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
5600	Registrar Of Voters	489,401	533,000	581,125	581,125	48,125	9
5605	General Elections	310					0
5610	Special Elections	1,287,424	862,000	862,000	862,000		0
Total Revenues		1,777,135	1,395,000	1,443,125	1,443,125	48,125	3%

Registrar Of Voters — Cost Center 5600 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	34.0	2,940,060	533,000
Board Approved Adjustments During FY 2000		323,655	48,125
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		197,313	
Internal Service Funds Adjustment		13,211	
Other Required Adjustments		(102,000)	0
	Subtotal	34.0	3,372,239
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		50,504	0
1. Fund Temporary Sample Ballot Proof Readers		56,000	
Funding the hiring of 16 experienced, certified, bilingual proof readers for a temporary period of time before each major election will result in quality sample ballots to our voters earlier in the election cycle. Through the provision of this increased service, our voters will be able to request and receive an Absentee Ballot and to study their sample ballots well in advance of the election.			
2. Electronic Voting Pilot Project	1.0	589,894	
This appropriation will fund thirty (30) touch screen voting machines, four (4) touch screen voting machines for the disabled, other hardware, software and networking costs, and staff necessary to implement a pilot electronic voting project in April or May of 2001.			
3. Replacement of Data General Computer System		324,009	
This one-time technology project will replace the current outdated mini-computer system with a P.C. based system utilizing networked servers. This project was approved by the Information Technology Committee.			
	Subtotal	1.0	1,020,407
Total Recommendation	35.0	4,392,646	581,125



General Elections — Cost Center 5605

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget		1,614,663	
Board Approved Adjustments During FY 2000		92,558	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		41	
Other Required Adjustments		388,253	0
	Subtotal	2,095,515	
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		(82)	0
1. Produce Voter Guides		52,000	
Funding for the production of approximately 150,000 Voter Guides will provide a valuable resource to be used by voters, new citizens, candidates and the media. The Voter Guides are produced in English, Spanish, Vietnamese, and Chinese languages.			
2. Electronic Voting Pilot Project		55,504	
This appropriation will fund outreach, consultants on disabilities and security guards necessary to implement a pilot electronic voting project in April or May of 2001.			
	Subtotal	0.0	0
Total Recommendation		2,202,937	

Special Elections — Cost Center 5610

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget		68,644	862,000
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		47	
Other Required Adjustments			0
	Subtotal	68,691	862,000
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		(39)	0
	Subtotal	0.0	0
Total Recommendation		68,652	862,000



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 call answering and dispatching services, and the design, implementation and maintenance of modern communications systems.

Goals

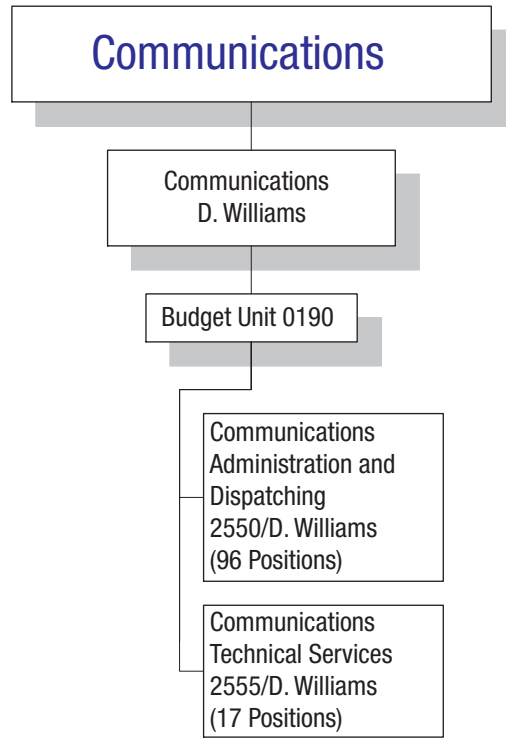
- ◆ To answer emergency telephone calls quickly, efficiently and courteously and to elicit information necessary to determine the appropriate response.
- ◆ To provide accurate data to public safety service providers so that they can deliver timely and appropriate services.
- ◆ To serve customers by maintaining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



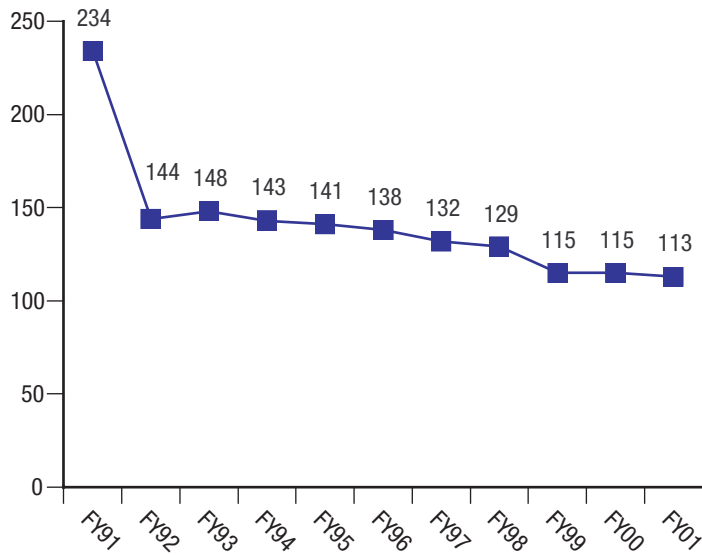
Cost: \$9,988,810



Staff: 113



10-Year Staffing Trend



County Communications Overview

Dispatch Operations/Administration enhanced emergency 9-1-1 call answering services to the public and emergency dispatching services to approximately fifty law enforcement, fire, medical and local government service providers. This 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.

The Technical Services Division provides engineering, installation and repair of radio and other electronic systems and equipment. Technical Services, which previously operated as an Internal Service Fund, will revert to a General Fund function in the coming year.

Fiscal Year 2000 Accomplishments

- ◆ Continued phased upgrading of the computer aided dispatch (CAD) system (year 2 of 5-year project).
- ◆ Completed replacement/upgrading of the county-wide analog microwave system to digital.
- ◆ Completed the upgrade of the Sheriff radio system.
- ◆ Enhanced countywide fire radio system operation with simulcast capability.
- ◆ Improved system reliability of the base station infrastructure used for countywide two-way radio communication.
- ◆ Replaced the analog radio/telephone logging recorder with a more reliable and cost-effective LAN-based digital recorder.
- ◆ Completed Year 2000 compliance testing and upgrading.

- ◆ Purchased global positioning system (GPS) equipment for upgrading the automatic vehicle location (AVL) system used in dispatching paramedic units.

Fiscal Year 2001 Planned Accomplishments

- ◆ Implement Phase 1 of the priority Dispatch program. This new program will incorporate procedures for determining whether basic or advanced life support medical transport is needed, in order to maximize available resources.
- ◆ Replace obsolete infrastructure equipment to improve reliability of the emergency medical radio system.
- ◆ Replace 9-1-1 telephone station equipment with a new state-of-the-art system. This project has been delayed due to a change in procedure for coordination of 9-1-1 equipment replacement by the State.
- ◆ Implement a continuous testing, hiring and training program for dispatch staff. This program will address anticipated staff turnover, improve service levels and provide for a safe and healthier work environment for employees.
- ◆ Continue upgrading the computer aided dispatch (CAD) system (year 3 of 5-year project).
- ◆ Complete radio and dispatching console upgrades and remodeling of the mobile emergency communications van.
- ◆ Complete implementation of a global positioning system (GPS) equipment upgrade to the automatic vehicle location (AVL) system used in dispatching paramedic units.
- ◆ Complete implementation of a comprehensive employee training and development program.



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.

Technology Projects

Emergency Medical Services (EMS) Communications Infrastructure Replacement . Santa Clara County's current 10-year old EMS communication system will be replaced with current digital technology. This upgrade will be integrated with the County's new high-capacity digital microwave infrastructure. This project will result in increased reliability and more efficient use of technical staff time with the addition of remote diagnostic capability.

Total Cost: \$475,000

Computer Aided Dispatch (CAD) System Upgrade . Year 3 of 5 - This project is migrating the County's computed aided dispatch system from a minicomputer system to a PC-based system. This upgrade will result in compliance with County EMS mandates related to priority

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

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
2550	Communication Administration	6,922,622	7,514,629	7,981,783	8,203,556	688,927	9
2555	Communication Technical Services	1,577,020	1,631,478	1,689,413	1,785,258	153,780	9
Total Expenditures		8,499,642	9,146,107	9,671,196	9,988,814	842,707	9%

dispatching and quality assurance, a Federal mandate to obtain wireless 9-1-1 caller location through digital mapping and improved interfacing with Global Positioning Systems (GPS).

Total Cost: \$515,216

Staff Augmentations

◆ Two Dispatcher III positions will be added in order to address the difficulty in recruitment and retainment of qualified staff. County Communications is experiencing an ongoing increase in mandated training, system software enhancements and customer-requested services. The traditional recruitment and training methods are no longer providing the staff needed to keep up with the increased demands.

Total Cost: \$132,983

◆ One Communications Engineer Manager position will be added offset by the deletion of one Communications Technician and salary savings for a future deletion.

Total Cost: (\$53,950)



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

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
2550	Communication Administration	1,403,739	1,229,102	1,229,102	1,231,102	2,000	0
2555	Communication Technical Services	1,369,733	1,596,174	1,596,174	1,647,082	50,908	3
Total Revenues		2,773,472	2,825,276	2,825,276	2,878,184	52,908	2%

Communication Administration — Cost Center 2550
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	95.0	7,514,629	1,229,102
Board Approved Adjustments During FY 2000		467,154	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	3.0	447,409	
Internal Service Funds Adjustment		28,957	
Other Required Adjustments		(1,301,970)	2,000
Subtotal	98.0	7,156,179	1,231,102
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		480,728	0
1. Add 2 Dispatcher III, Delete 2 Dispatcher II positions		132,984	
Two Dispatcher III positions will be added in order to address the difficulty in recruitment and retainment of qualified staff. Two unfunded Dispatcher II positions will be deleted.			
2. Purchase and Install Digital Two-Way Radio Communication Equipment		475,000	
Emergency Medical Services (EMS) Communications Infrastructure Replacement project was approved by the Information Technology Committee. This project will replace the County's 10-year old system with digital technology.			
3. Reduce Object 2 for OES Secretary		(41,335)	
This reduction offsets the addition of a Secretary I position in the Office of Emergency Services.			
Subtotal	0.0	1,047,377	0
Total Recommendation	98.0	8,203,556	1,231,102



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

	Positions	Appropriations	Revenues
Communication and Phone Service (Fund Number 0071)			
FY 2000 Approved Budget	17.0	1,631,478	1,596,174
Board Approved Adjustments During FY 2000		57,935	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		162,086	
Internal Service Funds Adjustment		45,644	50,908
Other Required Adjustments		(57,935)	0
Subtotal	17.0	1,839,208	1,647,082
Recommended Changes for FY 2001			
1. Add/Delete Action		(53,950)	
Add one Communications Engineer Manager position offset by the reduction of one Communications Technician and budget increased salary savings in anticipation of a future deletion.			
Subtotal	0.0	(53,950)	0
Total Recommendation	17.0	1,785,258	1,647,082



Facilities Department Mission

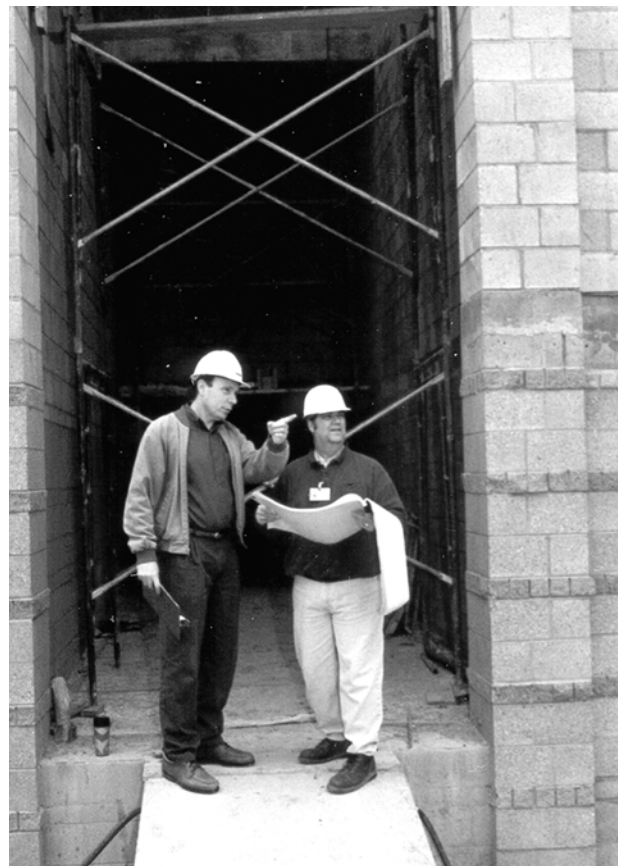
The mission of the Facilities Department of the General Services Agency is to plan and provide for functional, safe and healthy facilities and work environments for employees and the public. In cooperation with our customers, we protect and preserve the County's real property assets and infrastructure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

Goals

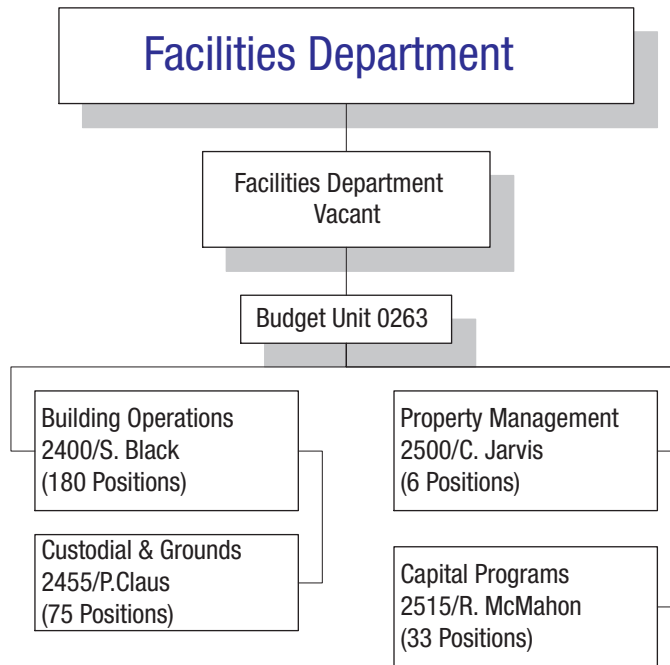
- ◆ Increase operating efficiencies, reduce costs, improve customer service and value for service provided.
- ◆ Expand contracting authority and capability for the Building Operations Division in order to provide more responsive support to customers and ensure the County receives fair value for services 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.



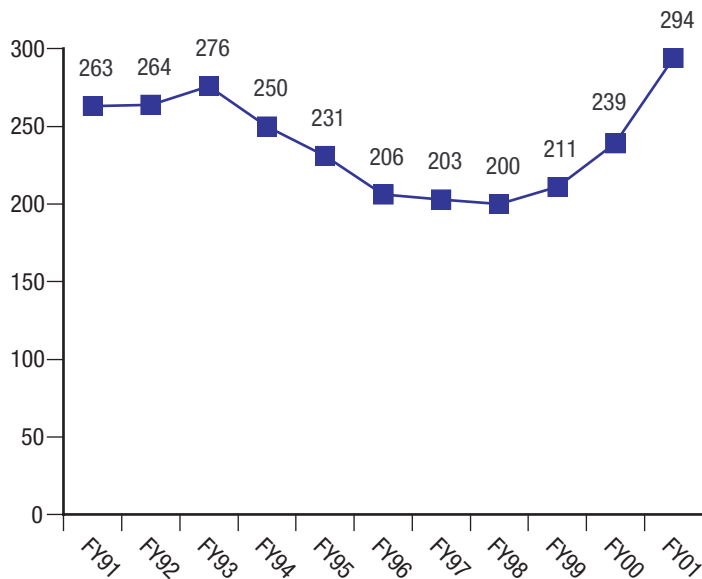
Cost: \$102,902,061



Staff: 294



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.

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 General Services Agency Property Management division is the County’s full service real estate provider. The division is responsible for:

- ❖ acquiring real estate for its client departments via purchase or lease
- ❖ developing strategies for utilizing or disposing of surplus land
- ❖ leasing County owned property to non-County tenants
- ❖ managing space leased and occupied by County programs

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 appropria-



tions 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.

Fiscal Year 2000 Accomplishments

- ◆ Successfully managed Year 2000 compliance activities for building systems in all County-owned facilities maintained by GSA. Coordinated Year 2000 communication with landlords of buildings which are leased to provide County services. Performed inventory and assessment for Year 2000 compliance of more than 5,700 individual items in County-owned and leased facilities. County-owned systems determined to be non-compliant were replaced or work-around solutions to the January 1 and February 29 date changes were implemented, ensuring that County services to clients would not be impacted by Year 2000-related failures in building systems.
- ◆ Performed critical functions in support of County's contingency planning for the Year 2000 event. To minimize impacts resulting from power outages due to loss of electrical utility service, performed extended full-load testing on emergency generators, expedited routine maintenance schedules, performed additional repairs or overhauls as necessary, and provided electrical connections of critical building systems and departmental equipment to emergency generators. Coordinated assessment of fuel availability and storage options and emergency refueling activities for the County's Business Continuity and Contingency Planning Task Force.
- ◆ Completed reorganization of the Capital Programs Division to reflect its focus in four functional areas (capital project planning and design, capital construction management, construction inspection and administrative support) and the Building Operations Division, with the establishment of four multi-disciplinary work centers (Preventive Maintenance, Service Work, Scheduled Work and Maintenance Control).

- ◆ Implemented Integrated Pest management Program by placement of an Integrated Pest Management (IPM) coordinator position. A County-wide IPM policy is being developed for implementation in FY 2001.
- ◆ Established a new process for reviewing semi-annual Health Inspection Reports. Within 25 days of receipt of the Department of Public Health report, the analysis of capital need is prepared and notification is sent to the appropriate Agency/Department head by the Capital Programs Division.
- ◆ Instituted refined communication, coordination and project tracking systems in Capital Programs. Identified customer liaison representatives for the four largest capital project clients (Courts, Santa Clara Valley Health and Hospital System, Corrections and Probation). Conduct monthly "team" meetings with the Court, Probation and Corrections to discuss setting project priorities, scheduling issues, ideas for project improvement and availability of project management resources.
- ◆ Developed a commissioning process for the HVAC system at the Methadone Clinic at Alexian Drive. This process will ensure that the system operates according to the operational parameters identified by Building Operations and provides the maximum comfort levels for the proposed tenants.

Fiscal Year 2001 Planned Accomplishments

- ◆ Initiate a County-wide facility and infrastructure inspection program to document maintenance backlog and establish a long-range maintenance program.
- ◆ Implement the Life-cycle Infrastructure Investment Program, creating and maintaining a dynamic database that will track the maintenance and repair costs and expected useful life of the County's infrastructure. In conjunction with the Preventive Maintenance component of the Maintenance Program, this will enable the department not only to be more proactive in the planning of building systems maintenance, but also will enable the establishment of a predictive maintenance tracking system for the County's infrastructure.



- ◆ Conduct a comprehensive review of the Capital Programs building inspection program. This will include reviews of the method and approach that is being used to provide inspection services, a review of the organization further to determine if the organization meets the mission of the division, and a review/comparison to other jurisdictional entities that provide similar services.
- ◆ Implement an automated project management program, which will provide real time budget and schedule information for Capital Programs-led projects.
- ◆ Conclude implementation of the Building Equipment Identification (bar-coding) project, which will provide the data required for computerized issuance of maintenance cycle work orders and data generation necessary to track equipment failure versus preventive maintenance costs.
- ◆ Perform a work analysis of Custodial and Grounds operations.
- ◆ Complete the Strategic Facility Plan for 24-hour Correctional Facilities (the last of the four envisioned strategic facility plans). This information will be used in the development of the planned Strategic Asset Management Plan, which will generate the information needed to make the most beneficial “sell-buy-lease-build” decisions.



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. Consistent with Board policies and priorities for the FY 2001 Budget, there is a focus on the County's physical infrastructure, including both buildings and systems, funding preventive maintenance at 1.6% of the current replacement value (CRV) of buildings and funding to reduce the backlog of deferred maintenance projects.

Building and Systems Maintenance

Add Maintenance Staff

The addition of 12 permanent and 21 unclassified craft positions will provide the staff support to improve the maintenance of County buildings.

Summary of Staff Additions

Number of Positions	Classification
5	Plumber (M75, Z87)
4	Electrician (M59, Z88)
1	Electronic Repair Technician (K94)
6	Carpenters (M51, Z89)
1	Warehouse Materials Handler (G77)
2	Gardener (H28)
1	Project Control Specialist (M43)
3	Painter (M68, Z90)
1	Senior Construction Inspector (N31)
1	Maintenance Contract Manager (M09 - U)
1	Engineering Technician (K81 - U)
4	Roofer (M71 - U)
1	Refrigeration Mechanic (Z85)
1	Planner/Estimator (L52 - U)
1	Advanced Clerk Typist (Q60)

Unclassified positions are recommended to perform tasks related specifically to deferred maintenance projects. The cost of the unclassified positions, associated tools, and equipment are being supported by the

Backlog/Major Maintenance project in the Capital Budget. The anticipated outcome of this recommendation is a significant reduction in the backlog of deferred maintenance projects.

Twelve permanent positions are recommended to increase the Department's ability to maintain buildings and infrastructure on an ongoing basis, and to prevent additions to the maintenance backlog. The cost of the permanent positions, associated tools, and equipment will be funded through conversion of existing Object 2 (Services and Supplies) funding from the preventative maintenance budget.

Total Cost of Permanent Positions: \$1,019,206

Offset by 1.6% CRV Maintenance Funding

Total Cost of Unclassified Positions: \$1,846,150

Fund 50

Capital Programs

Add Project Management Staff

The addition of 3 Project Manager positions is recommended to provide oversight and management of projects included in the FY 2001 Capital Budget. Due to the increase in capital funding available this year, more projects are being recommended and additional project management staff will be required. The cost of these positions and associated equipment will be fully recovered from the capital funds which support the specific projects.

Total Cost: \$334,604

Add Senior Management Analyst

The Facilities Department has completed several strategic planning projects which were undertaken to provide the Board of Supervisors with long-term strategies for addressing space needs across the spectrum of County activities. The addition of a Senior Management Analyst position is recommended to perform necessary analysis and synthesis of these studies and reviews, which will provide the foundation of a centralized asset management database and contribute to the develop-



ment of fully integrated, long-term facility plans. The cost of the position and associated equipment will be fully recovered through charges to Fund 50.

Total Cost: \$92,000

Purchase Scanner

One-time resources are recommended for the purchase of a blueprint scanner. Provision of this equipment within the Facilities Department will provide project managers with a time- and cost-saving tool. The cost of the equipment will be fully recovered through charges to Fund 50.

Total Cost: \$50,000

Fiscal Year 2001 Capital Budget

Process

Capital Programs initiated the Fiscal Year 2001 Capital Budget process in late July 1999 with a request for departments to submit concept papers for proposed projects to be considered for funding in Fiscal Year 2001. Of the 61 concept papers received, a total of 33 projects were recommended for development into Capital Budget Papers by the Administrative Capital Committee. This recommendation was approved by the Finance and Government Operations Committee. Project requests were evaluated and prioritized by the Committee based on Board-developed Capital Project Evaluation Criteria. Capital Programs staff worked 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 was then presented to the Administrative Capital Committee and to the Finance and Government Operations Committee.

The County Executive's Capital Project recommendations for Fiscal Year 2001 reflect high priority capital needs, including completion of projects previously approved, balanced against resources available for project funding. One-time appropriations in the Capital Fund (Fund 50) total \$38,000,000 and support the projects described further below.

Fiscal Year 2001 Recommended Capital Projects

Backlog/Life Cycle Infrastructure Investment Program.

Funding for this project includes a Board approved appropriation of \$5.5 million, Board approved appropriation of \$900,000 for paving, exterior lighting and landscaping and an application of the "Engineering News Record" construction index for the San Francisco/Bay Area consistent with Board direction.

Total Cost: \$6,367,000

Franklin McKinley Health Center

This project provides for the acquisition of land and construction of a new 40,000 sq. ft. building to accommodate health services to patients and clients in the southern portion of the East Valley.

Total Cost: \$20,935,000

Methadone Clinic Augmentation

This funding will augment the Methadone Clinic project that provides for the acquisition and remodeling of the property at 2101 Alexian Drive near the East Valley Health Center and the Alexian Brothers Hospital to accommodate a new Methadone Clinic. This change in scope to accommodate additional Drug and Alcohol staff will avoid future lease costs.

Total Cost: \$250,000

Berger Drive, Building 2, Remodel

This funding is expected to complete the renovation of Building 2 at 1555 Berger Drive. Tenant improvements and asbestos abatement on the third floor will be completed in FY 2001.

Total Cost: \$2,181,000

Purchase of South County Modulars

The purchase of the South County Modulars that are expected to be used for five or more years will eliminate lease costs.

Total Cost: \$865,000

Sheriff Parking Lot Solution

The Office of the Sheriff currently leases Valley Transit Authority (VTA) property behind the building at 55 West Younger that is used for secure parking of Sheriff vehicles. The lease expires on June 30, 2000, and VTA is in need of land in the same vicinity. This allocation will



be used to develop a solution which allows VTA and the Sheriff's Office have the necessary parking spaces and land needed to carry out business.

Total Cost: \$1,300,000

DOC Additional Refrigeration Space

Currently Elmwood prepares all meals for the Main Jail, Correctional Center for Women (CCW), Elmwood and Probation facilities. This project will design and construct a 40 x 60 ft. refrigerator at Elmwood. The additional refrigerator space will allow meals to be prepared in advance and frozen to ensure an uninterrupted source of delivery.

Total Cost: \$452,000

Downtown Superior Court HVAC System Improvements

This project will provide needed improvements in the HVAC system for the Downtown Superior Court.

Total Cost: \$1,300,000

Health and Hospitals Clinic Facilities Study

This study will analyze the clinic needs of the County's four regions: East Valley, Fair Oaks, South County and West Valley. The study will include rate of population growth and numbers of Medi-Cal enrollees to predict clinic needs and priorities.

Total Cost: \$600,000

ADA/Fire Marshal and Safety Compliance Projects

Numerous projects will be completed with this funding.

Total Cost: \$1,350,000

Unanticipated Capital Needs

This allocation is a reserve amount to address unforeseen capital needs.

Total Cost: \$2,000,000

Planning Studies for Capital Projects

This allocation provides funding to conduct initial work required to validate the need for a project, to clarify project scope and to generate funding estimates.

Total Cost: \$400,000

Total One-time Cost of Capital Projects: \$38,000,000

Facilities Department — Budget Unit 0263 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
2400	GSA Building Operations	23,059,053	23,855,830	25,187,977	24,968,397	1,112,567	5
2455	GSA Custodial Services	3,893,582	3,708,507	3,710,307	3,945,404	236,897	6
2500	GSA Property Management	885,252	1,633,198	1,633,198	496,998	(1,136,200)	-70
2515	Capital Programs Division	36,047,985	43,174,521	84,771,970	73,491,262	30,316,741	70
	Total Expenditures	63,885,872	72,372,056	115,303,452	102,902,061	30,530,005	42%



Facilities Department — Budget Unit 0263 Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
2400	GSA Building Operations	114,072	15,620	15,620	310,653	295,033	1,889
2455	GSA Custodial Services						0
2500	GSA Property Management	2,092,452	910,420	910,420	934,268	23,848	3
2515	Capital Programs Division	23,722,645	23,182,166	35,190,260	39,102,563	15,920,397	69
	Total Revenues	25,929,169	24,108,206	36,116,300	40,347,484	16,239,278	67%

GSA Building Operations — Cost Center 2400 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	137.0	23,855,830	15,620
Board Approved Adjustments During FY 2000	12.0	1,332,147	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		875,702	
Internal Service Funds Adjustment		48,521	
Other Required Adjustments		(1,045,992)	295,033
	Subtotal	25,066,208	310,653
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		23	
Vehicles for Preventive Maintenance		52,100	
Vehicles for Maintenance Backlog		96,000	
Vehicles for Maintenance Backlog Assessment		24,000	
Vehicles for Building Operations Staff		18,000	



GSA Building Operations — Cost Center 2400

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
1. Add Resources for Preventive Maintenance	7.0	(149,886)	
Seven permanent craft positions will be added in Building Operations in support of the Board's FY 2001 Budget Strategy policy to fund preventive maintenance of buildings and systems at 1.6% of current replacement value (CRV) of buildings. An additional two positions are added in Custodial Services and vehicle expenses for these positions are increased on the intracounty line above. The cost of these 7 positions as well as \$52,100 in increased vehicle costs (shown on intracounty line above) is offset by a reduction in Object 2 funding for Maintenance of Structures. The net fiscal impact of the total action is \$0.			
2. Add 16 Unclassified Positions in to Reduce the Deferred Maintenance Backlog	16.0	(96,032)	
The addition of sixteen (16) unclassified positions in Building Operations will be used to reduce the backlog of deferred maintenance of County buildings and systems in accordance with the Board's Budget Strategy goal of adding additional funds for that purpose. The cost of these positions as well as \$96,000 in vehicle costs (offset on intracounty line above) is offset by a reimbursement from Fund 50.			
3. Add 5 Unclassified Positions to Reduce the Deferred Maintenance Backlog	5.0	(24,010)	
The addition of five (5) unclassified positions will be used to identify all deferred maintenance repairs within the County owned buildings that exceed 10,000 square feet and will establish a database to be used to prioritize and schedule the needed repairs. The cost of these positions as well as \$24,000 in increased vehicle costs (offset on intracounty line above) is offset by a reimbursement from Fund 50.			
4. Increased Staff for Service to Customer Departments	3.0	(18,006)	
The addition of three craft positions, a carpenter, a painter and a senior construction inspector will increase the level of support to departmental customers. The cost of the positions as well as \$18,000 in increased vehicle costs (offset on intracounty line above) is offset by an equal reduction in Building Operations Services and Supplies. The net fiscal impact of this total action is \$0.			
Subtotal	31.0	(97,811)	0
Total Recommendation	180.0	24,968,397	310,653

GSA Custodial Services — Cost Center 2455

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	73.0	3,708,507	
Board Approved Adjustments During FY 2000		1,800	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		126,300	
Internal Service Funds Adjustment		11,023	
Other Required Adjustments			0
Subtotal	73.0	3,847,630	
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		6	0
1. Add Resources for Preventive Maintenance	2.0	97,768	
2.0 FTE Gardener (H28) positions are added in support of the Board's FY 2001 Budget Strategy policy to fund preventive maintenance of buildings and systems at 1.6% of current replacement value (CRV) of the buildings. Seven additional positions are added in Building Operations. The cost of these position is offset by a reduction in Object 2 funding for Maintenance of Structures. The net fiscal impact of this total action is \$0.			
Subtotal	2.0	97,774	0
Total Recommendation	75.0	3,945,404	



GSA Property Management — Cost Center 2500

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	6.0	1,633,198	910,420
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		(6,403)	
Internal Service Funds Adjustment		(7,192,805)	
Other Required Adjustments		6,063,008	23,848
Subtotal	6.0	496,998	934,268
Recommended Changes for FY 2001			
Total Recommendation	6.0	496,998	934,268

Capital Programs Division — Cost Center 2515

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	29.0	20,003,991	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		89,027	
Internal Service Funds Adjustment		(20,922,700)	
Other Required Adjustments		(3,793,447)	0
Subtotal	29.0	(23,730)	
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		18,500	0
FY 2001 Capital Projects		35,400,000	0
1. Project Management Software		115,000	
This one-time allocation of funds will be used to purchase and implement a Project Management system. This automated system will result in improved efficiencies in the management of capital projects.			
2. Add 3 Project Managers to Support FY 2001 Capital Projects	3.0	(18,506)	
Three (3) additional Project Manager positions will be needed to manage the FY 2001 capital projects. These positions and \$18,500 in vehicle costs (offset on intracounty line above) will be fully reimbursed by work performed and charged to capital projects Fund 50.			
3. Purchase Blueprint Scanner			
The purchase of a blueprint scanner will provide capital project managers with a tool that will eliminate the need to travel to a different location and/or pay a vendor for the scanning of blueprints. One-time funds of \$50,000 to purchase a blueprint scanner will be fully offset by reimbursement from Fund 50.			
4. Add 1 Senior Management Analyst Position	1.0	(2)	
The addition of a Senior Management Analyst position will provide the necessary skills to develop a framework into which the data generated from the myriad of recent studies, strategic plans and facility analyses can be entered and analyzed. This framework will be used to generate a more comprehensive picture of the County's facility-related assets and to provide information which can be used to evaluate and structure future plans for maintenance, renovation and construction. The cost of this position will be fully offset through charges to Fund 50.			
Subtotal	4.0	35,514,992	0
Fund Subtotal	33.0	35,491,262	0
General Capital Improvements (Fund Number 0050)			
FY 2000 Approved Budget		23,170,530	22,922,166



Capital Programs Division — Cost Center 2515
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Board Approved Adjustments During FY 2000		36,137,079	12,008,094
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			(21,163,987)
Other Required Adjustments		(59,307,609)	(10,063,710)
Subtotal			3,702,563
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		—	—
FY 2001 Capital Projects		0	35,400,000
1. FY 2001 Recommended Capital Projects		38,000,000	
The following capital projects are recommended for funding in FY 2001. 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			
<ul style="list-style-type: none"> ◆ \$6,367,000--Backlog/Life Cycle Infrastructure Investment Program ◆ \$20,935,000--Health and Hospital Systems--Franklin McKinley Health Center ◆ \$250,000--Health and Hospital Systems--Methadone Clinic ◆ \$2,181,000--Berger Drive Building 2 Remodel ◆ \$865,000--Purchase South County Modulars ◆ \$1,300,000--Sheriff Parking Lot Solution ◆ \$452,000--DOC Additional Refrigerator Space ◆ \$1,300,000--Downtown Superior Court HVAC System ◆ \$2,000,000--Unanticipated Capital Needs ◆ \$600,000--Health and Hospital Systems--Clinic Facilities Study ◆ \$1,350,000--ADA, Fire Marshal and Safety ◆ \$400,000--Planning Studies 			
Subtotal	0.0	38,000,000	35,400,000
Fund Subtotal	0.0	38,000,000	39,102,563
Criminal Justice Facility (Fund Number 0051)			
FY 2000 Approved Budget			10,000
Board Approved Adjustments During FY 2000		694,533	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(694,533)	(10,000)
Subtotal			
Recommended Changes for FY 2001			
Fund Subtotal	0.0	0	0



Capital Programs Division — Cost Center 2515
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Jail Facilities Construction (Fund Number 0057)			
FY 2000 Approved Budget			250,000
Board Approved Adjustments During FY 2000		166,438	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(166,438)	(250,000)
	Subtotal		
Recommended Changes for FY 2001			
	Fund Subtotal	0.0	0
Total Recommendation		73,491,262	39,102,563



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, 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: \$10,308,002

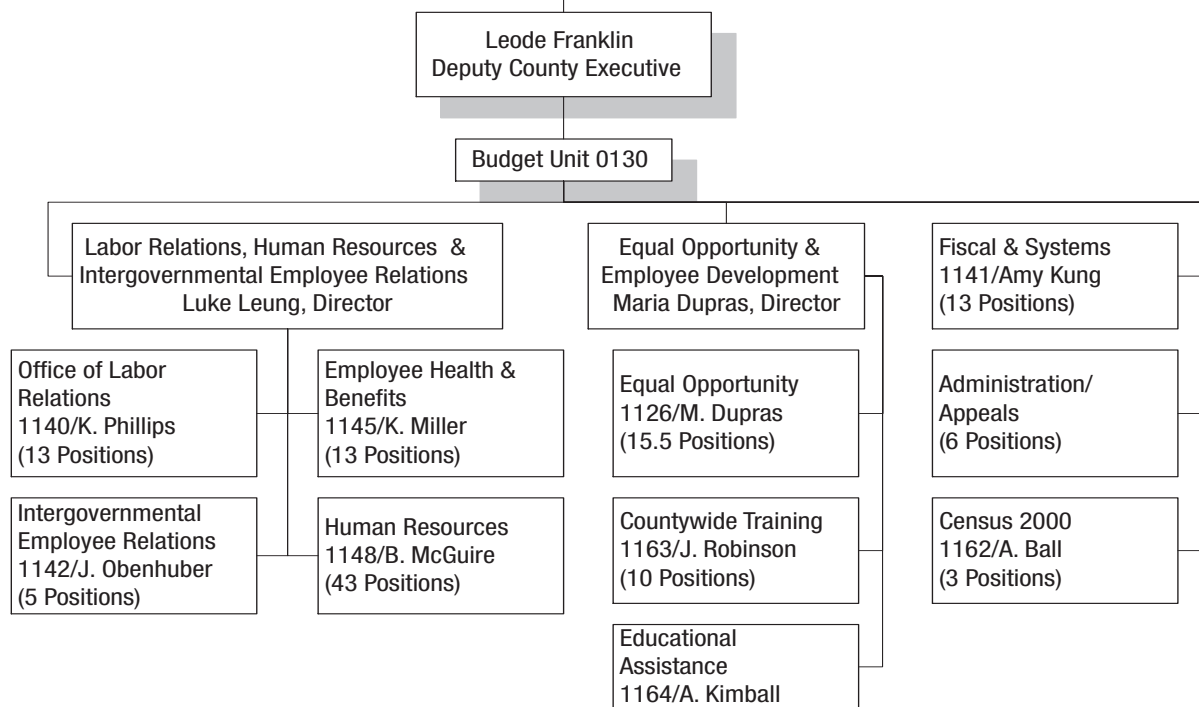
Goals

- ◆ 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 valued, both within the County organization and in the community.



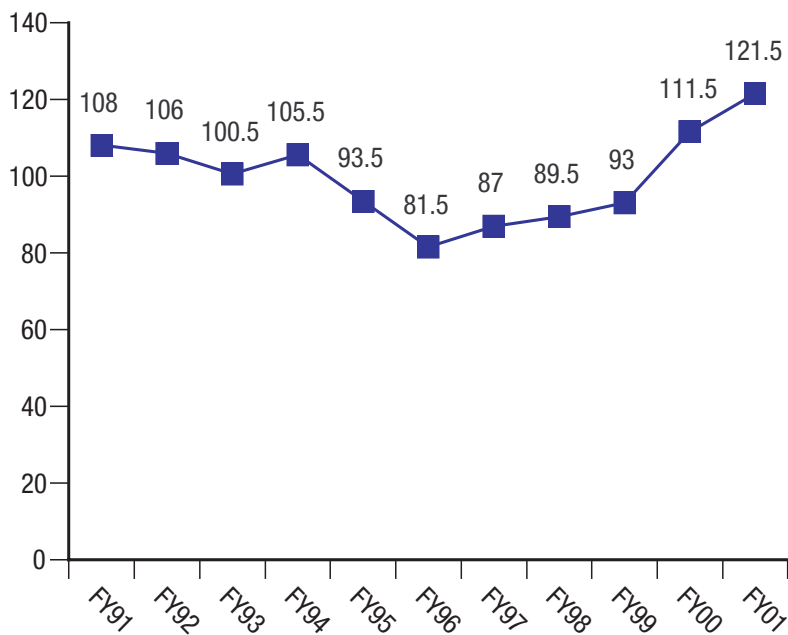
Staff: 121.5

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 county-wide 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, though budgeted here, is overseen by the Assistant County Executive.

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 2000 Accomplishments

- ◆ Successfully renegotiated collective bargaining agreements with 12 bargaining units, including 5 units represented by SEIU Local 715 which also have a combined “master” agreement.
- ◆ Successfully negotiated with SEIU Local 715: performance appraisals for select employees represented by the Union, a new contract for approximately 2,500 in-home support services workers, and the formation of a grievance hearing panel designed to reduce the outstanding backlog.
- ◆ Developed new streamlined procedures on hearing disciplines with the Personnel Board, to reduce the backlog of cases waiting for a hearing before the Board.
- ◆ Negotiated a new Kaiser medical program which will slow the rate of increased County costs for health care premiums.
- ◆ Provided Board Committee and the Board of Supervisors with information regarding extra help usage throughout the County and the status of departmental efforts to meet usage reduction targets.
- ◆ Successfully processed 24,000 applications, certified 2,340 eligible candidates, created 227 employment lists, accepted 153 classification studies and processed 162 reallocation requests.
- ◆ Successfully implemented all contract provisions impacting the Human Resources Department in a timely manner, including the Kaiser co-pay refund and changes in employee benefit levels.
- ◆ Formed Service Improvement Teams to evaluate the cycle time necessary to fill vacancies through the routine recruiting and examination process.
- ◆ Successfully complete the transition of Health and Hospital System human Resources to become a user of the SIGMA applicant tracking and test management system.

- ◆ Provided “Sexual Harassment Prevention Training for Managers and Supervisors” to over 750 participants.
- ◆ Coordinated a collaborative effort that resulted in a 100% increase in Unity in Diversity Month participation.
- ◆ Successfully completed the Year 2000 System Compliance Project for all systems supporting Employee Services Agency programs.
- ◆ Provided support for the Complete Count Committee, efforts in community outreach, promotion, and coordination, to complete the Census 2000 Project.

Fiscal Year 2001 Planned Accomplishments

- ◆ Continue the activities associated with the Extra help Reduction Project.
- ◆ Design a “Sexual Harassment Prevention Update” for managers and supervisors and offer the program to 300 participants.
- ◆ Revise and update Equal Opportunity Policies and the Equal Opportunity Plan.
- ◆ Expand multimedia and on-line training opportunities.
- ◆ Facilitate increased departmental participation in tracking training through PeopleSoft Training Administration.
- ◆ Explore accelerated B.A. and M.P.A. programs for County employees.
- ◆ Complete the negotiation of one new contract and re-negotiate four contracts.
- ◆ Continue efforts to reduce the backlog of appealed grievances and disciplines.
- ◆ Continue focus on recruitment and retention efforts.
- ◆ Meet quarterly with each department to discuss workload priorities, recruitment goals, and retention strategies, as well as projected completion dates for classification, recruiting, and examination.



- ◆ In partnership with County Counsel, County department and employee organization representatives, continue the efforts to develop and implement a process to review the county Ordinance Code that governs all personnel activities for the development of recommendations to streamline personnel rules and procedures.
- ◆ In partnership with the Finance Agency and the Information Services Department, implement Version 8 of PeopleSoft Human Resources System.
- ◆ Continue the support of the Census 2000 Project until project completion.



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 stated priority regarding improved recruitment and retention strategies.

Augment Resources for Recruitment Efforts

Background

Historically, the recruitment strategy in Santa Clara County has been to "let the qualified candidate come to us". This approach is not adequate to hire and maintain a qualified work force in today's job market. Departmental hiring authorities are requesting targeted recruitment efforts, analysis of turn-over and vacancy rates, increased job fair participation and enhanced web based advertising.

The Recruitment and Classification Division of Human Resources is currently staffed to meet the demands of a passive recruitment system. Twelve analysts provide only the most basic support to departments, with a focus on the processing requirements of current recruitment strategies. On average, each analyst completes 15 recruitments, certifies 234 eligible candidates, and completes either 16 reallocation or 15 reclassification studies each year. Additionally, the division conducts 3 to 5 major department or county-wide classification studies annually. Current staffing levels cannot support a more proactive, customer-specific recruitment program.

Recommendation

The County Executive proposes a \$1 million reserve to fund recruitment and retention projects in FY 2001. This reserve is discussed in the Special Programs

budget (BU 119). In addition to this reserve, the following resources are recommended to augment recruitment-related resources in the Human Resources Department:

- ◆ Add 2.0 FTE Management Analyst (B1P), alternately staffed at the Associate Management Analyst A/B levels. The recommended appropriation, \$110,520, covers ten months of funding in FY 2001, based on the assumption that recruitment and hiring efforts will take a minimum of 60 days. Ongoing annual costs are estimated at \$133,000.
- ◆ Provide \$6,000 in one-time funds to purchase equipment and supplies for the new positions.
- ◆ Provide an ongoing appropriation of \$21,000 to support increased job fair participation and web based advertising.
- ◆ Provide \$25,000 in one-time funds to develop the capability to accept applications on-line.

Anticipated Outcome

The addition of two analyst positions represents a 17% increase in staff resources for recruitment efforts. With this additional staff, the Human Resources Department will double participation in job fairs from 4 to 8, including at least one major fair each year. Additionally, staff will develop and maintain a web-based job advertising program, develop the capability for candidates to submit applications on-line, provide departments with vacancy rate and turn-over data, and assist departments with job-specific recruitment and retention strategies. Staff will also implement procedures to document and track the specific outcomes of these various strategies in the SIGMA applicant tracking system.

Total Cost: \$162,520
(\$31,000 one-time)



Human Resources, Labor Relations and Equal Opportu — Budget Unit 0130 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
1126	Equal Opportunity Division	791,842	796,487	846,487	905,484	108,997	14
1140	Labor Relations Administration	881,038	957,305	1,019,805	945,042	(12,263)	-1
1141	Agency Administration	548,957	676,543	676,564	791,796	115,253	17
1142	Intergovernmental Employee Relations	285,197	341,693	341,693	366,970	25,277	7
1145	County Employee Benefits	1,087,261	1,368,384	1,401,282	1,712,326	343,942	25
1148	Personnel Operations	3,084,670	3,186,483	3,618,151	3,520,275	333,792	10
1162	Census 2000	55,761	349,676	828,819	331,726	(17,950)	-5
1163	Countywide Training Programs	535,233	1,172,526	1,122,526	889,623	(282,903)	-24
1164	Training Administrative Support	723,884	839,760	839,760	844,760	5,000	1
Total Expenditures		7,993,843	9,688,857	10,695,087	10,308,002	619,145	6%

Human Resources, Labor Relations and Equal Opportu — Budget Unit 0130 Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
1140	Labor Relations Administration	1,312	123,069	123,069		(123,069)	-100
1141	Agency Administration	2					0
1142	Intergovernmental Employee Relations	202,078	250,000	250,000	275,000	25,000	10
1145	County Employee Benefits	697,846	959,462	992,362	1,205,093	245,631	26
1148	Personnel Operations	79,502	(440)	(440)		440	-100
1162	Census 2000			206,643			0
1164	Training Administrative Support	1,238					0
Total Revenues		981,978	1,332,091	1,571,634	1,480,093	148,002	11%



Equal Opportunity Division — Cost Center 1126 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	15.5	796,487	
Board Approved Adjustments During FY 2000		50,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		104,616	
Internal Service Funds Adjustment		(921)	
Other Required Adjustments		(45,000)	0
Subtotal	15.5	905,182	
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		302	0
Subtotal	0.0	302	0
Total Recommendation	15.5	905,484	

Labor Relations Administration — Cost Center 1140 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	13.0	957,305	123,069
Board Approved Adjustments During FY 2000		62,500	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		43,310	
Internal Service Funds Adjustment		(56,016)	
Other Required Adjustments		(62,500)	(123,069)
Subtotal	13.0	944,599	
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		443	0
Subtotal	0.0	443	0
Total Recommendation	13.0	945,042	

Agency Administration — Cost Center 1141 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	19.0	676,543	
Board Approved Adjustments During FY 2000		21	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		196,795	
Internal Service Funds Adjustment		(93,089)	
Other Required Adjustments		11,500	0
Subtotal	19.0	791,770	
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		26	0
Subtotal	0.0	26	0
Total Recommendation	19.0	791,796	



Intergovernmental Employee Relations — Cost Center 1142

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	5.0	341,693	250,000
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		23,321	
Internal Service Funds Adjustment		1,902	
Other Required Adjustments			25,000
Subtotal	5.0	366,916	275,000
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		54	0
Subtotal	0.0	54	0
Total Recommendation	5.0	366,970	275,000

County Employee Benefits — Cost Center 1145

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	13.5	1,368,384	959,462
Board Approved Adjustments During FY 2000	1.0	32,898	32,900
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.5	42,651	
Internal Service Funds Adjustment		290,281	
Other Required Adjustments		(14,100)	212,731
Subtotal	13.0	1,720,114	1,205,093
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		(7,788)	0
Subtotal	0.0	(7,788)	0
Total Recommendation	13.0	1,712,326	1,205,093

Personnel Operations — Cost Center 1148

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	35.5	3,186,483	(440)
Board Approved Adjustments During FY 2000	6.0	431,668	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-0.5	143,457	
Internal Service Funds Adjustment		(138,532)	
Other Required Adjustments		(278,666)	440
Subtotal	41.0	3,344,410	
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		13,345	0



Personnel Operations — Cost Center 1148

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
1. Augment Resources for Recruitment	2.0	162,520	
Add 2.0 FTE Management Analyst (B1P), alternately staffable at the Associate Management Analyst A/B levels, to support increased recruitment efforts. This action provides ten months funding for the positions in FY 2001, assuming recruitment and hiring efforts will take 60 days. Also recommended here is			
<ul style="list-style-type: none"> ◆ a one-time appropriation of \$6,000 to purchase equipment and supplies for the new positions, ◆ a one-time appropriation of \$25,000 to implement on-line application submission, and ◆ an ongoing appropriation of \$21,000 for expenses related to increased job fair participation and increased web site job postings. 			
Subtotal	2.0	175,865	0
Total Recommendation	43.0	3,520,275	

Census 2000 — Cost Center 1162

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	3.0	349,676	
Board Approved Adjustments During FY 2000		479,143	206,643
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		(63,367)	
Internal Service Funds Adjustment		(23,203)	
Other Required Adjustments		(410,523)	(206,643)
Subtotal	3.0	331,726	
Recommended Changes for FY 2001			
Total Recommendation	3.0	331,726	

Countywide Training Programs — Cost Center 1163

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	10.0	1,172,526	
Board Approved Adjustments During FY 2000		(50,000)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		88,176	
Internal Service Funds Adjustment		7,105	
Other Required Adjustments		(328,796)	0
Subtotal	10.0	889,011	
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		612	0
Subtotal	0.0	612	0
Total Recommendation	10.0	889,623	



Training Administrative Support — Cost Center 1164
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget		839,760	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		15,000	
Other Required Adjustments		(10,000)	0
	Subtotal	844,760	
Recommended Changes for FY 2001			
Total Recommendation		844,760	



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.



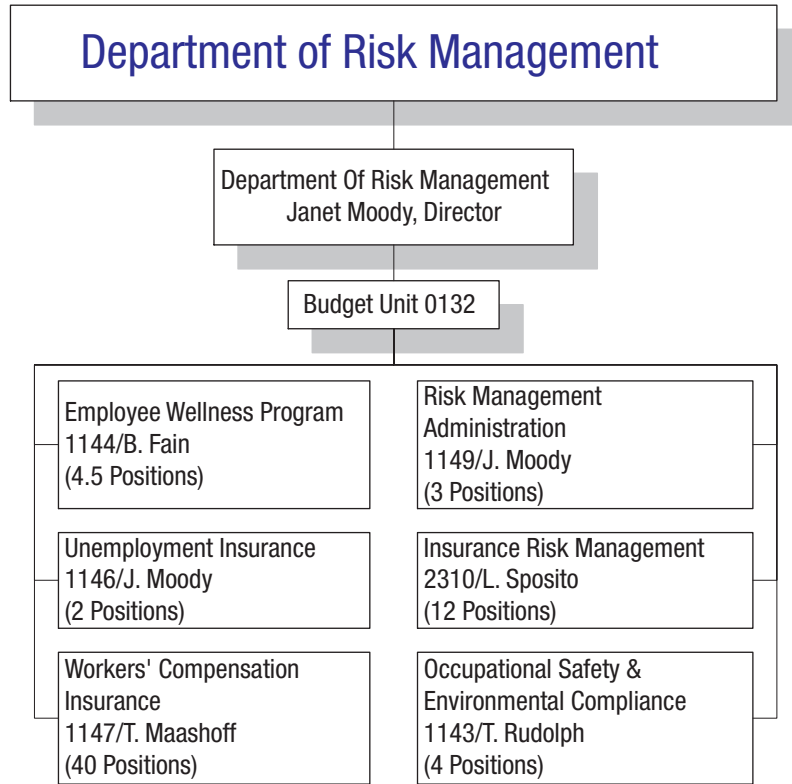
Cost: \$40,865,210

Goals

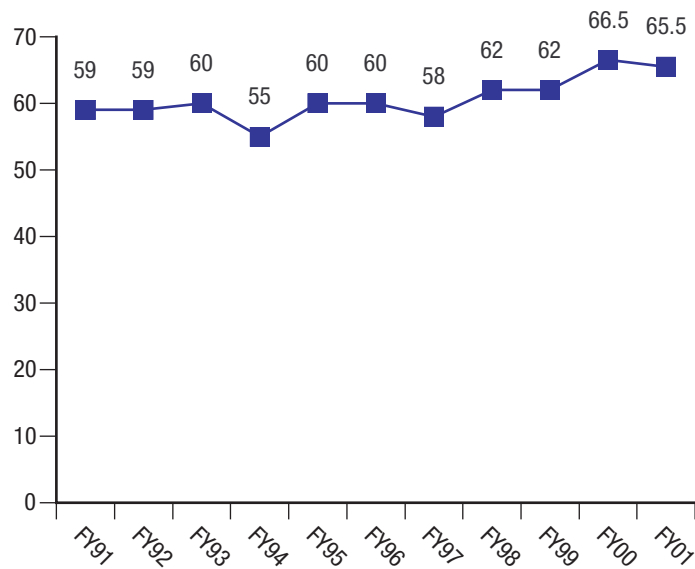
- ◆ Administer internal environmental compliance programs.
- ◆ Reduce workplace and environmental hazards.
- ◆ Protect the County's employees and assets through safety, wellness, and insurance-related activities.
- ◆ Provide benefits to injured county employees and safely return them to work.
- ◆ Control workers' compensation, insurance risk and unemployment insurance costs through preventive action, training, efficient claim management and prudent self insurance practice.



Staff: 65.5



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 each internal service fund charges 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 2000 Accomplishments

- ◆ Attained a workers' compensation claim cost avoidance of approximately \$6.5 million through effective administration of the third party medical management administrator and the Temporary Modified Return to Work program.
- ◆ Completed the first phase of the Workers' Compensation claims system re-engineering project and ensured that the system was Year 2000 compliant.

- ◆ A comprehensive review of the Occupational Safety and Environmental Compliance (OSEC) division was completed by an outside consultant. The recommendations from the consultant's report are the basis for FY 2001 budget recommendations in this area.
- ◆ Achieved full compliance with state and federal requirements that all underground storage tanks (USTs) be upgraded to meet leak protection requirements.
- ◆ OSEC prepared and issued a revised County-wide procedure for ergonomics.
- ◆ Collected \$611,266 in subrogation recovery for insurance claims.
- ◆ Implemented the fire safety and earthquake ERT biannual training program.
- ◆ The Employee Wellness program increased the number of employees participating in the program by 16% and created an advisory committee to promote increased participation.
- ◆ The Employee Wellness program conducted two Wellness Activity Campaigns, "March into May" and "Five Alive for the Holidays", and implemented specific program services for three additional departments.
- ◆ Achieved greater efficiency in the administration of the Unemployment Insurance Program by completing an overview of procedures and revision of all forms used in the program, as well as the increased use of information obtained from the Human Resources/Payroll System (HaRPS).

Fiscal Year 2001 Planned Accomplishments

- ◆ Establish a Wellness Resource Center at the County Government Center (70 West Hedding, East Wing, Lower Level)
- ◆ OSEC will initiate Board-approved organizational and programmatic changes based on the results of an outside consultant's review of the program.
- ◆ OSEC will increase the quality and number of facility audits conducted of County departmental facilities.



- ◆ Complete the mandated electronic interface project for Workers' compensation to electronically report injuries and changes of benefits to the state.
- ◆ Establish on-line access to records from the Department of Motor Vehicles, the courts, and other public agencies to enhance investigation of liability and subrogation claims.
- ◆ Expand and enhance the activities of the driver training program
- ◆ Expand Emergency Response Team (ERT) training to provide new search and rescue and fire extinguisher bi-annual training for team members.
- ◆ Unemployment Insurance will work with departments and the Intermittent Worker Program to provide workers with continuous employment opportunities.
- ◆ Continue to assist injured employees to return to work as soon as medically possible.
- ◆ Continue to explore further efficiencies to improve the administration of the County's workers' compensation claims by monitoring performance through monthly and quarterly claims activity, adjuster production, caseload, and claim cost reports.
- ◆ Review past proposals, investigate and explore refinements of existing systems and new technologies to enhance the support of various Risk Management programs.



Department of Risk Management

County Executive's Recommendation

Advancement of Board Priorities

Fiscal Year 2001 recommendations for the Risk Management Department are intended to further the Board's priority of providing a safe work environment for our employees.

Augment Occupational Safety & Environmental Compliance (OSEC) Resources

Background

OSEC was established by the Board of Supervisors in 1992 to coordinate compliance activities throughout the County departments, develop compliance programs, and monitor and oversee compliance efforts.

In March 1999, the County issued a Request for Proposals (RFP) to conduct a management audit of OSEC to determine if the division was meeting its stated goals and resources were being managed efficiently and effectively. Clayton Environmental Consultants was retained in June 1999 and their final report was issued in February 2000.

The Clayton Audit Report identifies significant programmatic gaps and areas for improvement, including, but not limited to, the absence of a proactive approach to assisting departments in compliance with health and safety requirements and the lack of health and safety technical subject matter experts within OSEC.

Recommendation

The following augmentations are recommended by the County Executive in line with findings in the Clayton Audit Report:

- ◆ Funding for three new positions: 1.0 FTE Principal Occupational Safety Specialist, 1.0 FTE Principal Environmental Specialist, and 1.0 FTE Senior Environmental & Safety Trainer - \$223,356

- ◆ Delete 1.0 FTE (vacant) Senior Environmental Compliance Specialist - (\$74,496)
- ◆ One-time funds for equipment and supplies for the new positions - \$6,000
- ◆ Increased funding for Safety Coordinator and employee training - \$25,500
- ◆ One-time funds for consultant assistance in developing an occupational Infectious Disease prevention Policy for inclusion in the County's Occupational Injury & Illness Prevention Program (OIICP) manual - \$40,000

The new positions cannot be added to the Salary Ordinance at this time, as classification studies and the development of job specifications must be completed by the Human Resources Department. When these tasks are complete, the department will bring a separate action to the Board to adopt the job specifications and actually add the positions to the Salary Ordinance.

All OSEC expenses are offset by reimbursement from the Workers' Compensation (Fund 0078) and Insurance (Fund 0071) programs. However, these programs charge their costs back to operating departments. The anticipated General Fund impact of this recommendation is estimated at \$128,000 for FY 2001. In the Final Budget phase, the department will work with the County Executive's Office of Budget and Analysis to adjust Workers' Compensation and Insurance rates to operating departments to more precisely reflect costs at the operating department level.

Anticipated Outcome

The recommended augmentations will enable OSEC to make program improvements in line with recommendations in the Clayton Audit report. Improvements will include a proactive approach to assist departments, employee training/tracking, periodic audits, and analysis of injury reports, including recommendations for corrective action.



The overall anticipated outcome related to these improvements is a reduction in workers' compensation injuries and reduced exposure to regulatory fines and citations.

Total Cost: \$220,360

\$46,000 one-time; General Fund impact is estimated at \$128,000

Electronic Data Interchange (EDI) Project

Background

California Labor Code section 138.6-138.7 "Electronic Data Interchange (EDI) Implementation Project" mandates that all workers' compensation administrators must submit claims data electronically to the State. Currently the Santa Clara County Workers' Compensation program submits claims in paper form. In order to comply with this new mandate, considerable technical resources are needed to capture and organize essential claims data. In addition, complex programming will be necessary to meet the requirements for electronic data transmission and to meet the State-mandated timeline for compliance.

The effective date for implementation of this mandate is officially March 1, 2000. However, the department was granted a deferral by the State until January 1, 2001 due to Year 2000 compliance priorities.

Recommendation

Authorize a one-time expenditure of \$120,000 from the Workers' Compensation Fund (0078) to hire an outside contractor with the specialized technical skills required to assist the department in completing the EDI project.

All Workers' Compensation costs are charged back to operating departments. The General Fund portion of this project is estimated at \$74,280 and is reflected as an increased expense for the County share of workers' compensation in Cost Center 1149 - Risk Management Administration.

In the Final Budget phase, the department will work with the County Executive's Office of Budget and Analysis to adjust Workers' Compensation rates to more precisely reflect costs at the operating department level.

Anticipated Outcome

The County will assure compliance with the requirements of Labor Code 138.6-138.7 prior to January 1, 2001.

Total Cost: \$120,000 (one-time)

General Fund impact is estimated at \$74,280

Department of Risk Management — Budget Unit 0132

Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
1143	OSEC-Occupational Safety & Envrmntl Compliance	74,942	1,216	19,015	142,055	140,839	11,582
1144	Employee Wellness Program	407,889	487,959	487,959	512,531	24,572	5
1146	Unemployment Insurance	799,613	988,715	988,715	877,066	(111,649)	-11
1147	Worker's Compensation Insurance	22,094,010	23,177,390	23,999,487	25,082,213	1,904,823	8
	1 General Fund	(12,293)					
	78 Worker's Compensation	22,106,303	23,177,390	23,999,487	25,082,213	1,904,823	8
1149	Risk Management Administration	17,673	612	23,740	119,597	118,985	19,442
2310	Insurance Risk Management	10,947,305	13,961,786	13,972,167	14,131,748	169,962	1
	Total Expenditures	34,341,432	38,617,678	39,491,083	40,865,210	2,247,532	6%

Department of Risk Management — Budget Unit 0132

Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
1143	OSEC-Occupational Safety & Envrmntl Compliance	75,000					0
1144	Employee Wellness Program	524,308	436,324	436,324	326,679	(109,645)	-25
1146	Unemployment Insurance	976,993	557,669	557,669	664,295	106,626	19
1147	Worker's Compensation Insurance	22,648,964	22,111,500	22,111,500	26,588,500	4,477,000	20
2310	Insurance Risk Management	12,655,143	12,580,897	12,580,897	13,364,620	783,723	6
	Total Revenues	36,880,408	35,686,390	35,686,390	40,944,094	5,257,704	15%



OSEC-Occupational Safety & Envrmntl Compliance — Cost Center 1143

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	5.0	1,216	
Board Approved Adjustments During FY 2000		17,799	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		35,581	
Internal Service Funds Adjustment		(23,264)	
Other Required Adjustments		(17,799)	0
Subtotal	5.0	13,533	
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		515	0
1. Augment OSEC Resources	-1.0	128,007	
Augment OSEC resources in line with recommendations from the management audit report prepared by the Clayton Environmental Consultants. Increased resources include:			
<ul style="list-style-type: none"> ◆ funding for 1.0 FTE Principal Occupational Safety Specialist - \$74,430 ◆ funding for 1.0 FTE Principal Environmental Specialist - \$74,430 ◆ funding for 1.0 FTE Senior Environmental & Safety Trainer - \$74,496 ◆ Delete 1.0 FTE Senior Environmental Compliance Specialist - (\$74,496) ◆ one-time funds for computer equipment to support the new positions - \$6,000 ◆ increased funding for Safety Coordinator and employee training - \$25,500 ◆ funding for consultant assistance in development of an infectious disease policy 			
Expenses are fully offset by reimbursement from the Worker's Compensation and Insurance programs. However, since both Worker's Compensation and Insurance pass costs along to departments, the estimated General Fund cost of these actions is \$128,000 in FY 2001.			
Subtotal	-1.0	128,522	0
Total Recommendation	4.0	142,055	

Employee Wellness Program — Cost Center 1144

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	4.5	487,959	436,324
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		13,738	
Internal Service Funds Adjustment		2,271	
Other Required Adjustments			(109,645)
Subtotal	4.5	503,968	326,679
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		8,563	0
Subtotal	0.0	8,563	0
Total Recommendation	4.5	512,531	326,679



Unemployment Insurance — Cost Center 1146

Major Changes to the Budget

	Positions	Appropriations	Revenues
Unemployment Insurance ISF (Fund Number 0076)			
FY 2000 Approved Budget	2.0	988,715	557,669
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		(3,431)	
Internal Service Funds Adjustment		(92,017)	
Other Required Adjustments		(16,342)	106,626
Subtotal	2.0	876,925	664,295
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		141	0
Subtotal	0.0	141	0
Total Recommendation	2.0	877,066	664,295

Worker's Compensation Insurance — Cost Center 1147

Major Changes to the Budget

	Positions	Appropriations	Revenues
Worker's Compensation (Fund Number 0078)			
FY 2000 Approved Budget	40.0	23,177,390	22,111,500
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		305,733	
Internal Service Funds Adjustment		(543,223)	
Other Required Adjustments		1,072,918	4,477,000
Subtotal	40.0	24,834,915	26,588,500
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		186	0
1. Software Upgrade			
		16,936	
This action represents the cost of upgrades to Lotus Notes and Office 2000 for the Workers' Compensation program. The upgrade will be administered by the Information Services Department, but costs will be charged directly to the department.			
		120,000	
2. Electronic Data Interchange Implementation Project			
This action reflects one-time funding for consultant services to assist the department in meeting State requirements to submit workers' compensation claims electronically.			
		110,176	
3. Fund OSEC Augmentations			
Total OSEC augmentations are estimated at \$220,350. One half of these costs, \$110,176, will be borne by the Workers' Compensation program and the other half by the Insurance program. However, these costs will be passed on to operating departments. General Fund departments will assume approximately \$128,000 of the costs charged to Workers' Compensation and Insurance. In the Final Budget process, the department will work with the Office of Budget and Analysis to adjust Workers' Compensation rates to accurately reflect new departmental charges as well as increased expenses and reimbursements in this budget.			
Subtotal	0.0	247,298	0
Total Recommendation	40.0	25,082,213	26,588,500



Risk Management Administration — Cost Center 1149

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	3.0	612	
Board Approved Adjustments During FY 2000		23,128	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		(20,052)	
Internal Service Funds Adjustment		41,454	
Other Required Adjustments			0
Subtotal	3.0	45,142	
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		175	0
1. Workers' Compensation State EDI Project		74,280	
This action reflects the General Fund cost related to funding the State EDI Project in the Worker's Compensation program (Cost Center 1147). The total project cost of \$120,000 will be charged out to departments through newly calculated Worker's Compensation rates.			
Subtotal	0.0	74,455	0
Total Recommendation	3.0	119,597	

Insurance Risk Management — Cost Center 2310

Major Changes to the Budget

	Positions	Appropriations	Revenues
Insurance ISF (Fund Number 0075)			
FY 2000 Approved Budget	12.0	13,961,786	12,580,897
Board Approved Adjustments During FY 2000		10,381	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		53,218	
Internal Service Funds Adjustment		109,339	383,723
Other Required Adjustments		(113,181)	400,000
Subtotal	12.0	14,021,543	13,364,620
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		29	0
1. Fund OSEC Augmentations		110,176	
Total OSEC augmentations are estimated at \$220,350. One half of these costs, \$110,176, will be borne by the Insurance program and the other half by the Workers' Compensation program. However, these costs will be passed on to operating departments. General Fund departments will assume approximately \$128,000 of the costs charged to Insurance and Workers' Compensation. In the Final Budget process, the department will work with the Office of Budget and Analysis to adjust Insurance rates to accurately reflect new departmental charges as well as increased expenses and reimbursements in this budget.			
Subtotal	0.0	110,205	0
Total Recommendation	12.0	14,131,748	13,364,620



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

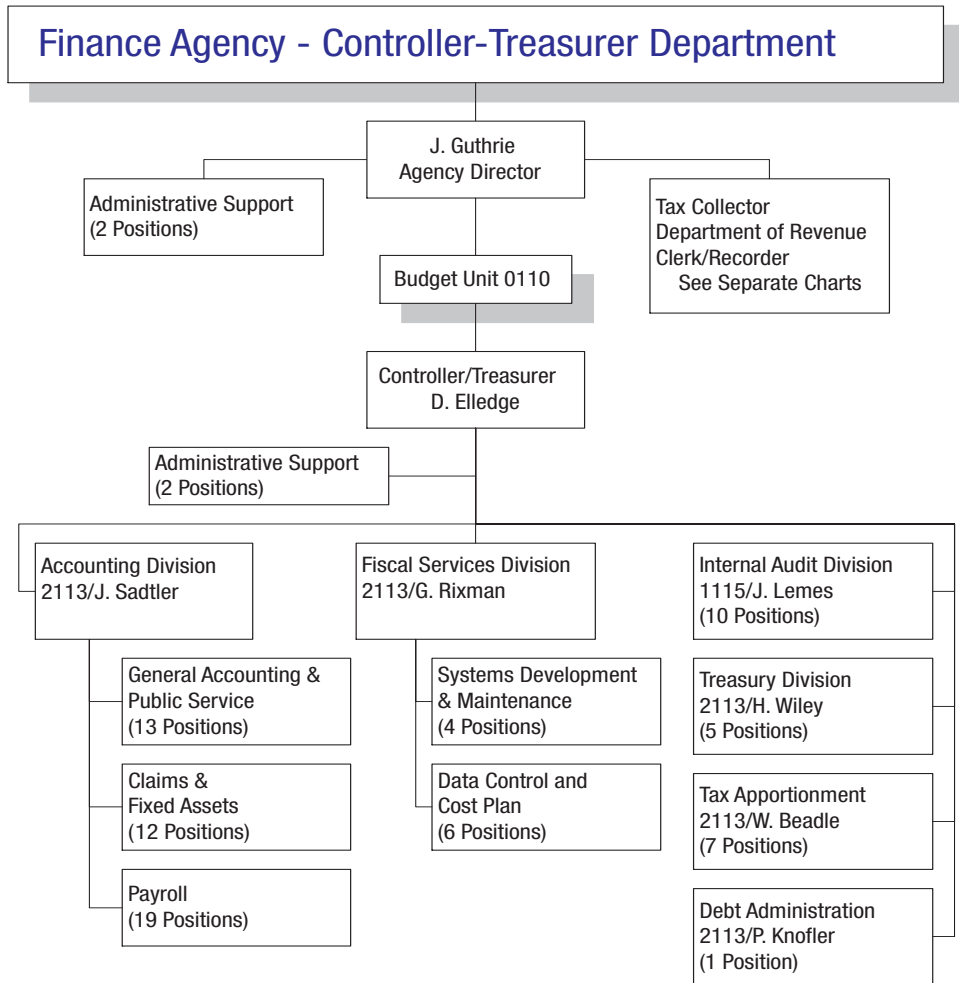
- ◆ Disburse funds in accordance with applicable laws, contracts, and County policies.
- ◆ Invest County assets in accordance with law and approved investment policies.
- ◆ Safeguard assets by developing and implementing appropriate accounting practices and ensuring compliance with those practices.
- ◆ 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.



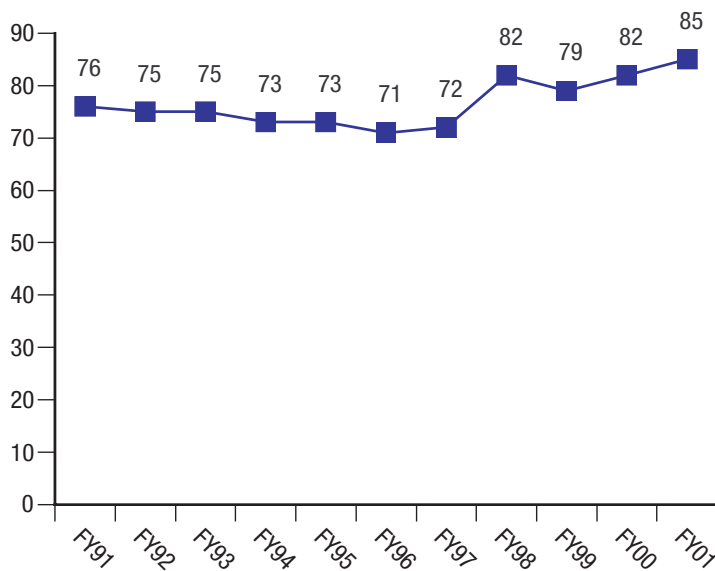
Cost: (\$12,759,021) Controller-Treasurer
Cost: \$21,124,675 Debt Service



Staff: 85



10-Year Staffing Trend



Controller-Treasurer Department Overview

The Controller-Treasurer Department, one of four departments in the Finance Agency, fulfills the functions of Chief Accounting Officer, Internal Auditor, and Treasurer.

The department is organized into five operating divisions:

The Accounting Division. Responsible for payroll, accounts payable, and general accounting activities.

The Fiscal Services Division. 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.

The Treasury Division. Responsible for the investment of idle funds and the processing of all deposits made by the County, school districts, and special purpose districts.

The Tax Apportionment Division. Responsible for the apportionment of property taxes to the County, cities, school districts, and special purpose districts.

The Internal Audit Division. Responsible for the performance of 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 (the Finance Director, a Secretary, and a Senior Management Analyst) are also budgeted here.

Fiscal Year 2000 Accomplishments

- ◆ Achieved rating upgrade from Moody's Investors Services Rating Agency from A1 to Aa3. Moody's also issued a general obligation bond rating of Aa2. No other County in California matches the combination of these ratings.

- ◆ Established Fiscal Officer Group meetings to facilitate the dissemination of information and the exchange of ideas regarding County finance matters. These bi-monthly meetings also provide a forum for the Controller-Treasurer to receive suggestions on improving services to client departments.
- ◆ All systems, the Standard Accounting and Reports System (STARS), PeopleSoft Human Resource Payroll Systems (HaRP) and the Time Capture System (TCS), were modified where needed and received the highest level of testing available in preparation for the Year 2000. The collaborative effort between the Controller-Treasurer and the Information Systems Department resulted in a successful transition to the new year.
- ◆ Successfully implemented a major upgrade of the PeopleSoft software. Each upgrade requires customization to meet the County's unique functionality. The latest upgrade required several hundred hours of staff and consultant time and allows for increased productivity and reduced hardware costs.
- ◆ Reconfigured and remodeled office space on the 2nd floor of the County Government Center at 70 West Hedding Street, utilizing modular furniture for more efficient design.

Fiscal Year 2001 Planned Accomplishments

- ◆ Complete Tax Rate Area consolidation.
- ◆ Implement PeopleSoft 8.0 upgrade for HaRP.
- ◆ Improve communication, scheduling, and work process related to the Countywide Cost Allocation Plan.
- ◆ Perform accounting system replacement needs assessment and prepare request for proposals.
- ◆ Implement Internal Audit Master Plan.



- ◆ Develop and begin implementation of strategic plan for staffing improvements: succession planning, cross-training and skill transfer mechanisms, development of internal career paths, improved recruitment tools.



Controller-Treasurer Department

County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for the Controller-Treasurer Department support the Board of Supervisors priority of enhancing the County's fiscal integrity. These recommendations focus on the organizational infrastructure that allow the County to function efficiently and effectively.

Increase Management Support for Payroll Unit

Background

The Payroll Manager is responsible for the bi-weekly preparation of various system processes associated with payroll computation. Additionally, the manager has primary responsibility for the investigation of reported payroll problems and the supervision of subordinate professional and clerical staff. The nature of the payroll process requires the manager to work every other Sunday and on each holiday that falls on a Monday through Thursday of a payweek. The responsibility for supervision and problem-solving also requires the manager to be present for the regular Monday through Friday workweek.

This situation has created a high level of turnover in the Payroll Manager position (2 managers have resigned in an 18-month period).

The department is seeking to develop an alternative work schedule for the Manager position, which would allow for time off during the regular work week to compensate for the holiday and weekend shifts that are required. Existing staffing levels are not sufficient to provide the level of management support and back-up required to implement an alternative work schedule.

Additionally, because the Manager is primarily responsible for system processes and the investigation of errors, insufficient time is given to overall planning, organization, and staff training in the Payroll Unit. The inability to provide proactive management of the payroll process results in additional errors that subsequently demand even more of the Manager's time.

Recommendation

Add 1.0 FTE Senior Accountant to provide increased managerial support to the Payroll Unit.

Anticipated Outcome

The addition of 1.0 FTE Senior Accountant will provide sufficient staffing flexibility to allow for an alternative work schedule for management of the bi-weekly payroll process. Turnover in the Payroll Manager position will be less frequent. This additional position will allow for increased managerial focus on planning, organization, and training. Payroll errors are expected to decrease.

Total Cost: \$61,000

Reflects 10 months funding for FY 2001, assuming a September 2000 hire date

Augment General Accounting Staff to Implement New Government Accounting Standards Board (GASB) Requirements

Background

In June 1999, the Government Accounting Standards Board issued GASB Statement No. 34. This statement, effective in FY 2001-2002, drastically changes the requirements for the content and format of county financial statements. A new set of government-wide financial statements using the full accrual basis of accounting will be required. The existing modified accrual basis of accounting will continue to be used for fund level statements.

Use of two bases of accounting will require that many transactions which are accounted for in one manner for budgetary and fund level accounting purposes will also need to be accounted for in a different way for government-wide financial statements. For example, fixed asset purchases will be considered expenditures for fund level statements, but considered asset additions for government-wide purposes. Depreciation expense will have to be recorded for government-wide reporting purposes.



Without additional accounting staff there is a high risk that the new principles will not be fully implemented within the required time frame, nor properly maintained over time. This could lead to qualified or adverse opinions by auditors of the County financial statements.

Recommendation

Add 1.0 FTE Senior Accountant to assure the timely implementation and ongoing maintenance of the accounting requirements of GASB Statement No. 34.

Add 1.0 FTE Accountant Clerk II (unclassified) for a period of twelve (12) months to add “useful life” information to the County’s accounting system for approximately 22,000 fixed assets.

Anticipated Outcome

The addition of a Senior Accountant position will allow that the Controller-Treasurer Department to successfully implement and maintain the requirements of GASB Statement No. 34. Qualified or adverse opinions by auditors will be avoided.

The addition of an unclassified Account Clerk II for a 12-month period will assure that the accounting of fixed assets is compliant with GASB Statement No. 34.

Total Cost: \$101,420

Reflects 10 months funding for FY 2001, assuming a September 2000 hire date
\$40,416 is one-time for the Unclassified Account Clerk II

Human Resources/Payroll System Upgrade

Background

The Countywide human resource/payroll system (HaRP) is used to maintain all core human resource, benefits, and payroll data, as well as to process the biweekly payroll for all County employees and several special districts. The current system is based on PeopleSoft HRMS software, Version 7.02.

PeopleSoft is scheduled to release an updated version (Version 8.0) of their HRMS software in the summer of 2000. PeopleSoft will retire the software version currently in use by the County 12 months after the release of the new version and will not continue support for the retired version.

Software support includes such vital services as tax updates and other regulatory changes, training from PeopleSoft Education Services, support for third-party products bundled with the software, and updates and fixes to the software. These software product updates and services are not readily available elsewhere.

Recommendation

Provide \$2,164,000 in one-time funds to assure the timely implementation of PeopleSoft HRMS software version 8.0 for the HaRP system. This recommendation has been reviewed and is supported by the Information Technology Council (ITC) and the Information Technology Executive Committee (ITEC).

The upgrade to PeopleSoft Version 8.0 will be the first upgrade to a *major* release performed by the County. The County has upgraded the HaRP software once previously. The upgrade was considered a minor release and took approximately 3 months. This minor release involved very few changes in functionality.

Industry experts expect the upgrade to Version 8 to take approximately four times the effort due to the complexity of the new release. The new version of the PeopleSoft software merges the commercial version of the system with the public sector version used by the County. The new version also takes advantage of new technology, such as Web-based access and manager self-service.

A project team will be formed in order to configure and implement the new version as soon as it becomes available. The goals of the project team will be to explore opportunities to reduce the extent of software customization, enhance processing performance, and improve access to data.

With the assistance of consultants experienced in PeopleSoft implementations, the project team will configure the new version of the software to meet the County’s business requirements.

The recommended appropriation will cover expenses related to the software upgrade, estimated as follows:

- ◆ Shared services hardware - \$404,000
- ◆ Consulting services - \$1,360,000
- ◆ Functional and technical training - \$150,000



- ◆ User training - \$125,000
- ◆ Leased space for project team - \$125,000

Anticipated Outcome

Implementation of the newest version of PeopleSoft HRMS software will give the County full access to software updates and fixes. The software updates will assure that the County payroll process remains compliant with various State and Federal regulations, avoiding potential fines and penalties.

The software fixes will mitigate the risk of operational failures and assure the timely and successful production of bi-weekly payroll.

Total Cost: \$2,164,000 (one-time)

Accounting System Needs Assessment

Background

The Standard Accounting and Reporting System (STARS) is the comprehensive financial management information system designed to meet the sophisticated accounting and reporting needs of the County. STARS also provides support to the County's budget process by maintaining both budgeted and actual expenditure and revenue data. This data is passed to the County's Budget Reporting and Support System (BRASS).

Since its implementation in 1986, STARS has met most of the County's accounting and reporting needs. The County has been able to meet growing customer needs by utilizing a series of adaptations and modifications. However, system users now require several enhancements that go beyond the scope of minor adaptations and modifications. Desired enhancements include:

- ◆ expanded ad hoc reporting capabilities
- ◆ expanded access to historical accounting data
- ◆ information tracking and reporting to support the County's performance-based budget effort
- ◆ support of various mandated special processing requirements (e.g., back-up tax withholding and garnishment withholding from vendor payments)

Recommendation

A one-time appropriation of \$580,800 is recommended to support a two-phased approach designed to meet the County's evolving accounting needs. This recommendation has been reviewed and is supported by the Information Technology Council (ITC) and the Information Technology Executive Committee (ITEC).

Phase I of the project will focus on the analysis of the gaps between the existing features and capabilities of the system compared with the desired system features and capabilities. The analysis should be performed by a qualified consulting firm with experience in public sector financial systems. Core County system users and customers (department executive managers and fiscal officers, the Office of Budget & Analysis, the Purchasing Agent) will participate in the analysis, which will include the following:

- ◆ reporting needs of STARS users
- ◆ requirements for online access to accounting data
- ◆ requirements for performance-based budgeting
- ◆ requirements for automated processing of garnishment and back-up withholding

This Needs Assessment and Feasibility Study is estimated to cost \$120,000 for consulting services.

Phase II will be initiated upon review and approval of the recommendations resulting from Phase I. This phase will use consultant services to define system requirements and prepare a Request for Proposals for a new system, or support modification of the existing system and/or third party solutions.

The second phase is estimated to cost \$460,800 based on the analysis of eight (8) functional modules: accounts payable, accounts receivable, project accounting, general ledger, asset management, billing, interfaces (e.g., payroll, purchasing, budget), and technical infrastructure.

Anticipated Outcome

The project is expected to provide strategies for improving the efficiency of the County's accounting and financial reporting functions.

Total Cost: \$580,800 (one-time)

Controller Treasurer — Budget Unit 0110 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
1115	County Internal Auditor	778,550	913,611	919,821	1,009,465	95,854	10
2113	Controller Treasurer	(15,240,531)	(15,563,086)	(15,314,690)	(13,768,486)	1,794,600	-12
2116	Human Resources/Payroll System	275,232					
Total Expenditures		(14,186,749)	(14,649,475)	(14,394,869)	(12,759,021)	1,890,454	-13%

Controller Treasurer — Budget Unit 0110 Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
1115	County Internal Auditor	175,121,146	169,402,725	174,066,725	195,818,415	26,415,690	16
2113	Controller Treasurer	21,000	20,000	20,000	20,000	0	
Total Revenues		175,142,146	169,422,725	174,086,725	195,838,415	26,415,690	16%

County Internal Auditor — Cost Center 1115 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	11.0	913,611	20,000
Board Approved Adjustments During FY 2000		6,210	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		94,760	
Internal Service Funds Adjustment		1,010	
Other Required Adjustments		(6,210)	0
	Subtotal	11.0	20,000
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		84	0
	Subtotal	0.0	0
Total Recommendation	11.0	1,009,465	20,000



Controller Treasurer — Cost Center 2113 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	71.0	(15,563,086)	169,402,725
Board Approved Adjustments During FY 2000		248,396	4,664,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		125,384	
Internal Service Funds Adjustment		(1,285,256)	
Other Required Adjustments		(224,521)	21,751,690
Subtotal	71.0	(16,699,083)	195,818,415
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		23,383	0
1. Add 1.0 FTE Senior Accountant (B76)	1.0	60,998	
Add 1.0 FTE Senior Accountant (B76), alternately staffed at the Accountant III/Accountant II levels, to support the payroll function. The recommended appropriation reflects ten months of funding for FY 2001 as recruitment and hiring activity is expected to take two months.			
2. Add Resources to Assure Compliance with GASB Standards	2.0	101,416	
Add 1.0 FTE Senior Accountant (B76), alternately staffed at the Accountant III/Accountant II levels, and 1.0 FTE Account Clerk II (unclassified), alternately staffed at the Account Clerk I level. The Account Clerk II position is to be authorized for a twelve-month period only, July 1, 2000 through June 30, 2001. These positions will support the department's efforts to comply with new accounting standards required by the Government Accounting Standards Board (GASB).			
3. Human Resources/Payroll System Upgrade		2,164,000	
Provide \$2,164,000 in one-time funds to assure the timely implementation of PeopleSoft HRMS software version 8.0 for the Human Resources/Payroll System (HaRP). This recommendation has been reviewed and is supported by the Information Technology Council (ITC) and the Information Technology Executive Committee (ITEC).			
4. Accounting System Needs Assessment		580,800	
Provide \$580,800 in one-time funds to support a needs assessment and development of a Request for Proposals for a comprehensive financial management system for the County. This recommendation has been reviewed and is supported by the Information Technology Council (ITC) and the Information Technology Executive Committee (ITEC).			
Subtotal	3.0	2,930,597	0
Total Recommendation	74.0	(13,768,486)	195,818,415

Controller-County Debt Service — Budget Unit 0810 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
2111	County Debt-Tax & Rev Anticipation Notes	27,175,657	28,319,351	28,319,351	21,124,675	(7,194,676)	-25
	1 General Fund	19,336,909	20,372,026	20,372,026	13,472,950	(6,899,076)	-34
	43 Health Facilities Debt Service	1,023,689	1,136,400	1,136,400	1,194,400	58,000	5
	45 Public Facilities Corp Debt Service	6,804,610	6,810,925	6,810,925	6,457,325	(353,600)	-5
	154 1992 Multiple Facilities COPS	2,355					
	193 Technology Project Fund - COPS	8,094					
2115	VMC Hospital Bonds	60,346,925		25,156,772			



Controller-County Debt Service — Budget Unit 0810
Expenditures by Cost Center (Continued)

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
	480 Hospital Bond Lease Payment	7,277,072		20,613,000			
	482 Hospital Bond Project Fund	47,933,853		4,543,772			
	483 Hospital Bond Interest Fund	5,136,000					
	Total Expenditures	87,522,582	28,319,351	53,476,123	21,124,675	(7,194,676)	-25%

Controller-County Debt Service — Budget Unit 0810
Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
2111	County Debt-Tax & Rev Anticipation Notes	(22,891,718)	19,469,118	19,469,118	8,817,077	(10,652,041)	-55
	1 General Fund	(15,084,079)	11,413,118	11,413,118	1,098,077	(10,315,041)	-90
	43 Health Facilities Debt Service	(983,495)	1,245,000	1,245,000	1,261,000	16,000	1
	45 Public Facilities Corp Debt Service	(6,824,144)	6,811,000	6,811,000	6,458,000	(353,000)	-5
2112	Lease Purchase-Lease Payment Fund	(275,280)					0
	44 Elvis Debt Service Program	(264)					0
	192 Elvis Program Reserve	(275,016)					0
2115	VMC Hospital Bonds	(5,498,085)					0
	480 Hospital Bond Lease Payment	(215)					0
	483 Hospital Bond Interest Fund	(5,497,870)					0
	Total Revenues	(28,665,083)	19,469,118	19,469,118	8,817,077	(10,652,041)	-55%



County Debt-Tax & Rev Anticipation Notes — Cost Center 2111

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget		20,372,026	11,413,118
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		21,000	
Other Required Adjustments		(6,920,076)	(10,315,041)
	Subtotal	13,472,950	1,098,077
Recommended Changes for FY 2001			
	Fund Subtotal	0.0	1,098,077
Health Facilities Debt Service (Fund Number 0043)			
FY 2000 Approved Budget		1,136,400	1,245,000
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			21,000
Other Required Adjustments		58,000	(5,000)
	Subtotal	1,194,400	1,261,000
Recommended Changes for FY 2001			
	Fund Subtotal	0.0	1,261,000
Public Facilities Corp Debt Service (Fund Number 0045)			
FY 2000 Approved Budget		6,810,925	6,811,000
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(353,600)	(353,000)
	Subtotal	6,457,325	6,458,000
Recommended Changes for FY 2001			
	Fund Subtotal	0.0	6,458,000
Total Recommendation		21,124,675	8,817,077

VMC Hospital Bonds — Cost Center 2115

Major Changes to the Budget

	Positions	Appropriations	Revenues
Hospital Bond Lease Payment (Fund Number 0480)			
FY 2000 Approved Budget			
Board Approved Adjustments During FY 2000		20,613,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(20,613,000)	0
	Subtotal		
Recommended Changes for FY 2001			
	Fund Subtotal	0.0	0
Hospital Bond Project Fund (Fund Number 0482)			



VMC Hospital Bonds — Cost Center 2115
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
FY 2000 Approved Budget			
Board Approved Adjustments During FY 2000		4,543,772	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(4,543,772)	0
	Subtotal		
Recommended Changes for FY 2001			
	Fund Subtotal	0.0	0
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

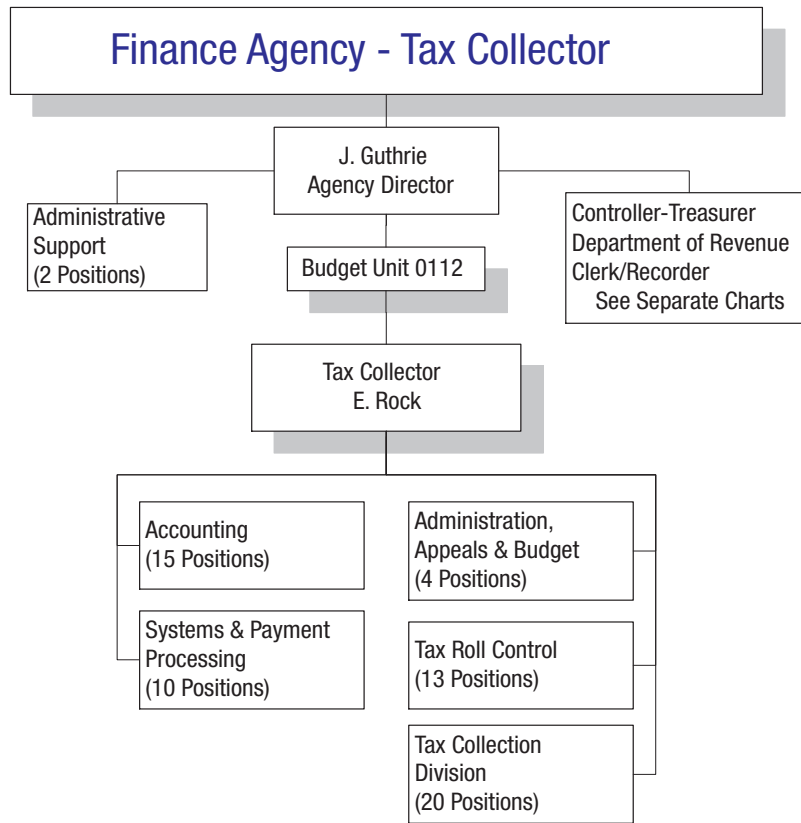
- ◆ Generate tax bills as specified in the Revenue and Taxation Code.
- ◆ Optimize collections of taxes at the least possible cost.
- ◆ Maximize interest earnings by the timely processing of collections.
- ◆ Promote understanding and mutual respect by providing prompt, accurate and courteous service.



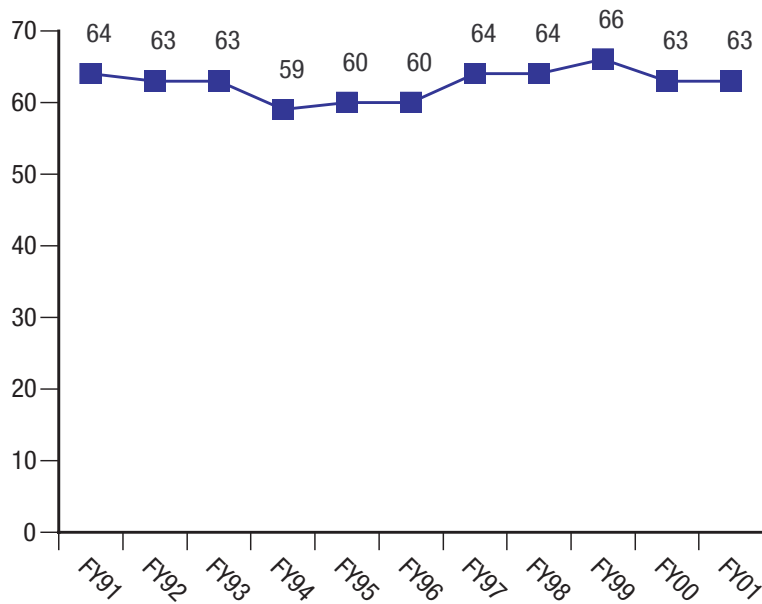
Cost: \$6,075,204



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:

Administration. Responsible for personnel, payroll, budget, accounts payable, penalty appeals, legislative analysis and Comprehensive Performance Management (CPM).

The Accounting Division. Reconciles all monies collected; processes invalid, problem, and special payments; and prepares all refunds.

The Secured Tax Collection Division. Provides tax information for secured and supplemental taxes and administers all facets of tax-defaulted properties;

The Unsecured Tax Collection Division. 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.

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.

Fiscal Year 2000 Accomplishments

- ◆ Achieved the lowest secured delinquency rate among counties with a tax charge in excess of \$1 billion. Santa Clara County's secured delinquency rate is only 1.1%, a reduction from last year's rate of 1.4%. this is an important factor in maximizing property tax revenues which fund other vital county services.
- ◆ Successfully conducted the semi-annual property tax auction. Resolved delinquencies and collected the secured taxes for over 500 parcels so that no improved properties had to be sold at auction.
- ◆ Completed Year 2000 programming to insure that all property tax billing and collection programs, embedded systems, and interfaces were Year 2000 compliant.
- ◆ Installed an Interactive Voice Response system that provides taxpayers and title companies with 24-hour access to property tax information.

Fiscal Year 2001 Planned Accomplishments

- ◆ Replace payment processing equipment that is not fully Year 2000 compliant.
- ◆ Upgrade the current Tax Information System and Trust Funds to an Oracle database.



- ◆ Develop an E-commerce application in conjunction with the Information Services Department that will provide Internet access to taxpayers to pay taxes by credit card and access property tax information.
- ◆ Replace the department voice communication system.
- ◆ Develop a document imaging system that will be integrated with the Tax Information System and will provide on-line access to staff with taxpayer correspondence, payment information (checks and stubs) and other potential uses.



Tax Collector

County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for the Tax Collector support the Board of Supervisors priority regarding accountability and continuous quality improvement. These recommendations focus on technology investments that will allow the County to function more efficiently and effectively.

Document Management System

Background

There are many business processes within the Tax Collector's Office (TCO) that depend on information that is completely paper-based. For example, all of the documentation related to active late payment situations and tax disputes is currently maintained in ordinary file folders. A large amount of paper documentation is also retained for archival purposes; these archived paper document files must be searched and appropriate information extracted, to address payment inquiries, to resolve tax issues, and in support of various legal requirements, such as the sale of tax-defaulted properties.

Filing and retrieval of existing paper documentation presents a number of problems, including

- ◆ incorrect filing (documents are filed in the wrong place and are thus "lost" to subsequent searches),
- ◆ failure to find the necessary documents (documents are properly filed, but missed in the manual search process),
- ◆ if one staff member is using the material, it is not available for use by others and thus appears to be "missing",
- ◆ multiple searches required to access all information related to a particular parcel, since paper documentation is filed by data category (e.g., late payment) not parcel number.

In addition to the work process issues related to utilizing and maintaining paper-based records, there is growing statewide emphasis on using electronic means for producing and storing tax bills and related data.

Recommendation

Provide \$483,600 in one-time funds to implement a digital-based Document Management System (DMS). This recommendation has been reviewed and is supported by the Information Technology Council (ITC) and the Information Technology Executive Committee (ITEC).

A vendor-provided document management system will be used, preferably a system that is "turnkey", includes all hardware and software components, and requires little or no customization. The system must include general document management features, computer output to laser disk (COLD) capability, a web interface for ease of use, and must interface with an Oracle database that is currently being implemented by the Tax Collector's Office. Several vendor products have been evaluated, but selection will follow a formal Request for Proposals process.

Anticipated Outcome

The ultimate objective of the proposed project is for all pertinent information to be stored in a centralized, on-line DMS. The system is expected to reduce errors, minimize loss of information, and reduce response time required to fulfill requests for information from the County's taxpayers.

It is also expected that, in the near future, a large number of the tax bills will be distributed electronically, via electronic mail or network-based fax. The proposed system would allow tax bills, notices, standard forms, and other letters to be generated directly from templates included within the system. This will

- ◆ reduce the quantity of paper-based documentation that is produced,
- ◆ eliminate the need to scan in the material while providing a permanent digital record of the transaction,



- ◆ reduce the space required for storing both paper-based and digital documents (scanned material requires more storage space than documents generated on-line), and
- ◆ reduce problems associated with finding correspondence sent to taxpayers
- ◆ allow indexing and retrieval of information based on broad search categories such as tax year or geographic area (zip code).

Total Cost: \$483,600 (one-time)

Telephone System Requirements

Background

The Information Services Department (ISD) Telephone Service Unit has plans to replace all of the telephone systems with the 70 West Hedding complex during Fiscal Year 2001. However, ISD will provide only a base system, defined as "dialtone" and "voicemail".

The Tax Collector's Office currently has an Automated Call Distribution (ACD) system and an Interactive Voice Response (IVR) system that are not included in the base system proposed by ISD.

Recommendation

Provide \$102,660 in one-time funds to add automated call distribution and interactive voice response capabilities to the base telephone system proposed by ISD.

Anticipated Outcome

The Interactive Voice Response system provides taxpayers with 24-hour information on the status of their property taxes.

The Automated Call Distribution system will

- ◆ report estimated time in the queue to the taxpayer until the call is answered,
- ◆ provide additional information about office hours, location, and other general tax information without putting the caller "out of the queue",
- ◆ enhance planning capabilities based on increased management reporting
- ◆ enhance ability to efficiently transfer calls to other County departments such as the Assessor or Clerk/Recorder

Without these additional features the department would be required to return to a manual call distribution system, which would require additional staff to properly distribute calls.

Total Cost: \$102,660 (one-time)

Tax Collector — Budget Unit 0112 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
2212	Tax Collector	4,964,628	4,967,928	6,183,729	6,075,204	1,107,276	22
2213	Tax Collector-AB 818	110,249		856,967			
Total Expenditures		5,074,877	4,967,928	7,040,696	6,075,204	1,107,276	22%



Tax Collector — Budget Unit 0112

Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
2212	Tax Collector	224,303,934	231,963,237	231,963,237	257,315,798	25,352,561	11
2213	Tax Collector-AB 818	56,375					0
Total Revenues		224,360,309	231,963,237	231,963,237	257,315,798	25,352,561	11 %

Tax Collector — Cost Center 2212

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	63.0	4,967,928	231,963,237
Board Approved Adjustments During FY 2000		1,215,801	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		285,827	
Internal Service Funds Adjustment		290,362	
Other Required Adjustments		(1,286,052)	25,352,561
	Subtotal	5,473,866	257,315,798
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		15,078	0
1. Telephone System Enhancements		102,660	
Provide funding to add automated call distribution and interactive voice response capabilities to the base telephone system provided by the Information Services Department.			
		483,600	
2. Document Management System			
Provide one-time funds to implement a digital-based Document Management System (DMS) to replace the current paper-based work process in the Tax Collector's Office.			
	Subtotal	601,338	0
Total Recommendation	63.0	6,075,204	257,315,798

Tax Collector-AB 818 — Cost Center 2213

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget			
Board Approved Adjustments During FY 2000		856,967	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(856,967)	0
	Subtotal		
Recommended Changes for FY 2001			
Total Recommendation			



County Clerk/Recorder Mission

County Recorder. 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.

County Clerk. To process and maintain public records on business names and on individuals from certain professions, and to process and issue licenses and certificates for marriage in compliance with statute, and to do so with commitment, courtesy, and excellence.

Goals

- ◆ Maximize accessibility and speed by integrating imaging technology into the Clerk/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.
- ◆ Ensure that documents and records on file with the County clerk are readily and promptly available to the public.
- ◆ Provide timely processing of marriage license applications.

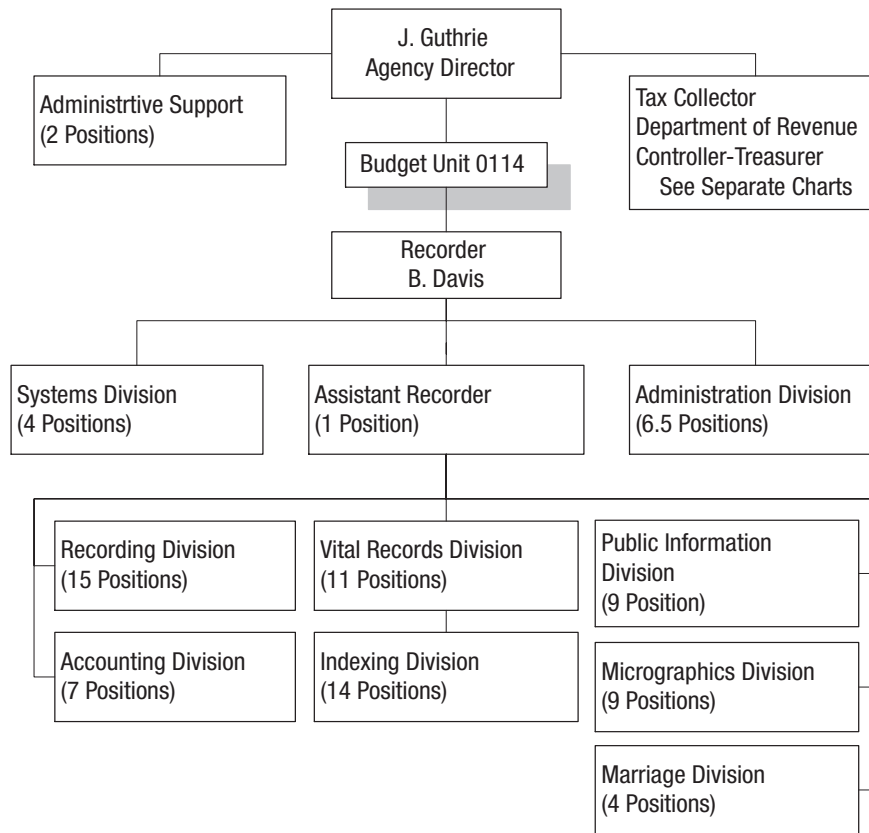


Cost: \$7,871,335

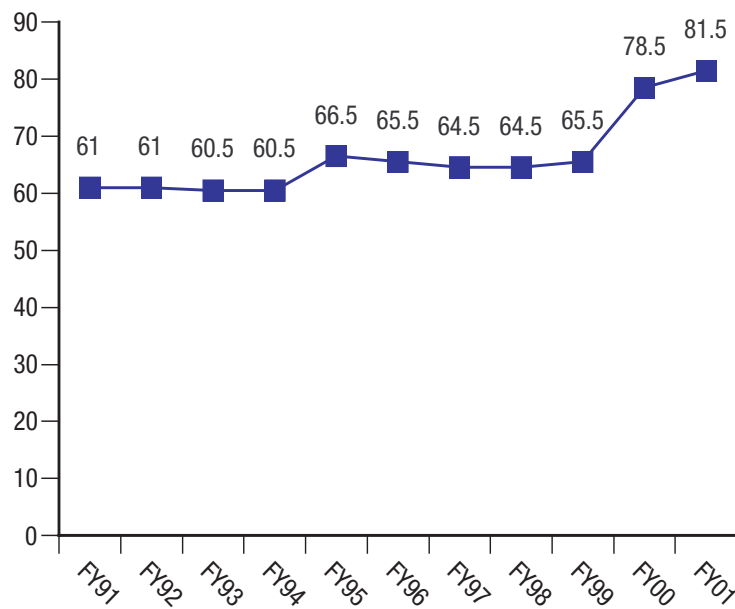


Staff: 81.5

Finance Agency - Clerk/Recorder



10-Year Staffing Trend



County Clerk/Recorder Overview

As County Recorder, the Clerk/Recorder's Office records or files authorized documents and maps collects transfer tax and other fees, and registers all births, deaths, and public marriages occurring within Santa Clara County. Once recorded or filed, the documents and certificates are made available for examination by interested parties. Exact copies and abstracts are issued upon request.

As County Clerk, the Clerk/Recorder's Office issues marriage licenses, performs marriage ceremonies, and registers confidential marriages. As County Clerk, this office also performs services related to filing of Fictitious Business Name statements, filing of Notary bonds, registration of professional agents, and similar services.

The Clerk/Recorder's Office is organized into nine divisions:

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.

Systems Division. Operates and maintain all computer systems for the Recorder's Office. The main system is an AS/400 minicomputer.

Accounting Division. Responsible for cashiering, statements and delinquent notices, distribution of revenues, revenue estimates, and cost projections.

Recording Division. Examines maps and documents for legal requirements, determines recording fees, and inputs recorded document information.

Indexing Division. Creates a daily index of recorded documents by extracting data from scanned documents, inputting data into the computer system, and verifying said data.

Micrographics Division. Commits document images to a permanent medium, oversees vendor filming, and edits film.

Vital Records Division. Receives birth and death certificates, assures that each is scanned and indexed into the computer system, assists customers in research, and issues certified copies.

Public Information & Business Division. Assists customers in research, issues Fictitious Business statements, administers Notary oaths, issues plain and certified copies of records, maintains records, processes all mail, telephone, and fax requests.

Marriage Division. Issues marriage licenses, conducts and records marriages, and maintains records.

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:

- ◆ **Recorder's Document Storage Fund** - established in 1980 to defray the cost of converting the County Recorder's document storage system to micrographics.
- ◆ **Recorder's Modernization Fund** - 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.
- ◆ **Vital Records Improvement Fund** - 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).

The Recorder's special funds cannot be used to support expenses related to the County Clerk function.

Fiscal Year 2000 Accomplishments

- ◆ Assumed the County Clerk's non-judicial functions, starting officially in this office on June 28, 1999.
- ◆ Converted the Clerk's cashiering functions from a manual to an automated process as the first step toward automation in the Business and Marriage Divisions. This conversion was concurrent with upgraded processes in the Accounting Division to implement the related functions regarding collection, balancing, reconciliation and deposits
- ◆ Expanded the public access system to include search capability for birth records, in addition to marriage and death records, which were already available. In the interest of fraud protection, certain personal information is required to access these records.

Fiscal Year 2001 Planned Accomplishments

- ◆ Automation of the County Clerk functions will be completed in order to update and streamline integration into the existing imaging system
- ◆ The current Web site will be expanded to include the grantor/grantee index
- ◆ The public search area will be expanded to allow access to maps on the Clerk/Recorder's imaging system.
- ◆ The Clerk/Recorder's Office will work with the City of San Jose to automate the process of recording garbage liens and releases. it is anticipated that this project will commence in the latter part of 2000
- ◆ Plans to purchase a CD-ROM Writer will enable the Clerk/Recorder's Office to sell copies of document images to title companies and research firms. to date this information has been available only on microfilm



County Clerk/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.

General Fund Recommendations

Add 1.0 FTE Departmental Information Systems Specialist I

Background. The Clerk-Recorder's Office is heavily automated with numerous systems currently in place. The key system is a specialized document recording and imaging system, which is extremely complex and involves many pieces of specialized hardware and software. The Department is dependent on these systems, and both customers and internal operations are severely affected if systems are down.

Support for these systems is provided by three existing staff positions. Additionally, for several years the Systems Division has had additional assistance provided by half-time consultant services funded from the Recorder's Document Storage Fund (0027).

The Clerk/Recorder proposes eliminating the existing half-time contract services and adding a permanent fulltime staff position augment systems support.

Recommendation. Add 1.0 FTE Departmental Systems Specialist I, alternately staffable at the Departmental Systems Analyst/Departmental Systems Analyst Associate levels. Transfer funds from the Recorder's Document Storage Fund (0027) to the General Fund to offset the total annual cost of the position.

Anticipated Outcome. The department will have an additional fulltime resource to maintain and support the various complex systems in operation in the Clerk/Recorder's Office. The position will aid in the implementation of a number of projects, including elec-

tronic recording, automation projects in conjunction with the City of San Jose and with the Franchise Tax Board, and internet expansion possibilities.

Total Cost: \$0

Expense is fully offset by a transfer of funds from the Recorder's Document Storage Fund

Recorder's Vital Statistics Fund (0024)

Utilize One-time Funds for Website Improvements

Background. The Clerk/Recorder's Office currently operates a fully integrated recording/cashiering/indexing and imaging application, which includes the Public Access Retrieval Information System (PARIS). This system is available for use by walk-in customers. A web page project is underway to allow the same access through the Internet. Further implementation of this project includes the addition of the birth certificate index.

Recommendation. Utilize \$13,000 in one-time funds from the Recorder's Vital Statistics Fund (0024) to add the birth certificate index to the web page project.

Anticipated Outcome. Customers will have the same access to the birth certificate index from the Clerk/Recorder's website that is provided to walk-in customers, reducing foot traffic in the Clerk/Recorder's Office and allowing customers to access information outside of regular office hours.

Total Cost: \$13,000 (one-time)

Recorder's Modernization Fund (0026)

Utilize One-time Funds for Equipment Purchase and Replacement

Background. The Clerk/Recorder's Office has a number of equipment purchase and replacement needs. A recent work site evaluation resulted in several recom-



mendations for improved ergonomic furniture and equipment for staff. Other equipment is simply worn or outdated and difficult to maintain or repair.

Recommendation. Utilize one-time funds from the Recorder's Modernization Fund (0026) to purchase new ergonomic furniture and equipment and replace aging equipment throughout the office.

Recommended purchases include:

- ◆ Ergonomic furniture and equipment - \$15,000
- ◆ Typewriter for Accounting Division - \$700
- ◆ Microfiche Viewer for Official Records - \$800
- ◆ Digital Reader-Printer for Official Records - \$13,000
- ◆ Replacement of 21 Image workstations - \$73,500
- ◆ Addition of 16 Image workstations - \$72,000
- ◆ Addition of 3 laser printers - \$10,000

Anticipated Outcome. The recommended ergonomic furniture and equipment purchases will result in a healthier and safer environment for employees, which can lead to better morale, more productivity, and less chance of injury, reducing the risk of lost production time and worker's compensation issues.

The recommended equipment purchases will result in fewer and less frequent service calls for maintenance and repair, allow full use of the Imaging System by staff, enhance graphic capabilities including forms creation, and assure timely production of various statements and reports.

Total Cost: \$185,000 (one-time)

Consultant for Office Procedures

Background. The Clerk/Recorder's office needs to establish up-to-date written policies, procedures, and job instructions.

Recommendation. Utilize one-time funds from the Recorder's Modernization Fund (0026) to secure consultant services for professionally written departmental policies, procedures, and job instructions.

Anticipated Outcome. Written policies, procedures, and job instructions will facilitate training and cross-training in the various office functions.

Total Cost: \$20,000 (one-time)

City Garbage Lien Programming Services

Background. Each year the City of San Jose records approximately 20,000 liens and lien releases pertaining to garbage collection. Often these one-page documents are submitted in large groupings which must be held back and recorded over a period of days to allow the regular daily processing cycle of recording, scanning, and indexing. The city of San Jose produces their documents by merging database data with two standard forms (one for the lien and one for the lien release) making these documents prime candidates for electronic recording. Software development services are needed to modify the Clerk/Recorder's current system to

- ◆ accept database and form inputs from the City
- ◆ automatically record the documents
- ◆ automatically populate the index and image databases, and
- ◆ produce electronic output for the City.

Recommendation. Utilize one-time funds from the Recorder's Modernization Fund (0026) for custom software development services for automation of the recording of City of San Jose garbage liens.

Anticipated Outcome. Automation of the process will allow the Clerk/Recorder's office to eliminate all manual effort currently required in the recording, scanning, indexing, and verification of the garbage lien documents. Staff time will be saved and the City of San Jose will benefit from quicker recording of their documents.

Total Cost: \$30,000 (one-time)

Recorder's Document Storage Fund (0027)

Transfer to General Fund for Systems Position

Background. As discussed in the General Fund recommendations, the addition of a new systems position in the Clerk/Recorder's Office will require the ongoing

transfer of \$77,000 from the Recorder's Document Storage Fund (0027) to the General Fund (0001). This increased expense is offset by a reduction of \$55,000 in existing contract services.

Recommendation. Reduce contract services by \$55,000 and increase the operating transfer to the General Fund by \$77,000.

Anticipated Outcome. The department will have an additional fulltime resource to maintain and support the various complex systems in operation in the Clerk/Recorder's Office, at no additional General Fund cost.

Total Cost: \$22,000

Utilize One-time Funds for Website Improvements

Background. The Clerk/Recorder's Office currently operates a fully integrated recording/cashiering/indexing and imaging application, which includes the Public Access Retrieval Information System (PARIS). This system is available for use by walk-in customers. A web page project is underway to allow the same access through the Internet. Further implementation of this project requires additional view image capability on the Clerk/Recorder's website.

Recommendation. Utilize \$65,000 in one-time funds from the Recorder's Vital Statistics Fund (0024) to provide additional view image capability on the Clerk/Recorder's website.

Anticipated Outcome. Customers will have the similar access to information on the Clerk/Recorder's website as walk-in customers, reducing foot traffic in the Clerk/Recorder's Office and allowing customers to access information outside of regular office hours.

Total Cost: \$65,000 (one-time)

Implement CD-ROM Output of Recorded Documents

Background. Some customers using the Clerk/Recorder's services are interested in reviewing the contents of a large number of documents recorded. Currently these customers may spend large amounts of time at our public terminals viewing documents, or they purchase microfilm. the microfilm is costly, difficult to use and is not timely for their needs. Other counties have started to output document images to CD-ROM for customer sale.

Recommendation. Utilize one-time funds from the Recorder's Document Storage Fund (0027) to secure the hardware, software, and programming services necessary to produce CD-ROM output of recorded documents for customer sale.

Anticipated Outcome. Customers interested in reviewing large numbers of documents would receive more timely service and public terminals would be more available for customers with less intensive needs. Sales of these images on CD-ROM has cost recovery potential.

Total Cost: \$45,000 (one-time)

Tape Drive for AS/400 Minicomputer

Background. The Clerk/Recorder's Office has an 8mm tape drive and library used for systems backup, restoration, and data transfer services. While it was state-of-the-art when purchased, the department has since upgraded the amount of disk space on its system. The current 8mm drive is extremely slow in reading/writing in comparison with new tape technologies.

Recommendation. Utilize one-time funds from the Recorder's Document Storage Fund (0027) to purchase a high speed, high capacity tape drive for the AS/400 minicomputer.

Anticipated Outcome. time for a full system backup or recovery will be reduced from the current 30 hours to 8-10 hours.

Total Cost: \$28,000 (one-time)

County Recorder — Budget Unit 0114 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
5655	County Recorder	6,184,551	6,915,123	7,258,730	7,209,262	294,139	4
	1 General Fund	3,709,609	4,019,974	4,286,720	4,254,060	234,086	6
	24 Vital Records Improvement Fund	90,087	82,572	82,572	65,772	(16,800)	-20
	26 Recorders Modernization Fund	1,981,096	2,185,691	2,262,552	2,070,443	(115,248)	-5
	27 Recorders Document Storage Fund	403,759	626,886	626,886	818,987	192,101	31
5656	County Clerk		471,919	471,919	662,073	190,154	40
	1 General Fund		471,919	471,919	662,073	190,154	40
	Total Expenditures	6,184,551	7,387,042	7,730,649	7,871,335	484,293	7%

County Recorder — Budget Unit 0114 Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
5655	County Recorder	25,849,480	24,111,077	24,224,799	25,864,420	1,753,343	7
	1 General Fund	22,862,724	21,842,671	21,899,532	23,724,153	1,881,482	9
	24 Vital Records Improvement Fund	73,964	60,000	60,000	75,000	15,000	25
	26 Recorders Modernization Fund	2,249,281	1,758,406	1,815,267	1,615,267	(143,139)	-8
	27 Recorders Document Storage Fund	663,511	450,000	450,000	450,000		0
5656	County Clerk				1,167,500	1,167,500	0
	1 General Fund				1,137,500	1,137,500	0
	27 Recorders Document Storage Fund				30,000	30,000	0
	Total Revenues	25,849,480	24,111,077	24,224,799	27,031,920	2,920,843	12%

County Recorder — Cost Center 5655 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	70.5	4,019,974	21,842,671
Board Approved Adjustments During FY 2000	2.0	266,746	56,861
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	87,222	
Internal Service Funds Adjustment		17,986	114,671
Other Required Adjustments		(218,316)	1,629,500
	Subtotal	71.5	4,173,612
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		—	—



County Recorder — Cost Center 5655
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Fund DISS-I		0	80,450
1. Add Position for Systems Support	1.0	80,448	
Add 1.0 FTE Departmental Systems Specialist I, alternately staffable at the Departmental Systems Analyst/Departmental Systems Analyst Associate levels. Expense is fully offset by an operating transfer from the Recorder's Document Storage Fund (0027).			
Subtotal	1.0	80,448	80,450
Fund Subtotal	72.5	4,254,060	23,724,153
Vital Records Improvement Fund (Fund Number 0024)			
FY 2000 Approved Budget		82,572	60,000
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(29,800)	15,000
Subtotal		52,772	75,000
Recommended Changes for FY 2001			
1. One-Time Expense for Website Improvements		13,000	
Fund web site improvements to allow on-line access to the birth certificate index.			
Subtotal	0.0	13,000	0
Fund Subtotal	0.0	65,772	75,000
Recorders Modernization Fund (Fund Number 0026)			
FY 2000 Approved Budget		2,185,691	1,758,406
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		47,419	
Other Required Adjustments		(474,900)	(200,000)
Subtotal		1,835,071	1,615,267
Recommended Changes for FY 2001			
Internal Service Fund Adjustments			
		372	0
1. One-Time Expense for Ergonomic Supplies		15,000	
Purchase ergonomic furniture and equipment to minimize risk of employee injury and lost production time.			
2. One-Time Expense for Equipment		170,000	
One-time funds to replace aging equipment including:			
◆ typewriter - \$700			
◆ microfiche viewer - \$800			
◆ digital reader-printer - \$13,000			
◆ 37 Image workstations - \$145,500			
◆ 3 laser printers - \$10,000.			
3. City Garbage Lien Programming Services		30,000	
Purchase custom software development servicew for automation of the recording of City of San Jose garbage liens.			
4. One-Time Expense for Consultant Services		20,000	
Fund consultant services for professionally written departmental policies, procedures, and job instructions.			
Subtotal	0.0	235,372	0
Fund Subtotal	0.0	2,070,443	1,615,267



County Recorder — Cost Center 5655 Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Recorders Document Storage Fund (Fund Number 0027)			
FY 2000 Approved Budget		626,886	450,000
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		73,651	
Other Required Adjustments		(45,000)	0
	Subtotal	655,537	450,000
Recommended Changes for FY 2001			
Internal Service Fund Adjustments			
Fund DISS-I		80,450	0
1. Reduce Consulting Services		(55,000)	
Reduce contract services. Funds will support the cost of a Departmental Systems Specialist I position through an operating transfer to the General Fund.			
		45,000	
2. CD-ROM Document Information			
Funding for hardware, software, and programming services to produce CD-ROM output of recorded documents for customer sale.			
		65,000	
3. One-time Expense for Website Improvements			
Funding to provide additional view image capability on the Clerk/Recorder's web site.			
		28,000	
4. One-Time Expense for Tape Drive			
Purchase a high speed, high capacity tape drive for the AS/400 minicomputer.			
	Subtotal	0.0	0
	Fund Subtotal	818,987	450,000
Total Recommendation	72.5	7,209,262	25,864,420

County Clerk — Cost Center 5656 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	8.0	471,919	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	149,003	
Internal Service Funds Adjustment		37,790	
Other Required Adjustments		2,500	1,137,500
	Subtotal	661,212	1,137,500
Recommended Changes for FY 2001			
Internal Service Fund Adjustments			
		861	0
	Subtotal	861	0
	Fund Subtotal	662,073	1,137,500
Recorders Document Storage Fund (Fund Number 0027)			
FY 2000 Approved Budget			
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			



County Clerk — Cost Center 5656
Major Changes to the Budget (Continued)

		Positions	Appropriations	Revenues
Internal Service Funds Adjustment				
Other Required Adjustments				30,000
	Subtotal			30,000
Recommended Changes for FY 2001				
	Fund Subtotal	0.0	0	30,000
Total Recommendation		9.0	662,073	1,167,500



Department of Revenue Mission

Maximize collection of accounts receivable at the least possible cost while providing the highest quality of service.

Goals

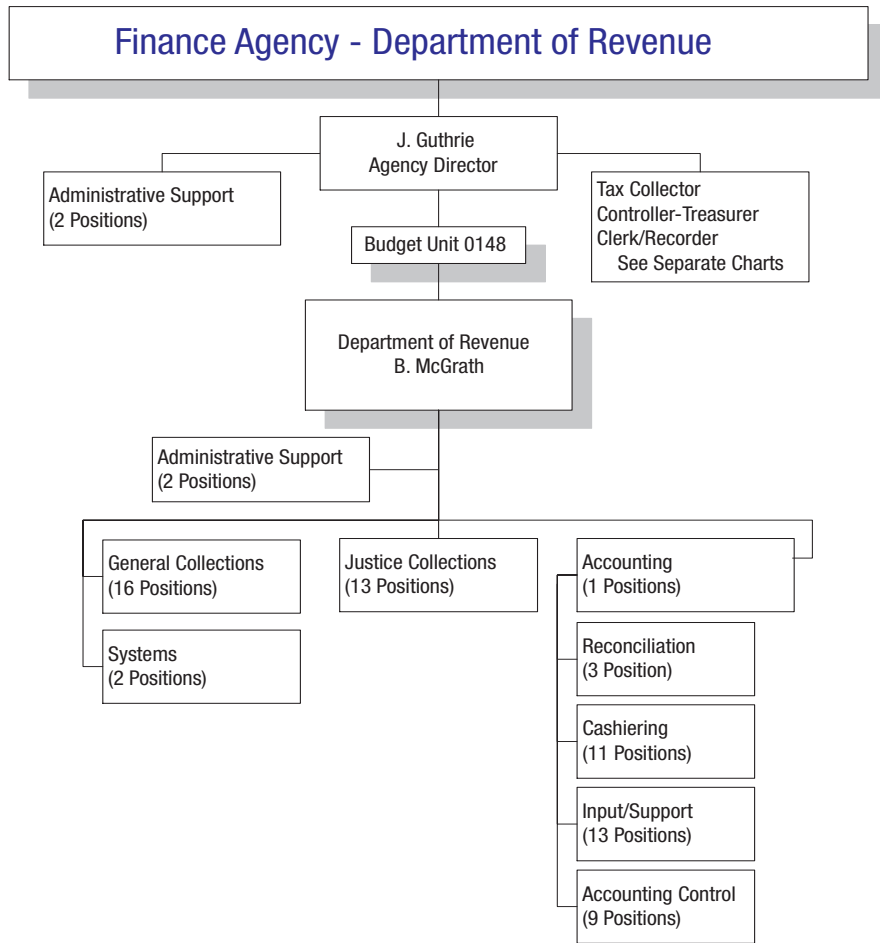
- ◆ Maximize revenue collection.
- ◆ Provide timely, quality customer service.
- ◆ Distribute revenue timely and consistently to provide a funding source for other services.
- ◆ Process documents timely to establish account data and bill clients.
- ◆ Send clients monthly billing statements that are informative and accurate to facilitate prompt payment.
- ◆ Deposit revenues in a timely manner to maximize interest earnings.



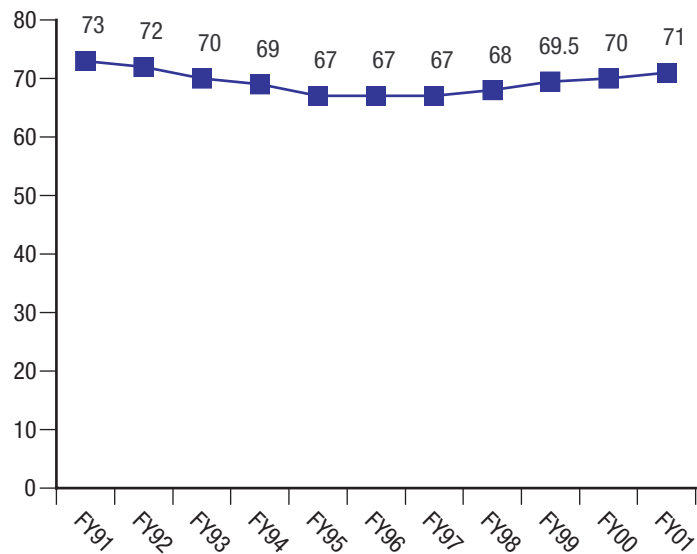
Cost: \$4,554,910



Staff: 71



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:

Administration. Responsible for personnel, payroll, budget, accounts payable, and legislative analysis.

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.

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.

Fiscal Year 2000 Accomplishments

- ◆ Completed Year 2000 compliance review and testing. All computers, servers, software, embedded systems and interfaces are Year 2000 compliant.
- ◆ Issued a Request for Proposals and selected a new vendor to process over \$2 million of County parking citations. Saved the County over \$50,000 in processing fees.

- ◆ Assumed responsibility for the collection of two restitution programs: non-probation accounts formerly collected by the Victim Witness Assistance Center and restitution owed by juvenile offenders formerly paid through the Victim Offender Mediation Program. The department now collects all restitution ordered through the courts with annual collections of \$1.6 million.
- ◆ Developed detailed accounting procedures for the reconciliation of all trust funds; daily, weekly, and period cash balancing; distribution of revenues collected by the Tax Intercept Program, Court-Ordered Debt Program and outside collection agencies.
- ◆ Developed work strategies and processes a backlog of over 14,000 input documents.

Fiscal Year 2001 Planned Accomplishments

- ◆ Research unclaimed victim restitution accounts and transfer unclaimed monies to the District Attorney's Office to enhance victim services.
- ◆ In conjunction with the Social Services Agency, develop a process for the review of bad debt hospital accounts to determine Medi-Cal eligibility and initiate reimbursement claims to the State.
- ◆ Develop detailed accounting procedures for revenue distribution of Superior Court, Adult Probation, and parking collections.
- ◆ Complete program testing and implementation of the Court automated account transfer.

The County Executive's recommendation is to maintain the current level budget for Fiscal Year 2001.



Department Of Revenue — Budget Unit 0148 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
2148	Collection Operations	4,035,363	4,270,459	4,341,029	4,554,910	284,451	7
Total Expenditures		4,035,363	4,270,459	4,341,029	4,554,910	284,451	7%

Department Of Revenue — Budget Unit 0148 Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
2148	Collection Operations	6,152,631	6,002,813	6,002,813	6,325,571	322,758	5
Total Revenues		6,152,631	6,002,813	6,002,813	6,325,571	322,758	5%

Collection Operations — Cost Center 2148 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	70.0	4,270,459	6,002,813
Board Approved Adjustments During FY 2000	1.0	70,570	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		169,379	
Internal Service Funds Adjustment		4,136	
Other Required Adjustments		40,000	322,758
	Subtotal	71.0	4,554,544
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		366	0
	Subtotal	0.0	366
Total Recommendation	71.0	4,554,910	6,325,571



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

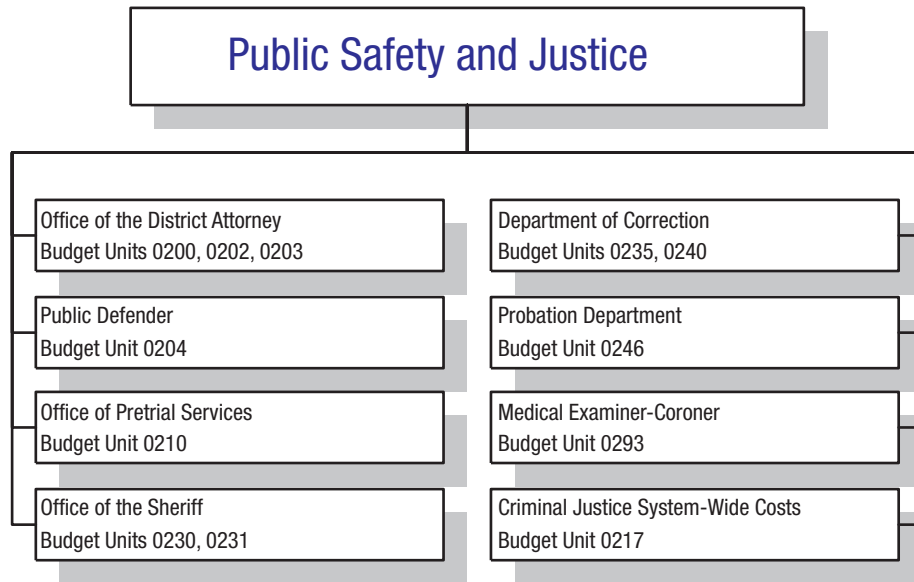
- ◆ District Attorney
- ◆ Public Defender
- ◆ Pretrial Services
- ◆ Sheriff
- ◆ Department of Correction
- ◆ Probation
- ◆ Medical Examiner Coroner
- ◆ Criminal Justice



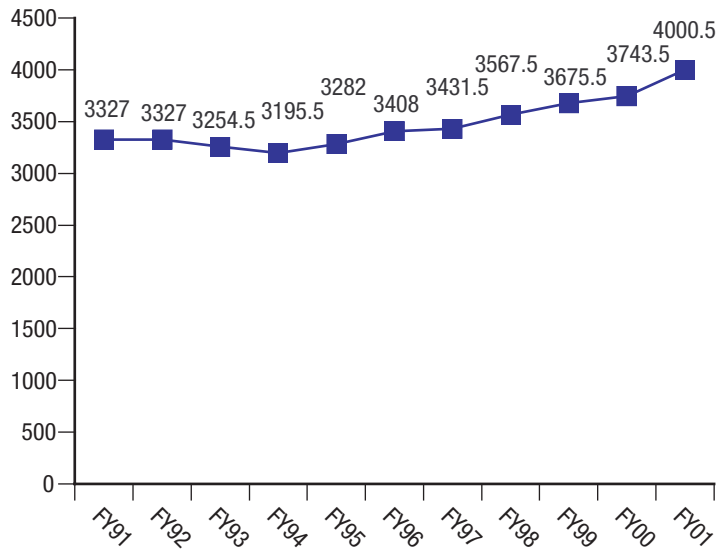
Cost: \$421,893,912



Staff: 4,000.5



10-Year Staffing Trend



Expenditures by Department

BU	Department Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
0200	District Attorney Family Support	26,886,346	29,947,123	35,811,910	36,445,583	6,498,460	22
0202	District Attorney Administration	38,178,292	39,732,417	42,329,277	43,062,244	3,329,827	8
0203	District Attorney Crime Laboratory	4,033,438	3,712,789	3,797,953	4,446,555	733,766	20
0204	Public Defender	23,307,570	22,986,915	23,615,955	25,650,426	2,663,511	12
0210	Office Of Pretrial Services	2,710,164	3,164,514	3,217,524	3,370,468	205,954	7
0217	Criminal Justice System-Wide Costs	50,408,388	47,917,743	48,184,409	49,552,505	1,634,762	3
0230	Sheriff Services	39,225,641	37,930,692	56,618,453	62,290,223	24,359,531	64
0231	Court/Custody Operations	10,621,201	10,475,606	11,049,236	11,499,875	1,024,269	10
0235	DOC Contract	55,871,244	55,099,965	58,062,869	58,696,223	3,596,258	7
0240	Department Of Correction	45,884,978	48,162,041	50,805,629	51,070,207	2,908,166	6
0246	Probation Department	67,029,009	67,178,827	71,580,909	73,415,338	6,236,511	9
0293	Medical Examiner-Coroner	2,238,614	2,211,271	2,290,586	2,394,264	182,993	8
Total Expenditures		366,394,885	368,519,903	407,364,710	421,893,912	53,374,009	8%

Revenues by Department

BU	Department Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
0200	District Attorney Family Support	26,902,207	31,476,415	37,076,647	36,445,583	4,969,168	16
0202	District Attorney Administration	8,639,620	9,465,825	10,327,152	9,803,433	337,608	4
0203	District Attorney Crime Laboratory	1,768,325	1,875,481	1,890,881	1,963,855	88,374	5
0204	Public Defender	657,032	481,205	481,205	463,177	(18,028)	-4
0210	Office Of Pretrial Services	97,932	94,000	94,000	94,000		
0217	Criminal Justice System-Wide Costs	158,662,460	158,872,742	166,063,742	181,666,200	22,793,458	14
0230	Sheriff Services	12,561,360	12,701,824	29,016,717	30,146,355	17,444,531	137
0231	Court/Custody Operations	6,312	7,575	7,575	1,300	(6,275)	-83
0240	Department Of Correction	7,402,105	7,273,263	9,029,851	8,179,733	906,470	12
0246	Probation Department	29,061,268	26,292,357	29,231,644	29,633,797	3,341,440	13
0293	Medical Examiner-Coroner	31,072	54,800	54,800	45,342	(9,458)	-17
Total Revenues		245,789,693	248,595,487	283,274,214	298,442,775	49,847,288	-17%



Office of the District Attorney Mission

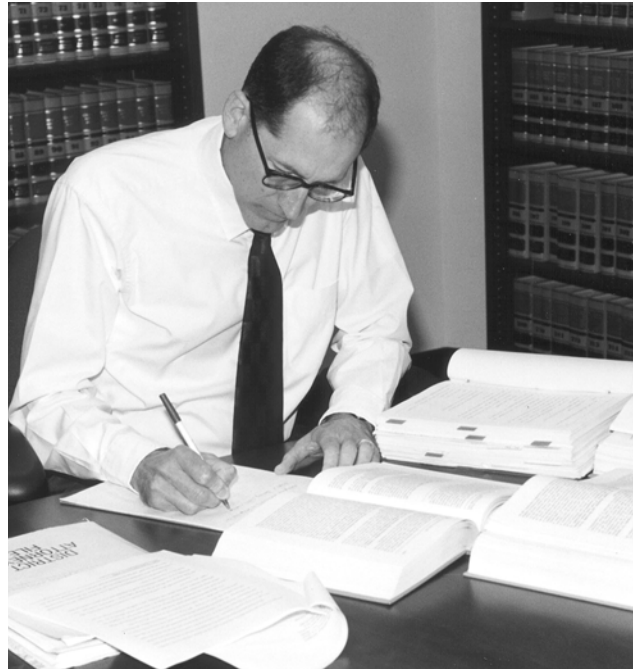
The mission of the Office of the District Attorney is to provide exemplary legal services, vigorously seek justice for the citizens of this state and county, and treat all people in a professional, honest, courteous and respectful manner

Goals

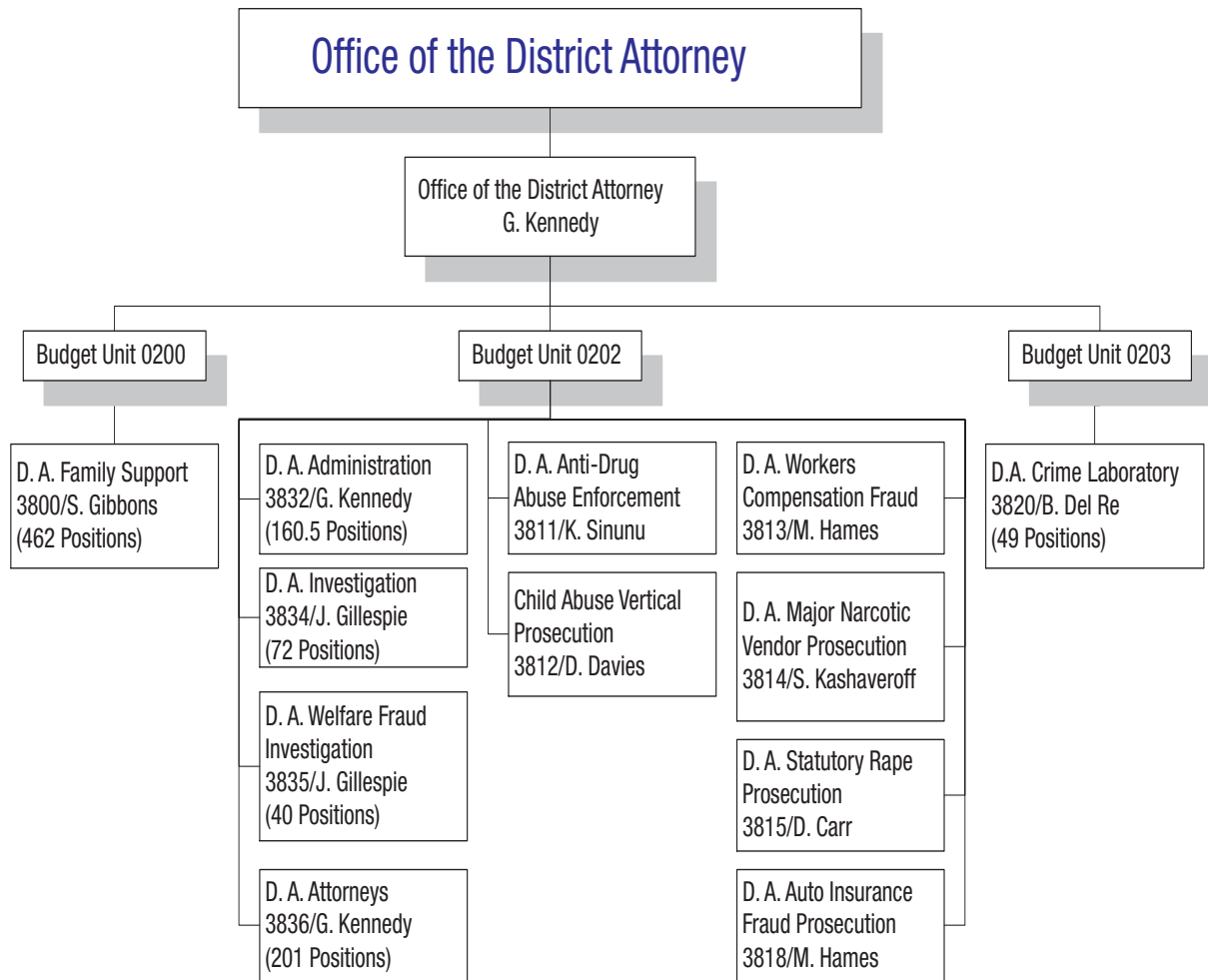
- ◆ Collaborate with other law and justice agencies to deter crime, emphasizing the prevention of serious and violent crimes.
- ◆ Safeguard the public safety while strictly complying with all laws and District Attorney's mandated obligations.
- ◆ Cooperate with the courts, law enforcement agencies, defense attorneys, the Department of Correction, and health and human services agencies to make lawfully appropriate and cost-effective use of alternative sentencing and rehabilitative options.
- ◆ Promote timely resolution of all cases by prompt, professional, and thorough investigation, case processing, and prosecution.
- ◆ Promote administrative efficiency and fiscal responsibility in all District Attorney operations.
- ◆ Maintain open and timely communication with crime victims during all phases of the criminal justice process.



Cost: \$83,954,382

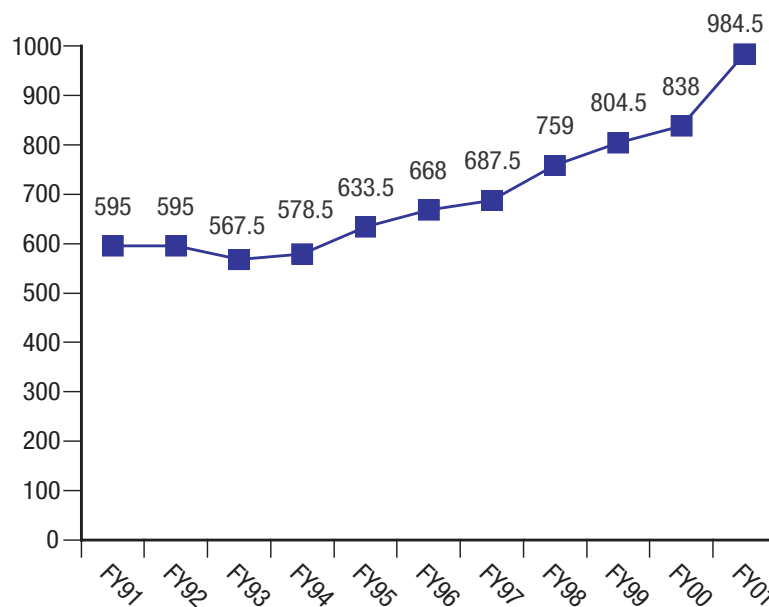


Staff: 984.5



Section 2: Public Safety & Justice

10-Year Staffing Trend





Office of the District Attorney

Overview

The District Attorney safeguards public safety through the prosecution of criminal offenders and through collaborative efforts towards crime prevention. The Office of the District Attorney is comprised of three major divisions which provide a wide range of public services. The total budget is about \$84 million. About 57% of this cost is offset by various revenue sources, with the Public Safety Sales Tax supporting much of the balance. Funding sources and amount of offset vary among the divisions, and are discussed in more detail below.

Criminal Division

The Criminal Division has a recommended budget of \$43 million and 473.5 positions. In FY 2001, \$9.8 million are anticipated in revenues generated by department activities, the majority of which come from grants and reimbursements received from the State for specific prosecution programs.

Criminal Division operations cover a wide array of services. Prosecution of violent and high propensity criminals is given priority. Services are also provided to victims of crimes. Generally, attorneys are assigned to one of 37 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.

In response to Board strategies for prevention and intervention programs where possible, the District Attorney has actively participated in treatment-oriented programs such as Adult and Juvenile Drug Treatment Court, and in efforts such as the mental health diversion project, and has led collaborative efforts with other stakeholders in truancy abatement.

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. Two attorneys are 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 and investigators focus on crimes involving theft of trade secrets and other high technology issues. An Office of Criminal Justice Planning grant provides significant support;
- ◆ 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, Juvenile Drug Treatment Court, and the truancy abatement program;
- ◆ Elder Abuse: fraud and abuse prosecution is undertaken in cooperation with the Public Guardian, the Social Services Agency, and County Counsel, all of whom are members of the County's Financial Abuse (FAST);
- ◆ Child Abuse and Abduction: services in this area have been broadened to include enforcement of violation of visitation orders;



- ◆ Community Prosecution: focuses on collaboration with community members in identifying and responding to their public safety priorities; and,
- ◆ Insurance and 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, the State Department of Justice, and the federal Bureau of Justice Assistance.

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 focuses on the prosecution of adults who have taken sexual advantage of juveniles;
- ◆ victim-witness restitution, which facilitates the distribution of state restitution funds to victims of crime;
- ◆ 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;
- ◆ high technology theft apprehension and prosecution which targets high technology crimes in Bay Area counties;
- ◆ child abuser prosecution, which focuses on prosecuting and resolving child abuse cases within six months; and
- ◆ sexual assault felony enforcement (SAFE), which protects the community from repeat sexually violent predators.

Family Support Division

The Family Support Division (FSD) has a recommended budget of \$43 million and 462 positions. Federal Title IV-D revenues offset 66% of the costs of family support operations; remaining costs are offset by receipt 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 \$90 million in child support payments, of which 61% goes to custodial parents, and 39% to reimburse the State for welfare payments.

Changes in state law during FY 2000 established a new State Division of Child Support Services. Family support operations will be required to move out of the span of control of district attorneys, and to be established by their Boards of Supervisors as separate departments.

Crime Laboratory

The Crime Lab has a recommended budget of \$4.4 million and 49 positions. About 40% 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 1999 include:

- ◆ 1,565 criminalistics requests and 5,678 narcotics requests were submitted to the Lab for testing;
- ◆ 23,332 cases were analyzed by the Toxicology unit;
- ◆ the Photography Unit received 2,008 requests for photographs, which resulted in the processing of 43,532 photographs.



Fiscal Year 2000 Accomplishments

- ◆ Achieved efficiencies in case prosecution by implementing vertical prosecution of felonies in the Palo Alto, Sunnyvale, and San Martin branch courts.
- ◆ Implemented a new program for child visitation enforcement, funded with SB90 reimbursements.
- ◆ Achieved child support collections which are projected to exceed FY 1999 collections by \$9.5 million, an increase of 12%.
- ◆ Expanded family support outreach efforts to low and no income parents through partnership with community-based organizations for the program Career Paths for Parents.
- ◆ Implemented a document imaging and retrieval system, significantly improving the records retrieval process of documents stored to date.
- ◆ Automated the reporting into the CJIC system of solid dosage controlled substances and toxicology examination results.
- ◆ Trained over 2000 law enforcement officers with a newly installed breath alcohol testing instrument.
- ◆ Provide adequate internal services to support the full service branch courts created by court consolidation.
- ◆ Continue improving operational efficiencies though scanning additional documents into the imaging and retrieval system.
- ◆ Continue to provide improved services to family support customers, including a 10% increase in collections over the FY 2000 level, while transitioning to the new county department.
- ◆ Reduce caseload to worker ratio in the Family Support Division through addition of a new operations team.
- ◆ Expand the number of agencies participating in REACT, the County's Hi-Tech Task Force.
- ◆ Relocate the Toxicology Unit of the Crime Lab to laboratory space in the Medical Examiner/Coroner's Office.
- ◆ Implement improved computer forensic evidence examination capabilities.
- ◆ In conjunction with the courts, implement a pre-day-of-court alternative dispute resolution process for small claims court activity at the Los Gatos facility.

Fiscal Year 2001 Planned Accomplishments

- ◆ Improve services to senior citizen victims of fraud through increased investigation and prosecution in collaboration with the Financial Abuse Specialist Team (FAST)



Office of the District Attorney

County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for the District Attorney's Office focus primarily on achieving enhanced accountability and service delivery. Emphasis is placed upon growth in support functions, staff training capabilities, and investment in up-to-date equipment. The increased funding and staffing levels will allow the District Attorney's Office to function more efficiently and effectively.

Family Support Division - Budget Unit 200

Major changes in child support law require transition of family support operations into a new, independent county department of child support services by January 1, 2003. In preparation for this change, recommendations in this budget unit focus on improved customer service and preparation to implement state-mandated standards. Areas of particular importance include caseload reduction, increased child support collections, and staff training. A total of 64 positions are recommended.

New Operations Team

Current caseload per family support officer is approximately 686 cases, of which about 29% are new cases requiring establishment of payment orders, and 71% have support payment orders in place. About 46% of the total 68,000 caseload, or 31,280, are paying cases. Optimally cases should be reviewed on a monthly basis to determine whether support order modifications are needed. However, the high caseload prevents effective caseload review.

Establishment of the new operations team will reduce caseload to 531 cases per family support officer, a significant step toward the desired caseload size of 400. The caseload reduction is anticipated to result in a 24% increase in monthly review of paying cases, increasing enforcement actions and ultimately increasing collections.

The new team is comprised of 26 positions: 1 Deputy District Attorney, 1 Supervising Family Support Officer, 18 Family Support Officers, 1 Legal Secretary, 2 Legal Clerks, and 3 Office Clerks.

Total cost: \$1,373,138

Fully offset by a combination of IV-D funds and State incentive revenues

Add Training Staff

Current training staff is inadequate to provide services to the rapidly growing workforce in the Family Support Division. Further, as the State creates new standards for child support operations, there will be increased need to inform and train staff, and to update training and procedures manuals. With the move into an additional building completed, the Division has sufficient space to move forward on augmenting the support structure necessary to keep a large staff effectively trained.

The new training unit will include staff from the various work units. This will make expert knowledge available for incorporation into training materials and techniques. The result will be more consistent, regular training, with more consistent results. Additionally, lead staff will be able to devote time to quality review of the work performed in their units.

A total of 10 additional staff are recommended: 1 Deputy District Attorney, 2 Training and Staff Development Specialists, 3 Lead Family Support Officers, 1 Supervising Legal Clerk, 1 Advanced Clerk Typist, 1 Office Clerk, and 1 Lead Receptionist.

Total Cost: \$749,262

Fully offset by a combination of IV-D funds and State incentive revenues

Augment Support Positions

As additional family support officers have been added over the past three years, other units have not been adequately staffed in comparison. Staff performing critical support activities such as accounting, court unit work, and client intake have been unable to keep pace. Addition of 20 positions, distributed through various non-operations units, will increase office effectiveness and reduce use of overtime:



- ❖ 1 Accountant III, 2 Accountant Assistants, 1 Supervising Account Clerk, 2 Account Clerks, and 1 Office Clerk will manage trust funds, distribute support monies properly, process payments, and provide support for case-workers and on requests for arrears and interest calculations.
- ❖ 1 Supervising Legal Clerk and 1 Clerical Officer Supervisor will reduce the scope of supervision of legal clerk and office staff.
- ❖ 4 Legal Clerks and 2 Office Clerks will provide a higher level of service for the court unit, as well as in general office filing and copying.
- ❖ 4 Sheriff's Technicians will absorb additional document service needs throughout Santa Clara County and two neighboring counties which will be generated by the additional operations team.
- ❖ 1 Personnel Services Clerk will be needed as the Division transitions to independent status and can no longer use personnel resources central to the District Attorney's Office.

Total Cost: \$998,152

Fully offset by a combination of IV-D funds and State incentive revenues

Expand the Information Systems Unit

Santa Clara County uses the CASES system to support child support operations. As new releases are made available, a significant amount of work is necessary to keep the child support system in sync with the County Information Systems Department, as well as with other departmental databases. Four positions are recommended: 1 Office Automation Systems Coordinator, 2 Departmental Information Systems Coordinators, and 1 Information System Technician II. These staff will interact with staff in other departments and provide training to Family Support staff as systems changes are implemented. The anticipated result is less system downtime and improved CASES training, allowing staff to handle the workload in a more timely manner.

Total Cost: \$280,224

Fully offset by a combination of IV-D funds and State incentive revenues

Create a Special Legal Support Team

In establishment of support cases there are some where normal practices do not produce results, leading to the need for special attention and investigation for possible welfare fraud. Currently about 9,300 cases exist where

lack of a noncustodial parent social security number triggers special case research. Such cases are referred to one attorney who has no staff to provide assistance. Addition of 1 Family Support Officer and 1 Legal Secretary will provide staff resources to identify unnamed parents, institute child support proceedings, and assist in the reduction of welfare fraud.

Total Cost: \$122,940

Fully offset by a combination of IV-D funds and State incentive revenues

Expand Non Custodial Parent Demonstration Project Staffing

The Non Custodial Parent (NCP) Project in Santa Clara County is one of seven throughout the state in which grant funding is supporting efforts to determine whether job training increases the ability of noncustodial parents to retain employment and make their child support payments. The current staff of 9 are unable to keep pace with monitoring and tracking the progress of cases in the Project. Operation team staff have been providing assistance, but do not have sufficient training in the State's project criteria. Addition of 1 Family Support Officer and 1 Legal Secretary will provide dedicated staff resources to maintain the casework and improve customer services to participants in the program.

Total Cost: \$122,940

Fully offset by a combination of TANF, IV-D, and State funds

Criminal Division - Budget Unit 202

Add 3 Positions for Elder Abuse Prevention

In May, 1999, the county's Financial Abuse Specialist Team (FAST) was established to provide emergency response capabilities which crossed departmental boundaries to prevent, intervene in, and prosecute cases of elder abuse. Participating departments include Adult Protective Services, the Public Administrator/Guardian, County Counsel, local law enforcement agencies, and the District Attorney. In the intervening year physical abuse reports have risen by 30%, and financial abuse referrals by 62%. In response to the labor-intensive nature of the cases, staffing adjustments were made at midyear for those departments whose FAST activities are offset by state revenues. However, the Team cannot be fully effective without the investigation and prosecution of cases brought forward by the team members.



Addition of 3 positions (1 Attorney, 1 Investigator, and 1 Paralegal) will restore balance to the Team's caseload capability, increasing compliance with the legislative mandate for rapid response. The Paralegal position will also provide support to the Major Fraud Unit, which is expanding to handle public trust violations by charities and non-profit organizations.

Total Cost: \$191,162

Add 1 Paralegal for North County Services

Significant changes were made in court operations as a result of court unification, including the re-establishment of north county courts to provide a full range of services. The range of activities now occurring has significantly impacted the support infrastructure for services provided by the District Attorney's Office. The ability to process discovery requests generated in the north county courts, and the ability to monitor cases for timely action are particularly affected. Addition of 1 Paralegal position will reduce the Department's reliance on extra help to meet these needs, reduce turnaround time on discovery requests, and reduce case continuances based upon unavailability of material.

Total Cost: \$49,870

Add 4 Support Positions

The size of the District Attorney's Office, the complexity of operations, and increased technological applications have changed the scope and nature of support responsibilities. Addition of 4 positions will provide needed resources:

- ❖ As the Department reorganizes staff to meet current needs, 1 Supervising Legal Clerk to supervise legal staff will facilitate the use of existing positions to absorb increased systems responsibilities. This position will supervise approximately 100 staff, providing continuity in legal support operations.
- ❖ There is currently only one position supporting all personnel needs in the Office of the District Attorney. This results in inefficient services to the department and the individual staff. Addition of 1 Personnel Services Clerk will allow more effective processing of hiring, terminations, and requests for benefit changes.

- ❖ The justice process in high profile cases involving homicide, gang involvement, and sexual assault currently generates 70 to 100 tapes for transcription every month. As the need increases for transcription of audio and video typed evidence, the Department is unable to meet demand with the current 3 positions. An additional Transcriptionist position will assist in provision of discovery materials in a timely manner.
- ❖ There is currently one Messenger Driver position in the Office of the District Attorney to serve over 200 attorney staff, three satellite offices, and five court locations. The driver is responsible for carrying files and documents to all of these locations and to and from the County's document retention center. Addition of one Messenger Driver position will assist in reducing case delays due to need for materials, and will improve efficiency of case processing in the criminal justice system.

Total Cost: \$174,911

Purchase Additional Software Licenses

Part of the automation plan within the Office of the District Attorney is integration of Criminal Justice Information Control (CJIC) access with the hardware on which the CRIMES database is located. CJIC information is currently available only at dedicated terminals which are shared by staff. With hardware installed and stable, purchase of additional CJIC licenses is necessary to accomplish the automation plan goal. A one-time allocation will purchase 350 licenses, allowing staff to access criminal history information at their work stations, and allow the office to function more efficiently.

Total One-Time Cost: \$49,000

Crime Lab - Budget Unit 203

Add 2 Criminalist Positions

The Crime Lab has experienced an increase of about 61% in requests for DNA testing over the past five years. There is currently a backlog of approximately 50 active cases awaiting DNA analysis. With the development of increasingly sophisticated data banking, additional "no suspect" cases are being submitted for possible "cold

hits” leading to arrests in older, unsolved cases. Currently there are approximately 200 “no suspect” cases awaiting assignment and analysis.

Turnaround time on cases has increased from weeks to months as a result of the workload.

Addition of two Criminalist positions will allow the Crime Lab to reduce the case backlog, providing analytical information to investigators and attorneys in a timely manner. Position costs will be 80% offset by an increase in user fees.

Total Cost: \$94,819
Offset by \$75,855 in revenues

Resources for Training and Equipment

The December 1998 State Auditor’s report recommends a training budget of \$29,000 for the Crime Lab, allowing staff to take coursework and build skills pertaining to new techniques in the field. The recommended augmentation of \$26,141 will bring the training budget to the recommended level.

One-time resources of \$215,000 are also recommended to purchase 3 pieces of equipment. Two gas chromatograph/mass spectrometers are needed to replace older equipment used for analysis of solid dosage controlled substances. The infrared spectrophotometer will also replace an existing machine used for controlled substance analyses.

Total Cost: \$241,141
(\$215,00 is one-time cost)

District Attorney Administration — Budget Unit 0200 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
3800	DA Family Support Administration	26,886,346	29,906,519	35,279,656	36,126,319	6,219,800	21
3801	Non Custodial Parents Grant		40,604	532,254	319,264	278,660	686
Total Expenditures		26,886,346	29,947,123	35,811,910	36,445,583	6,498,460	22%

District Attorney Administration — Budget Unit 0200 Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
3800	DA Family Support Administration	26,902,207	31,323,055	36,431,637	36,126,319	4,803,264	15
3801	Non Custodial Parents Grant		153,360	645,010	319,264	165,904	108
Total Revenues		26,902,207	31,476,415	37,076,647	36,445,583	4,969,168	16%



DA Family Support Administration — Cost Center 3800

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	348.5	29,906,519	31,323,055
Board Approved Adjustments During FY 2000	40.5	5,373,137	5,108,582
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		1,801,766	
Internal Service Funds Adjustment		1,386,549	
Other Required Adjustments		(4,327,422)	(2,240,602)
Subtotal	389.0	34,140,549	34,191,035
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		33,686	0
4 Vehicles for New Sheriff's Technicians		16,800	0
1. Add Operations Team	26.0	437,650	437,702
<p>Adds 26 positions to form a new operations team. The anticipated result is that caseload per officer will be reduced from 686 to 531 cases, allowing a higher case review rate. Total position costs are \$1,622,136. Reductions in service and supply funding (\$1,184,486) are also displayed here which are consistent with FY 2001 funding. All remaining costs are 66% offset by Federal Financial Participation revenues, and 34% offset by State Incentive Funds. Positions added are:</p> <ul style="list-style-type: none"> ◆ 1 Attorney IV ◆ 1 Supervising Family Support Officer ◆ 18 Family Support Officers ◆ 1 Legal Secretary ◆ 2 Legal Clerks ◆ 3 Office Clerks 			
2. Expand Training Unit	10.0	634,261	634,281
<p>Adds 10 positions to expand the Department's training capabilities. New training unit staff will represent all classifications and work processes, and will update training and procedure manuals as new State regulations for family support operations are developed. Total position costs are \$749,262, and are offset by federal and state revenues. Positions added are:</p> <ul style="list-style-type: none"> ◆ 2 Training and Staff Development Specialists ◆ 3 Family Support Officers ◆ 1 Attorney IV ◆ 1 Receptionist ◆ 1 Supervising Legal Clerk ◆ 1 Office Clerk ◆ 1 Advanced Clerk Typist 			
3. Expand Information Systems Unit	4.0	280,224	280,232
<p>Add 4 positions, increasing systems staff capacity to maintain the CASES system, rewrite policies and procedures related to system updates, and provide training to staff on system operations changes. Total position costs are \$280,224, and will be offset by a combination of federal and state revenues. Positions added are:</p> <ul style="list-style-type: none"> ◆ 1 Office Automation Systems Coordinator ◆ 2 Department Information Systems Coordinators ◆ 1 Information Systems Technician 			



DA Family Support Administration — Cost Center 3800 Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
4. Add Support Staff	20.0	460,209	460,125
<p>Add 20 positions to provide support staff in proportion to the increased number of operations team staff. Functions that will be expanded include accounting, personnel, intake, court unit functions, and enforcement actions. Additional positions will reduce usage of overtime to handle workload. Total position costs are \$998,152. Adjustments to service and supply costs, (\$537,943 net reduction) consistent with FY 2001 funding, are also included in this action. Remaining costs are 66% offset by Federal Financial Participation revenues, and 34% offset by State Incentive Funds. Positions added are:</p> <ul style="list-style-type: none"> ◆ 1 Accountant III ◆ 1 Supervising Account Clerk ◆ 2 Accountant Assistants ◆ 2 Account Clerk II ◆ 3 Office Clerks ◆ 1 Supervising Legal Clerk ◆ 4 Legal Clerks ◆ 1 Clerical Office Supervisor ◆ 1 Personnel Services Clerk ◆ 4 Sheriff's Technicians 			
5. Create Special Legal Unit	2.0	122,940	122,944
<p>Add 1 Family Support Officer and 1 Legal Secretary to create a special unit to examine and review cases enforcement where normal support establishment efforts have not been effective. Total position costs of \$122,940 will be offset by a combination of federal and state funds.</p>			
Subtotal	62.0	1,985,770	1,935,284
Total Recommendation	451.0	36,126,319	36,126,319

Non Custodial Parents Grant — Cost Center 3801 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	7.5	40,604	153,360
Board Approved Adjustments During FY 2000	1.5	491,650	491,650
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		3,521	
Internal Service Funds Adjustment		(1,448,144)	
Other Required Adjustments		1,231,633	(325,746)
Subtotal	9.0	319,264	319,264
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		—	—
Increase TANF Support for NCP		(390,557)	0
1. Adjust NCP Grant for FY 2001	2.0	390,557	
<p>Add 1 Family Support Officer and 1 Legal Secretary to expand staffing in the Non Custodial Parent Demonstration Project. Also adjusts various service and supply costs to reflect anticipated FY 2001 grant revenues. Cost of the NCP Project is 100% offset by a state demonstration grant and a grant from the Packard Foundation.</p>			
Subtotal	2.0	0	0
Total Recommendation	11.0	319,264	319,264



District Attorney Administration — Budget Unit 0202 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
3811	DA Anti-Drug Abuse Enforcement Program	692,662	1,248,930	1,507,577	760,272	(488,658)	-39
3812	Child Abuser Vertical Prosecution Grant	148,715	128,115	128,115	150,000	21,885	17
3813	Workers Comp Fraud Grant	731,895	750,000	856,977	750,000		
3814	DA Major Narcotic Vendor Prosecution	155,328	162,733	158,821	158,821	(3,912)	-2
3815	Statutory Rape Prosecution	451,211	275,000	296,000	275,000		
3818	DA Auto Insurance Fraud Prosecution	457,592	488,065	555,970	484,970	(3,095)	-1
3832	DA Administration	9,769,450	10,128,148	11,711,964	12,053,596	1,925,448	19
3834	DA Investigations	3,882,190	5,611,664	6,236,388	6,472,729	861,065	15
3835	Welfare Fraud Investigation		(1,285,877)	(1,285,877)	(1,489,413)	(203,536)	16
3836	DA Attorneys	21,889,249	22,225,639	22,163,342	23,446,269	1,220,630	5
	Total Expenditures	38,178,292	39,732,417	42,329,277	43,062,244	3,329,827	8%

District Attorney Administration — Budget Unit 0202 Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
3811	DA Anti-Drug Abuse Enforcement Program	591,137	719,626	760,272	760,272	40,646	6
3812	Child Abuser Vertical Prosecution Grant	150,000	150,000	150,000	150,000		0
3813	Workers Comp Fraud Grant	750,000	750,000	826,921	750,000		0
3814	DA Major Narcotic Vendor Prosecution	161,090	162,733	158,821	158,821	(3,912)	-2
3815	Statutory Rape Prosecution	413,950	275,000	275,000	275,000		0
3818	DA Auto Insurance Fraud Prosecution	484,712	488,065	484,970	484,970	(3,095)	-1
3832	DA Administration	5,801,106	6,416,151	6,889,855	6,443,057	26,906	0
3834	DA Investigations	53,112	504,250	781,313	781,313	277,063	55
3836	DA Attorneys	234,513					0
	Total Revenues	8,639,620	9,465,825	10,327,152	9,803,433	337,608	4%



DA Anti-Drug Abuse Enforcement Program — Cost Center 3811 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget		1,248,930	719,626
Board Approved Adjustments During FY 2000		258,647	40,646
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		(529,304)	
Internal Service Funds Adjustment		49,240	
Other Required Adjustments		(267,241)	0
	Subtotal	760,272	760,272
Recommended Changes for FY 2001			
Total Recommendation		760,272	760,272

Child Abuser Vertical Prosecution Grant — Cost Center 3812 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget		128,115	150,000
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		21,885	
Other Required Adjustments			0
	Subtotal	150,000	150,000
Recommended Changes for FY 2001			
Total Recommendation		150,000	150,000

Workers Comp Fraud Grant — Cost Center 3813 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget		750,000	750,000
Board Approved Adjustments During FY 2000		106,977	76,921
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		(76,921)	
Other Required Adjustments		(30,056)	(76,921)
	Subtotal	750,000	750,000
Recommended Changes for FY 2001			
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 2000 Approved Budget		162,733	162,733
Board Approved Adjustments During FY 2000		(3,912)	(3,912)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		10,387	
Other Required Adjustments		(10,387)	0
	Subtotal	158,821	158,821
Recommended Changes for FY 2001			
Total Recommendation		158,821	158,821

Statutory Rape Prosecution — Cost Center 3815

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget		275,000	275,000
Board Approved Adjustments During FY 2000		21,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		157,187	
Other Required Adjustments		(178,187)	0
	Subtotal	275,000	275,000
Recommended Changes for FY 2001			
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 2000 Approved Budget		488,065	488,065
Board Approved Adjustments During FY 2000		67,905	(3,095)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(71,000)	0
	Subtotal	484,970	484,970
Recommended Changes for FY 2001			
Total Recommendation		484,970	484,970



DA Administration — Cost Center 3832

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	144.5	10,128,148	6,416,151
Board Approved Adjustments During FY 2000	3.0	1,583,816	473,704
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	5.0	837,107	
Internal Service Funds Adjustment		(272,018)	
Other Required Adjustments		(552,839)	(446,798)
Subtotal	152.5	11,724,214	6,443,057
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		732	0
Vehicle for Messenger Driver		5,000	0
1. Add Paralegal for North County Unit	1.0	49,870	
Add one Paralegal to provide support to court activities in North County as a result of changes in court operations. Major needs include processing of discovery requests and case monitoring to prevent unwarranted delays. Funds are also provided for equipment and supplies.			
	1.0	63,080	
2. Add Supervising Legal Clerk			
Add one Supervising Legal Clerk to provide first line supervision necessary with the implementation of new technology and procedures. Current manager's duties have expanded to include supervision of the department's contractual MIS and other technology related responsibilities. One-time resources are also provided for equipment and supplies.			
	3.0	111,831	
3. Add Support Positions			
Add three positions to expand support staffing in the District Attorney's Office. Position costs represent 10 months of funding, as recruitment and hiring are anticipated to take 2 months:			
◆ One Personnel Services Clerk to increase ability to manage personnel-related activity - \$36,563;			
◆ One Transcriptionist to decrease waiting time for transcription of court documents - \$33,276;			
◆ One Messenger Driver to transport records to and from various offices at which District Attorney staff are located - \$31,992.			
Funds are also provided for a vehicle for the Messenger Driver, as well as for one-time equipment and supply needs.			
		49,000	
4. Purchase Additional CJIC Licenses			
Provides one-time resources to purchase 350 additional CJIC licenses. This action will enable DA users to access CJIC criminal histories directly from the same workstations being used to access CRIMES, increasing office efficiency.			
	1.0	49,869	
5. Augment FAST Team			
Add one Paralegal to provide increased resources for the County's Financial Abuse Specialist Team (FAST). This position will also provide support for the Major Fraud Unit as it expands to handle public trust violations by charities and non-profit organizations. The position is funded for 10 months in FY 2001 to recognize time needed for recruiting and hiring. One-time resources are provided for equipment and supplies. Additional FAST team position recommendations are displayed in Cost Centers 3834 and 3836.			
Subtotal	6.0	329,382	0
Total Recommendation	160.5	12,053,596	6,443,057



DA Investigations — Cost Center 3834 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	63.5	5,611,664	504,250
Board Approved Adjustments During FY 2000	9.5	624,724	277,063
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	642,958	
Internal Service Funds Adjustment		(199,255)	
Other Required Adjustments		(278,921)	0
Subtotal	71.0	6,401,170	781,313
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		—	—
Vehicle for FAST investigator		6,500	0
1. Augment FAST Team	1.0	65,059	
Add one Criminal Investigator II to provide increased resources for the County's Financial Abuse Specialist Team (FAST). The recommended increase for this position (\$60,059) represents 10 months of funding, as recruitment and hiring efforts are anticipated to take 2 months. Funding is also included for an additional vehicle for the investigator, and one-time resources are provided for equipment. Additional positions for the FAST team are displayed in Cost Centers 3832 and 3836.			
Subtotal	1.0	71,559	0
Total Recommendation	72.0	6,472,729	781,313

Welfare Fraud Investigation — Cost Center 3835 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	42.0	(1,285,877)	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	79,746	
Internal Service Funds Adjustment		123,554	
Other Required Adjustments		(408,196)	0
Subtotal	40.0	(1,490,773)	
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		1,360	0
Subtotal	0.0	1,360	0
Total Recommendation	40.0	(1,489,413)	



DA Attorneys — Cost Center 3836 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	196.0	22,225,639	
Board Approved Adjustments During FY 2000	5.0	(62,297)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	1,280,494	
Internal Service Funds Adjustment		(223,041)	
Other Required Adjustments		199,240	0
Subtotal	200.0	23,420,035	
Recommended Changes for FY 2001			
Internal Service Fund Adjustments			
Reimbursement from Probation for Community Prosecutor		(50,000)	0
1. Augment FAST Team	1.0	76,234	
Add one Attorney II to provide increased resources for the County's Financial Abuse Specialist Team (FAST). The recommended increase for this position (\$71,234) represents 10 months of funding, as recruitment and hiring efforts are anticipated to take 2 months. One-time resources are provided for equipment and supplies. Additional FAST team position recommendations are displayed in Cost Centers 3832 and 3834.			
Subtotal	1.0	26,234	0
Total Recommendation	201.0	23,446,269	

District Attorney Crime Laboratory — Budget Unit 0203 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
3820	DA Crime Lab Administration	4,033,438	3,712,789	3,797,953	4,446,555	733,766	20
Total Expenditures		4,033,438	3,712,789	3,797,953	4,446,555	733,766	20%

District Attorney Crime Laboratory — Budget Unit 0203 Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
3820	DA Crime Lab Administration	1,768,325	1,875,481	1,890,881	1,963,855	88,374	5
Total Revenues		1,768,325	1,875,481	1,890,881	1,963,855	88,374	5%



DA Crime Lab Administration — Cost Center 3820

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	46.0	3,712,789	1,875,481
Board Approved Adjustments During FY 2000	1.0	85,164	15,400
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		365,622	
Internal Service Funds Adjustment		6,445	
Other Required Adjustments		(59,505)	(2,881)
Subtotal	47.0	4,110,515	1,888,000
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		80	0
1. Add 2 Criminalists	2.0	94,819	75,855
Add two Criminalist positions to decrease the turnaround time for current DNA analysis cases, and to decrease the backlog of "no-suspect" cases. Costs are 80% offset by an increase in user fees, leaving a General Fund cost of \$18,964. Positions are funded for 10 months in FY 2001 to recognize time needed for recruiting and hiring.			
		241,141	
2. Increase Training Budget and Purchase Equipment			
Provide resources for an increase of \$26,141 to the Lab's training budget, to allow staff to take coursework on current lab analysis techniques. In addition, one-time funding is provided for purchase of updated equipment:			
◆ \$180,000 for the replacement of two gas chromatographs used for solid dosage controlled substances, and for blood and urine analysis; and			
◆ \$35,000 for the replacement of an infrared spectrophotometer, used for controlled substance analysis.			
Subtotal	2.0	336,040	75,855
Total Recommendation	49.0	4,446,555	1,963,855



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

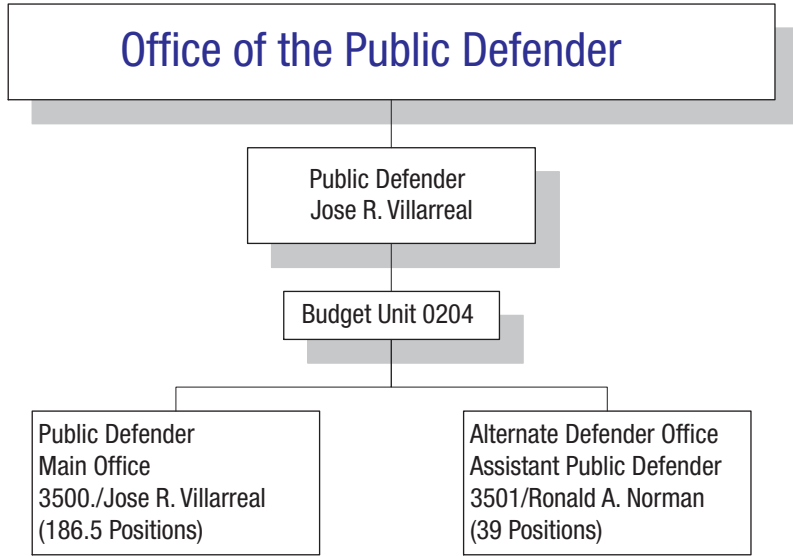
- ◆ Quickly undertake productive representation of those who are financially eligible for service.
- ◆ Investigate cases in a manner and within a time period that will provide each client with the level of service that is mandated by law.
- ◆ Provide effective defense to all clients so that constitutional 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.



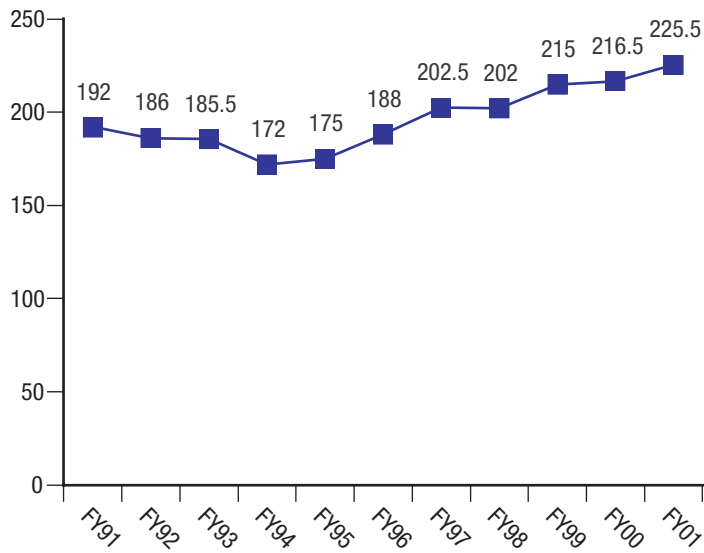
Cost: \$25,650,426



Staff: 225.5



10-Year Staffing Trend



Office of the Public Defender Overview

The Public Defender represents indigent clients in 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.

The Board of Supervisors approved the creation of the Alternate Defender Office (ADO), which began operating in December 1996. While the main office handles most administrative functions, the ADO operates independently as required by law. This novel approach to handling conflicted cases has been very successful in its first three years of operation, managing a caseload more than seven percent higher than anticipated. The capability of keeping multiple defendant cases within the overall County system has resulted in streamlined case processing.

The Office of the Public Defender represents indigent clients in all criminal proceedings including misdemeanor, felony and capital cases, mental health proceedings and juvenile delinquency matters. The ADO represents indigent felony clients in conflict cases arising in the San Jose courts and is also the primary defender of indigent clients in the Sunnyvale and Palo Alto courts. In total, the Office of the Public Defender opened approximately 27,000 cases in calendar year 1999.

The primary departmental challenge for the Office of the Public Defender continues to be management of the increase in number and complexity of felony cases caused by three strikes legislation and by other "get tough" changes in the law.

However, augmentations to the Public Defender's budget in FY 1999 and FY 2000, with an emphasis on resources aimed at the early resolution of felony matters, have contributed to a significant reduction in the backlog of unresolved cases which had built up on the Superior Court trial calendar.

Fiscal Year 2000 Accomplishments

- ◆ Continued the implementation of highly successful early case settlement strategies begun in FY 1999, which have had a positive impact on the Superior Court backlog of untried cases and on jail overcrowding.
- ◆ Continued participation in expanded juvenile and adult Drug Treatment Courts, from eligibility screening to case management to aftercare planning.
- ◆ Resolved issues relating to the Year 2000 problem and its anticipated impact on the operation of the department.
- ◆ Continued to improve the level of service to clients on arraignments/plea and early settlement calendars by providing staff dedicated to these departments.

Fiscal Year 2001 Planned Accomplishments

- ◆ Participate with the District Attorney and the Superior Court in the implementation of a new court designed to improve efficiency and the prompt delivery of appropriate mental health services to mentally ill criminal offenders.
- ◆ Develop written policies and procedures that will ensure consistency with County policies related to fiscal and financial matters.
- ◆ Institutionalize an attorney job performance evaluation process by developing job performance standards and by implementing an on-going job performance evaluation process.



- ◆ Participate fully in the continued expansion of Juvenile and Adult Drug Treatment Courts, consistent with the Board's promotion of programs which assist at-risk youth to lead safe and healthy lives and divert clients from the criminal justice system.
- ◆ Develop and implement an On-line Case Management Tracking System to improve office efficiency and the accuracy of caseload statistics, in order to better measure overall attorney/office performance.



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 rehabilitating them via expanded programs; and by investing in technology to improve service quality.

Add One Accountant II

Background

The Office of the Public Defender has taken the necessary steps to address the need for administrative and fiscal procedures. However, the need for standard financial practices requiring separation of duties, clearly identified authority and accountability and audit trail documentation has not been addressed. Current staffing is not sufficient to perform these tasks.

Recommendation

Add one Accountant II position to adequately staff accounting, purchasing and other fiscal operations. This recommendation includes equipment and supplies associated with the position.

Anticipated Outcome

The addition of one Accountant II position should significantly improve the department's financial operations and services. The department will be able to develop fiscal and results-driven performance standards.

Total Cost \$50,398
Reflects 10-month funding

Add Two Legal Clerks

Background

Court consolidation resulted in significant calendaring changes due to the establishment of specialized courts, such as the Terraine Street Drug Courts, Juvenile and

Adult Drug Treatment Courts, the Mental Health Calendar and Juvenile and Adult Domestic Violence Calendars. Most of the calendar changes rely on post-conviction reviews for their success requiring substantial post-settlement data entry.

Recommendation

Add two Legal Clerk positions to provide the department with needed support in its calendar unit's coordination efforts to address the increase in workload from changes that have occurred in specialized courts. This recommendation includes equipment and supplies associated with the position.

Anticipated Outcome

The addition of the two clerk positions will enhance the Office of the Public Defender's ability to serve the interests of the courts. The calendar unit will be able to promptly process case files and prepare daily court calendars, which are used by attorneys in the courtroom.

Total Cost \$83,776
Reflects 10-month funding

Add One Office Clerk

Background

The implementation of three strikes legislation continues to be a major factor impacting the records retention unit's essential workload, and the policies and procedures under which it operates. Prior to the 1993 implementation of the three strikes law, all felony cases were purged based on the date the client's sentence was concluded. Since the three strikes law became effective, all felony strike cases must be permanently retained. All attorneys need to have ready access to records of past cases used as a strike in new cases.

Recommendation

Add one Office Clerk position to provide the needed support to attorney staff in file tracking, storage, retrieval and purging.



Anticipated Outcome

The department's ability to manage client records and evaluate file retention procedures will be improved. The record retention unit will be able to effectively provide access to closed strike and non-strike records and meet other existing operational needs.

Total Cost \$29,738
Reflects 10-month funding

On-Line Case Tracking System**Background**

The Office of the Public Defender currently utilizes a computerized case-tracking system, purchased in 1988, to keep an accurate record of cases, clients and court appearances. The system in use is no longer reliable, and is not fully supported by the vendor. In addition, the capacity of the current system to process data, generate reports, and integrate with other systems is inadequate by today's standards.

The Office of the Public Defender proposed and the Information Technology Committee (ITEC) recommended a new software application that provides the ability to connect to the county-wide network and exchange information with the District Attorney's Office, Probation Department, Criminal Justice Information Control (CJIC), and the court system.

Recommendation

One-time funds to purchase and implement a new on-line case tracking system as approved by ITEC are recommended. The resources will allow for the customizing of the software to the special needs of the Office of the Public Defender.

Anticipated Outcome

The new case tracking system will have the ability to import data from the District Attorney's Office and CJIC systems which will save staff time and insure accuracy and consistency in data entry.

In addition, departmental efficiency will be enhanced by the identification of case conflicts, restructuring of clerical tasks, tracking of reimbursement claim data, greater efficiency in office management, and availability of measurement tools.

Finally, it will increase the reliability of case and client-related information used by department staff.

Total One-Time Cost \$529,800

**Public Defender — Budget Unit 0204
Expenditures by Cost Center**

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
3500	Public Defender Administration	19,069,866	18,937,982	19,567,022	20,993,390	2,055,408	11
3501	Alternate Public Defender	4,237,704	4,048,933	4,048,933	4,657,036	608,103	15
Total Expenditures		23,307,570	22,986,915	23,615,955	25,650,426	2,663,511	12%



Public Defender — Budget Unit 0204

Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
3500	Public Defender Administration	657,032	481,205	481,205	463,177	(18,028)	-4
3501	Alternate Public Defender						0
	Total Revenues	657,032	481,205	481,205	463,177	(18,028)	-4%

Public Defender Administration — Cost Center 3500

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	184.5	18,937,982	481,205
Board Approved Adjustments During FY 2000		629,040	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	1,004,144	
Internal Service Funds Adjustment		104,088	
Other Required Adjustments		(375,800)	(18,028)
	Subtotal	20,299,454	463,177
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		224	0
1. Add One Accountant II	1.0	50,398	
One Accountant II (B78) position is recommended to assist in the department's accounting, purchasing and other fiscal functions, to develop and implement standard operating procedures and to ensure compliance with generally accepted government accounting principles. This recommendation also reflects position associated costs of \$3,000 for equipment and supplies.			
2. Add Two Legal Clerks	2.0	83,776	
Two Legal Clerk (F14) positions are recommended to provide needed support to the department's Calendar Unit coordination efforts to address the increase in workload from changes that have occurred in the Terraine Drug Court, Juvenile and Adult Drug Courts, Mental Health Calendar, and Juvenile and Adult Domestic Violence Calendars. This recommendation also reflects position associated costs of \$3,000 for equipment and supplies.			
3. Add One Office Clerk Position	1.0	29,738	
One Office Clerk (D40) position is recommended to perform necessary file tracking, storage, retrieval and purging. The expected outcome from this recommendation is an enhancement in the department's management of client records and file retention.			
4. On-Line Case Tracking System		529,800	
A new on-line Case Tracking System is recommended for the Public Defender's Office to meet its needs in case tracking, which the current product and support are not providing. In addition, the new system will enable the department to accomplish the appropriate interfaces with CJIC. The new Case Tracking System is the same software product currently in use at the District Attorney's Office. The County has invested time and effort in ensuring that the software product meets the case tracking needs of criminal justice agencies and that it provides the ability to report statistics in various formats. As a result of this experience, the implementation of the new software should be simplified for the Public Defender's Office.			
	Subtotal	693,936	0
Total Recommendation	186.5	20,993,390	463,177



Alternate Public Defender — Cost Center 3501
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	37.0	4,048,933	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	607,648	
Internal Service Funds Adjustment		455	
Other Required Adjustments			0
Subtotal	39.0	4,657,036	
Recommended Changes for FY 2001			
Total Recommendation	39.0	4,657,036	



Office of Pretrial Services Mission

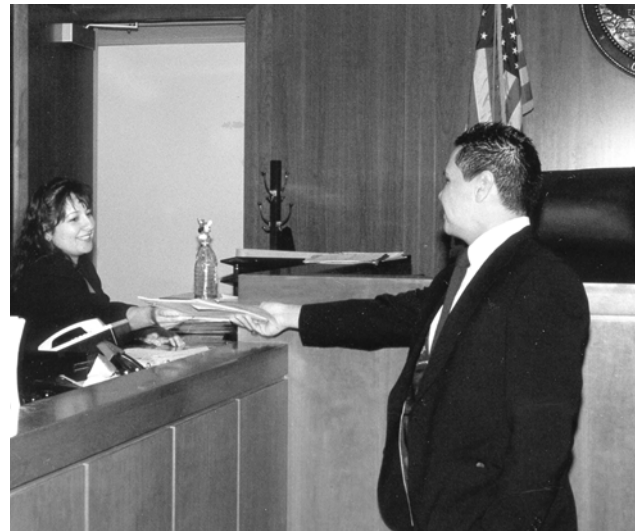
The mission of the Office of Pretrial Services is to provide timely information to the criminal courts that influences the release and detention decision-making process. On the basis of this mission, the department endeavors to:

Goals

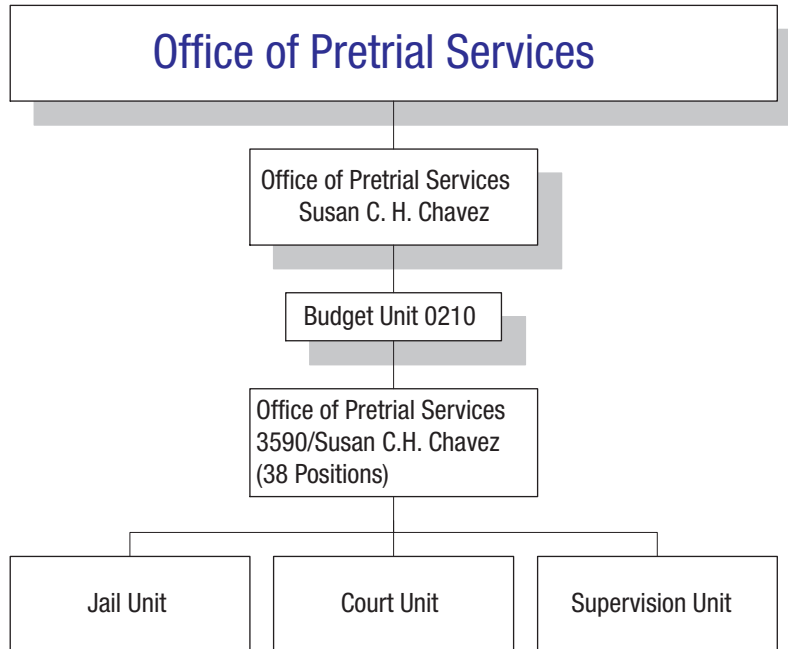
- ◆ Provide accurate and timely information to the Courts, so as to enable early and informed judicial decision-making on the pretrial custody disposition of defendants.
- ◆ Without jeopardizing public safety, effect qualified jail releases to minimize jail custody days and provide equitable release opportunities for arrestees.
- ◆ 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.



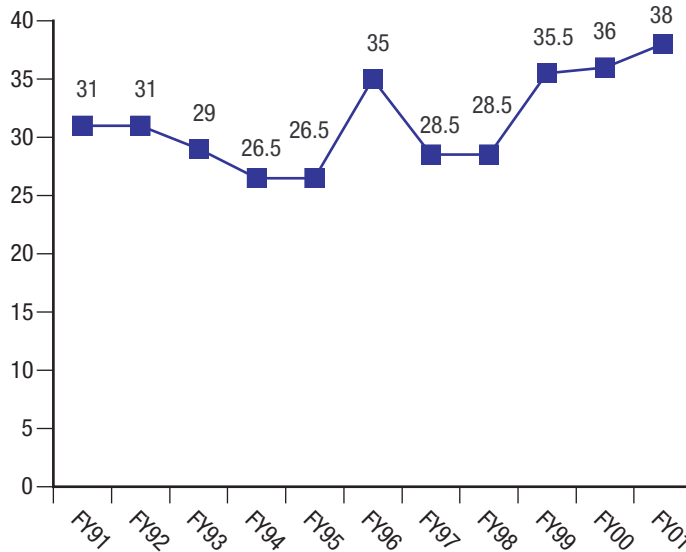
Cost: \$3,370,468



Staff: 38



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. The judges use this information 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, and after-arraignment calendars. 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 that 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.

The Office of Pretrial Services, with a general fund-supported recommended budget of approximately \$3.4 million and 38 positions, has three divisions:

- ◆ The jail unit, a 24-hour, 7-day function located at the jail facilities, produces investigative reports on felony arrests 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 2000 Accomplishments

- ◆ Developed and implemented procedures to provide "Equivalent Communication" to hearing impaired clients.
- ◆ Participated in the development of the Intensive Alternative Program (IAP) to divert appropriate mental health clients from custody into treatment by providing program eligibility screening and supervision.
- ◆ Started the development of a customized software application for an on-line case management system and developed an interim data collection tool to track cases and court requests.
- ◆ Improved drug testing scheduling for the Drug Testing Program by focusing on assisting clients in their compliance with court orders.
- ◆ Participated in the County's Year 2000 Business Continuity and Contingency Planning, revised the Continuity of Government Plan and updated all hardware and software to be Year 2000 compliant.

Fiscal Year 2001 Planned Accomplishments

- ◆ Continue the development of a comprehensive on-line case management system.
- ◆ Continue to ensure the effectiveness of program operation of the Intensive Alternatives Program.
- ◆ Implement a special court-date reminder system for Pretrial Services clients.
- ◆ Revise and update the department's Policy and Procedures manual to provide a standardized training tool for all staff.
- ◆ Continue to participate in programs that allow the judiciary increased options.



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.

Case Management System - Phase II

Background

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.

A two-phase project was approved by the Information Technology Committee in FY 2000 and funding for the first phase was included in the FY 2000 Board-approved budget. The cost of Phase I of the project was budgeted at \$373,086. The total cost of the technology project, based on Information Systems Department (ISD) estimates, is \$560,937. Phase I of the project will develop the system requirements and design. Phase II of the project will be geared towards implementation.

Recommendation

Provide one-time funds of \$129,951 to complete Phase II of the Pretrial Services Case Management System. Phase II of the project represents the costs for development of tools and implementation of the software application, which will meet the department's data collection and analysis needs. This phase of the project is expected to cost \$187,851, however, the Office of Pretrial Services will offset the costs with \$57,900 that it is carrying in its base budget for a prior year systems project. The recommended funding will cover the additional costs for the last phase of the project.

Anticipated Outcome

The on-line Case Management System will provide the Office of Pretrial Services with the ability to collect data impacting custody release decisions and supervision case outcomes, and an evaluation tool to manage program quality and effectiveness.

Total One-Time Cost: \$129,951

Add One Department Information Systems Specialist II/I

Background

The scope and complexity of both the Case Management System project and the on-going system management requires a staff resource with a high level of technical knowledge regarding automated solutions to information processing, and the ability to analyze current practices and apply objectives for improvement to achieve better operational and cost-effective performance.

Recommendation

Add one Department Information Systems Specialist II/I position to serve as the System's Administrator and provide coordination and technical support for the department's On-line case management system.

Anticipated Outcome

The new position will ensure the department's technology project's success by having on-site system support and enhance communication of departmental needs for technical support services from ISD, vendors and consultants.

Total Cost: \$73,418
Reflects 10-month funding



Office Of Pretrial Services — Budget Unit 0210 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
3590	Pretrial Services Administration	2,710,164	3,164,514	3,217,524	3,370,468	205,954	7
	Total Expenditures	2,710,164	3,164,514	3,217,524	3,370,468	205,954	7%

Office Of Pretrial Services — Budget Unit 0210 Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
3590	Pretrial Services Administration	97,932	94,000	94,000	94,000		0
	Total Revenues	97,932	94,000	94,000	94,000		0%

Pretrial Services Administration — Cost Center 3590 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	39.0	3,164,514	94,000
Board Approved Adjustments During FY 2000	-5	53,010	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.5	115,572	
Internal Service Funds Adjustment		31,603	
Other Required Adjustments		(194,446)	0
Subtotal	37.0	3,170,253	94,000
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		(3,154)	0
1. Add One Departmental Information Systems Specialist II/I	1.0	73,418	
<p>One Departmental Information Systems Specialist II/I (G13) position is recommended to develop, implement and support the new Case Management System and serve as the department's systems administrator. This position is expected to have expertise in designing system specifications and the use of computer hardware and software. The expected outcome of this recommendation is an enhancement in the department's coordination efforts with the Information Systems Department and outside vendors to implement and effectively maintain its Case Management System.</p>			
2. Case Management System - Phase II		129,951	
<p>Funding is recommended to support the installation of an automated data/case management system. This is a customized software system for data collection, caseload management and analysis. The total project costs are estimated at \$560,937 over a two-year period. The department received an appropriation of \$373,086 for the first year of the project in the approved Fiscal Year 2000 budget. The first year funding covered the costs for the requirements and design phase. The current recommendation meets funding needs for the second year of the case management system, which focuses on the development of tools and application. The amount needed for the second year of the project is \$187,851. The Office of Pretrial Services plans to request a \$57,900 roll-over of prior funding and apply this amount to second year costs. This budget recommendation covers the project's remaining funding needs of \$129,951.</p>			
Subtotal	1.0	200,215	0
Total Recommendation	38.0	3,370,468	94,000



Criminal Justice System-Wide Costs Overview



Cost: \$49,552,505

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

The Trial Court Funding Act of 1997 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 requirement is \$40,324,363 (\$28,726,780 County Contribution and \$11,597,583 Fines & Forfeitures).

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.

Under the provisions of the Trial Court Funding Act the County remains responsible for providing Court facilities. Lease costs for Court facilities are budgeted here at \$3.9 million for FY 2001.

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 defendants 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 or the Alternate Defender. The contract is budgeted at \$4.6 million for Fiscal Year 2001. Cases include misdemeanors, juvenile delinquency, juvenile homicides, and adult felonies declared outside the San Jose Facility.

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 2001 revenue estimates place this account at \$163.3 million, a 17% increase from the \$139.4 million budgeted for Fiscal Year 2000.

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 2001.

Criminal Justice System-Wide Costs — Budget Unit 0217 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
3217	Criminal Justice System-Wide Costs	50,408,388	47,917,743	48,184,409	49,552,505	1,634,762	3
Total Expenditures		50,408,388	47,917,743	48,184,409	49,552,505	1,634,762	3%

Criminal Justice System-Wide Costs — Budget Unit 0217 Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
3217	Criminal Justice System-Wide Costs	158,662,460	158,872,742	166,063,742	181,666,200	22,793,458	14
Total Revenues		158,662,460	158,872,742	166,063,742	181,666,200	22,793,458	14%

Criminal Justice System-Wide Costs — Cost Center 3217 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget		47,917,743	158,872,742
Board Approved Adjustments During FY 2000		266,666	7,191,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		1,017,162	
Other Required Adjustments		350,934	15,602,458
	Subtotal	49,552,505	181,666,200
Recommended Changes for FY 2001			
Total Recommendation		49,552,505	181,666,200



Office of the Sheriff Mission

Mission Statement

The Santa Clara County Sheriff's Office is dedicated to the preservation of public safety by providing innovative and progressive service, in partnership with the community.

- ◆ Continue to promote efficiency through appropriate and innovative uses of technology and improved responsiveness in all operations within the department.

Goals

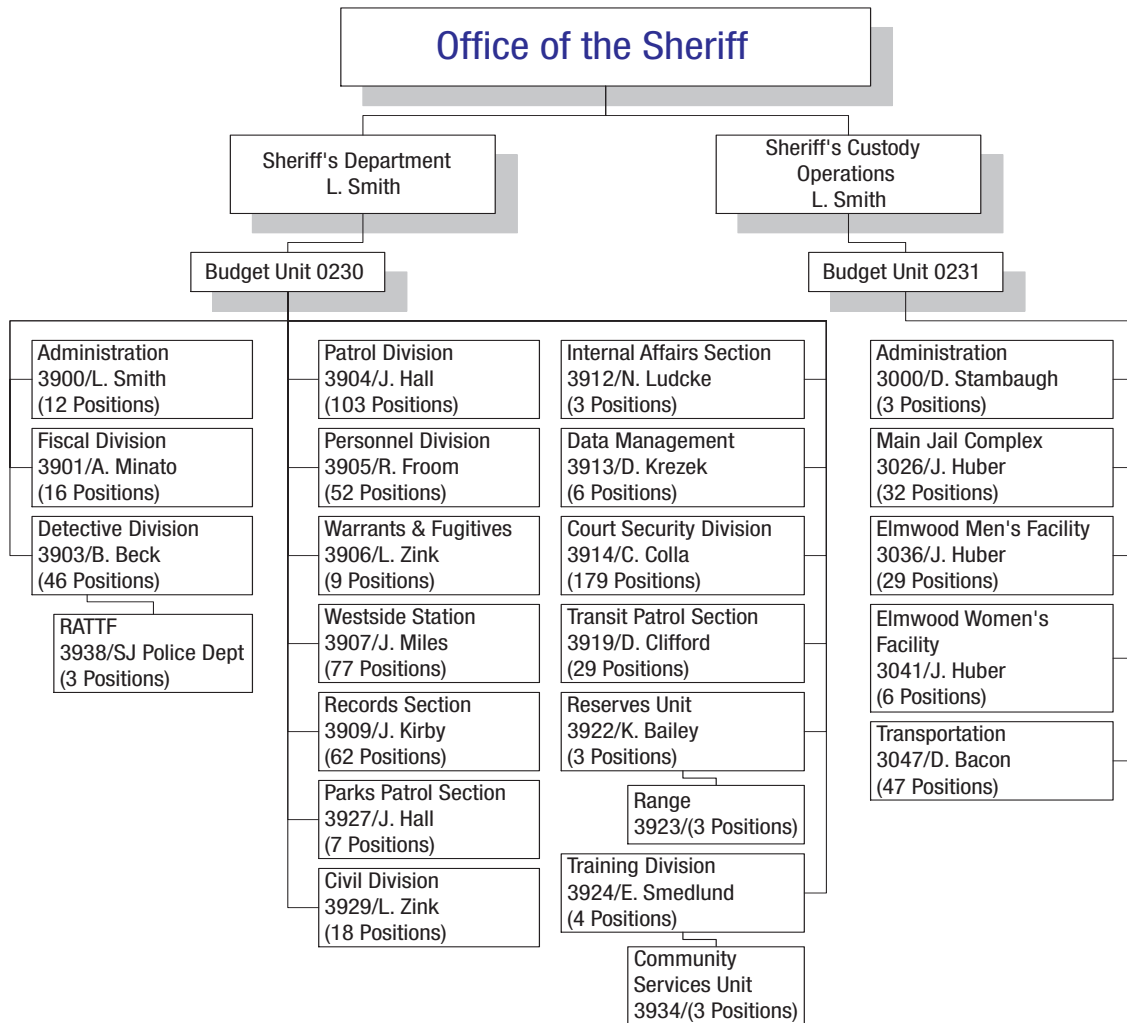
- ◆ Attempt to complete and serve all civil documents received, in a timely manner.
- ◆ Attempt to service all warrants received.
- ◆ Achieve safe and secure court facilities for internal and external customers of the courts.
- ◆ Promote community-oriented policing throughout the department by training all sworn and civilian employees.
- ◆ Decrease the incidence of traffic problems in the unincorporated residential areas through increased patrol visibility and traffic enforcement.
- ◆ Redefine the role of investigators to include case management from inception to closure.
- ◆ Establish a website for recruitment, hiring, and as a bulletin board for first aid, CPR, range and special training schedules.
- ◆ Develop and implement a "Senior Volunteer" program.
- ◆ Develop and implement a formalized sick leave program with goals of reducing usage and providing cost savings.



Cost: \$73,790,098

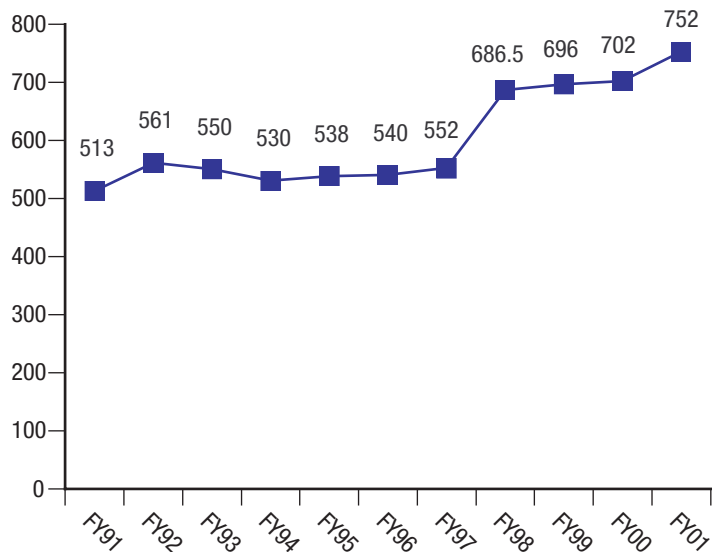


Staff: 752



Section 2: Public Safety & Justice

10-Year Staffing Trend





Office of the Sheriff

Overview

The County Sheriff is an elected official who is mandated by the people of Santa Clara County, directed by the State Constitution, the County Charter and the various legal codes of the State, to preserve the peace, enforce civil orders, make arrests, investigate public offenses and prevent unlawful disturbances. The Sheriff has a total of 752 sworn and civilian support staff.

The Sheriff's Office serves the entire county population of 1.7 million through its Civil/Warrants, Courts and Jail Administrations. Further, patrol and investigative services are provided to people in the unincorporated areas and those cities which contract for police services. The Sheriff's budget of \$73 million is received primarily from the General Fund. However, some additional revenues are received from corporate donations and a variety of grants.

The Sheriff's Divisions are:

Administrative Support Services & Records

- ◆ General administrative, fiscal and accounting services;
- ◆ Data management for all systems including the Sheriff's Law Enforcement Telecommunications System (SLETS);
- ◆ Records management for all criminal history and warrant files; and
- ◆ Human Resources and Personnel, background and Health and Injury Prevention, Reserve and Community Relations, Drug Abuse Resistance Education (DARE) programs, Neighborhood Watch Programs, community fairs, and summer camps.

Civil and Warrant Services

- ◆ Serve all felony warrants and certain misdemeanor warrants within the County, as well as extraditing fugitives from outside the state;
- ◆ Provide dignitary protection when requested by the United States Secret Service;
- ◆ Execute levies and serve civil bench warrants.

- ◆ Service or execution of all civil processes and notices given to the Sheriff by the Court and/or the public.

Patrol Enforcement

- ◆ Patrol services for an area of approximately 600 square miles in the unincorporated districts including Almaden Valley, Burbank, Cambrian, East San Jose, Mt. Hamilton Valley, San Antonio Valley, South County, and Moffett Field housing areas.
- ◆ Law enforcement services to the Santa Clara County Parks and Recreation Department, the County Jails, Stanford University, and the Santa Clara Valley Transportation Authority; and
- ◆ Several specialized units including the Search and Rescue Unit, the Rural Crime Unit, the Sheriff's Community Policing and Enforcement (SCOPE) Unit, the Off-Road Motorcycle Unit, the Bicycle Unit, and the Parks Unit;
- ◆ Law enforcement services provided for the vast mountain areas that border Santa Cruz and San Mateo Counties, as well as unincorporated areas west of Highway 17, which includes the communities of Aldercroft Heights, Chemeketa Park, and Redwood Estates;
- ◆ Law enforcement contractual police services to the cities of Cupertino, Saratoga, and Los Altos Hills;
- ◆ Traffic enforcement services, traffic investigations, three school resource officers, community-oriented policing program, and a community resources coordinator for the contract cities.

Court Services

- ◆ Security services to thirteen facilities including ninety-three judges of the Superior Court of the County;
- ◆ Operation of six security screening sites, and five-prison holding cell sites; and
- ◆ Risk assessment of all prison threat cases to court each morning and afternoon.

Investigative Services

- ◆ Investigate alleged violations of federal, state, and county laws and ordinances;
- ◆ Investigate criminal activity, apprehend suspects, facilitate prosecution of criminals, and recovery of lost property;
- ◆ Operate fingerprint and crime scene processing units; and
- ◆ 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), Domestic Violence Unit; and
- ◆ Inter-jurisdictional narcotics enforcement teams (AANET and UNET).

Jail Administration Division

Through agreement between the Sheriff and the County of Santa Clara, the Sheriff is responsible for:

- ❖ inmate transportation;
- ❖ hospital guarding;
- ❖ inter-facility transportation;
- ❖ team sergeants on each shift per Penal Code section 830.1(d).

The agreement also allows the Sheriff to grant peace officer powers to employees while on duty.

Transit Patrol

- ◆ The Valley Transportation Authority contracts with the Sheriff for general law enforcement services;
- ◆ Patrol officers currently handle more than 2,000 events per month for Valley Transit Authority; and
- ◆ Maintain information on a graffiti data base and provide a Graffiti Abatement Team.

Major Issues

- ◆ The Sheriff continues to work with representatives of the County of Santa Clara to revise the April 1997 Department of Correction Jail Agreement.

- ◆ The Recommended Budget includes funding to recruit, hire and train another 33 cadets, enough to address current vacancies, but not to address the projected vacancies caused by normal attrition and retirements.
- ◆ The department continues to struggle with the issue of limited duty officers. Approximately 50 officers, or 11.7% 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.
- ◆ In the next two years, a large number of employees will be retiring from the Sheriff's Office because of age and years of service. As a result, a large unfunded liability exists, since retirement payoffs are not budgeted.

Fiscal Year 2000 Accomplishments

- ◆ Revitalized the department by promoting 38 employees and hiring 66 new staff; appointed Sheriff's Sergeant as Community Services Coordinator for the City of Cupertino; reorganized the upper echelon of the Sheriff's Office Administration resulting in increased accountability.
- ◆ Participation by all divisions in the Comprehensive Performance Management program, using well-recognized standards to measure compliance and customer satisfaction, and incorporating results into each year's future focus programs.
- ◆ Participated in a collaborative effort with the Court, Administration, and County Counsel to create and implement a Court Security Agreement that defines the Sheriff's duties and relations within the Superior Court system.
- ◆ Completed Sexual Assault Felony Enforcement (SAFE) Schools Pilot Program in West Valley area and introduced similar programs in other communities in the County.
- ◆ Oriented the department toward Community Policing principles;
- ◆ Installed video cameras in patrol vehicles.

- ◆ Implemented Training Management System software that resulted in better tracking and accountability of training as well as accounting of POST reimbursable training that resulted in a fourfold increase from \$17,000 in FY 1999 to \$68,000 in FY 2000.
- ◆ Established periodic reviews of old cases; with increased fingerprint and DNA technology, resulting in the arrest of suspects in four separate homicides that occurred between 1975 and 1979.
- ◆ Implemented the State Applicant Fingerprinting program to protect children through fingerprinting of certain job applicants.
- ◆ Sexual Assault Felony Enforcement (SAFE) Task Force has opened more than 1,430 cases since its inception and, to date, has arrested more than 530 sex-related offenders including 360 serious sex offenders, 42 high-risk offenders, and 32 other sex offenders; of these, 49 were “third strike” prosecutions.
- ◆ Conducted the “Every 15 Minutes” program which is aimed at reducing teenage driving under the influence at Saratoga High School; conducted “Teen Academy” program which was successful in developing a better understanding between community youth and the Sheriff’s Office.
- ◆ Sheriff’s Reserves and Community Relations Unit provided services for over 90 civic groups and special events ranging from child fingerprinting to workplace violence lectures; provided over 25,000 hours of volunteer service.
- ◆ In partnership with Social Service Agency, the Domestic Violence Team handled 997 cases and served 1,578 restraining orders.

Fiscal Year 2001 Planned Accomplishments

- ◆ Continue efforts to obtain state funding for SAFE 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.
- ◆ Begin work on the court radio system upgrade.
- ◆ Implement the Kronos time capture system into the department for more accurate and faster payroll time reporting.
- ◆ Complete SAFE School initiatives countywide.
- ◆ Continue efforts in the enforcement of narcotic possession and trafficking.
- ◆ Seek grants to improve programs in the department in order to serve the public more effectively.
- ◆ Establish a website for recruiting, hiring, and as a bulletin board for First Aid, CPR, range and special training schedules.
- ◆ Seek P.O.S.T. certification of the Court Security Training Program for all new staff.
- ◆ Implement direct enforcement plan to improve crime prevention/graffiti abatement efforts in South County areas.



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 achieving the Board of Supervisors priorities of providing a higher standard of public protection, enhancing the quality of life in unincorporated areas, seeking to improve the safety of the community through increased patrol officer recruitment, investing in technology, and increasing the County's fiscal integrity through generating additional revenues to offset costs of County services.

Technology Projects

Radio Upgrade Feasibility Study

One-time resources are recommended to hire an outside consultant to complete a Radio Upgrade Feasibility Study and needs assessment. The study will define requirements, costs, and timeline to implement a Wireless Radio System, a Mobile Computer System, and a Records Management System. Sheriff's deputies in the field can be tied into multiple databases, allowing all deputies to receive and send important transmissions and provide easier access for data retrieval and officer safety.

Currently, the Sheriff's Department relies on one form of communication that operates by voice only and uses radio frequency to send and retrieve data to officers in the field. Unfortunately, this type of data signal only allows one officer or dispatcher to be using it at a time and does not provide direct connectivity to all of the databases that are currently available to officers.

The proposed upgrade will connect mobile PC's and some desktop PC's to the dispatch system, Records Management, and local, state, and national databases of criminal data. A wireless data system will be installed in each vehicle. The anticipated outcome of upgrading to this technology will increase service quality, productivity, and safety of officers.

Total One-time Cost: \$330,000

Implementation of In-House Civil System

In FY 2000, a Civil System was purchased but funds were not available for implementation. Additional resources to implement the move from the current mainframe civil system to a new minicomputer system is recommended in FY 2001. This requires integration of the old data into the new system, and modification of the system to specific needs of the Sheriff's Department. The system will allow for better tracking, improved service of civil documents, and elimination of the backlog of papers. The cost will be funded from the Automation Trust Fund established for civil automation projects.

Total One-time Cost: \$100,000

Fully Offset by Trust Fund Revenues

Upgrade Sheriff's Law Enforcement Telecommunications System

An Upgrade of the Sheriff's Law Enforcement Telecommunications System (SLETS/TCP-IP) is recommended to utilize the most current TCP-IP protocol. The State of California has mandated that each county must convert to its new protocol by December 2001. The Sheriff's Office is the designated hub for various state and federal databases. Local users cannot connect to this system on their own, but must use the County as a switching station. Total cost is \$100,000, but will be 85% offset through user charges. To ease the cost to smaller agencies, the cost reimbursement of \$85,000 will be staged over three years.

Total One-time Cost: \$100,000

Offset by \$28,333 annual user fee revenue for 3 years

Kronos Time Capture System

One-time funding is recommended to purchase and install the Kronos time capture system which works in conjunction with the county payroll system. As part of the feasibility study for replacing the payroll/personnel system, the Controller's Office advised the Sheriff's Office to switch over to this new system before the end of the calendar year. Currently, the County is using two



time capture systems to do payroll. Implementation of this system will result in significant savings as a result of productivity improvements.

Total One-time Cost: \$105,000

Staff to Improve Service Quality

Cadet Academy

One-time funding of a thirty-three cadet Academy is recommended to recruit, train, and hire Sheriff's Deputies. The Sheriff's Department continues to have infrastructure problems due to the age of staff and County will focus on preventive strategies, provide officers to patrol unincorporated areas of the County, and fulfill contractual obligations.

Total One-time Cost: \$1,062,000

Add Information Systems Position

A position of Sheriff's Information Systems Manager is recommended to develop strategic plans, implement the Wireless Radio Communications Project, and provide technological expertise. Currently, the Sheriff's Department has over 300 desktop computers, over 400 laptops, and several major systems including the Sheriff's Law Enforcement Telecommunications System (SLETS). With millions of dollars invested in technology, this position will increase technological functionality and improve relations with other agencies. The cost for one-half of this position will be funded from within the Sheriff's budget. Positions are funded for ten months in FY 2001.

Total Cost: \$122,124

(Partially offset by reduction in current budget)

Investigative Staff

Add One Deputy Sheriff - Investigations Division

A Sheriff's Deputy in Investigations Division is recommended to investigate homicides, robberies, and assaults.

During the past eight months the Investigations Division has reanalyzed seventeen unsolved homicide investigations going back to the early 1970's. In the

process, cases with blood evidence, and cases with latent fingerprint evidence have been submitted for comparison against new fingerprint and DNA technology. Of these reopened cases, seven have resulted in criminal prosecutions for homicide. There are at least sixty more cases to evaluate and it is reasonably expected that twenty or more are solvable. Funding for this position is for ten months in FY 2001.

Total Cost: \$53,530

Administrative Support

Add Staff For Applicant Fingerprint Services

The Sheriff's Office, in cooperation with the Social Service Agency provides 24-hour/7-day per week access to applicant livescan fingerprint services for relative placement and children in child protective services, as mandated under state law. These livescan devices electronically capture and transmit fingerprint images, personal descriptors, and billing information directly to the State Department of Justice. To implement public policy for protecting children from pedophiles, fingerprint services are also available to: non-profit sports organizations for children, non-profit social organizations for children, and churches for Sunday School teachers. Finally, under state law, volunteers are mandated to have a fingerprint background prior to child contact at Parks and Recreation Departments. The number of organizations, agencies, and businesses allowed or mandated access to fingerprint services over the past two years has increased, and the Sheriff's Office livescan applicant sites cannot efficiently provide services due to lack of staffing. The following actions are recommended:

- ◆ South County - Add one Law Enforcement Records Technician/Law Enforcement Clerk to improve community access to Sheriff's fingerprint services. In FY 2001, the position is funded for ten months and the costs will be offset by increased revenues generated through fingerprint fees charged. This action will result in net zero county cost

Total Cost: \$41,420

(Cost offset by revenue from fees)

- ◆ West Valley - Add one Law Enforcement Records Technician/Law Enforcement Clerk and delete one Sheriff's Technician to improve access to finger-



print services. The contract cities reimburse 85% of the operating cost, and the remaining small difference in cost between the deleted position and the new one will be absorbed into the current budget. Funding of this position in FY 2001 is for ten months.

Total Cost: \$41,420
(Cost offset by Reimbursement)

Add Staff for Sheriff's Records

- ◆ Add one Law Enforcement Records Supervisor and delete one Law Enforcement Record Specialist. The additional shift supervisor for Sheriff's Records Division will provide continuity and consistency with an experienced resource person available for in-service staff training. Supervision is necessary for overall adherence to federal, state, county, and departmental rules and regulations, and to safeguard confidential processing of records. This supervisor will be responsible for answering staff questions, resulting in a reduction in the number of errors. The cost of this position will be offset by deletion of a vacant position and reduction of premium pay resources. Funding for this position is for ten months in FY 2001.

Total Cost: \$56,020
(Cost offset by deletion of existing position)

- ◆ Add three Law Enforcement Records Technician/Law Enforcement Clerk positions and delete one vacant unclassified LERT/LEC. These positions will be used to verify and clean-up criminal records with duplicate personal file numbers (PFNs). Positions will be specifically assigned to work with the Latent Fingerprint Examiner in identification and correction of booking errors and false impersonation attempts on the part of arrestees. The costs of positions will be offset by deletion of an unclassified position and the remainder will be offset by SB720 funds authorized through the District Attorney's Office. In FY 2001, positions are funded for ten months.

Total Cost: \$124,260
(Costs partially offset by SB720 funds)

- ◆ Add two Law Enforcement Records Technician/Law Enforcement Clerk positions. The Sheriff's Records Division is the central repository for civil and criminal restraining orders issued countywide. All restraining orders must be entered into an automated data retrieval system within 16 hours of receipt by the Records Division. This division receives over 60 restraining orders daily and the number is increasing. Currently, over 50% of these documents are being processed on an overtime basis. The addition of the positions will reduce chronic overtime usage and improve efficiency in the Sheriff's Office. Positions are funded for ten months in FY 2001.

Total Cost: \$82,840

Add Training Staff

- ◆ Add one Advanced Clerk Typist as clerical support to input data into a new Peace Officers Standards and Training (P.O.S.T.) management system. The position is funded for ten months and the cost will be offset by increased P.O.S.T. reimbursements.

Total Cost: \$34,330
(Cost offset by anticipated revenue)

Sheriff's Firing Range Utilities

Funding is recommended for utility costs at the Sheriff Firing Range (electricity, water, garbage) which are currently not included in the budget. The Sheriff's Outdoor Training Facility serves as the regional firing range for the Sheriff's Office as well as several other county agencies and municipal police departments. Budgetary support of utilities will provide the training facility with adequate maintenance to be used by its employees and allied agencies. The total cost will be recovered from firing range user fees.

Total On-going Cost: \$10,000
(Fully offset by range rental fees)

Wellness Program

Resources are recommended for funding the Sheriff's Wellness Program to reduce officer injuries and promote better health. In FY 2000, funding was provided for a six-month pilot wellness program, which was extremely successful. Continuing the existing basic training and wellness education, updating an in-house facility, and providing a part-time exercise physiologist, will result in diminishing disability cost and injuries to officers.

Total One-Time Cost: \$90,000

Sheriff Services — Budget Unit 0230 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
3900	Sheriff Administration	1,526,942	3,416,709	3,519,410	3,534,474	117,765	3
3901	Fiscal Division	709,906	793,118	807,099	859,668	66,550	8
3903	Detective Division	4,891,747	4,107,752	4,274,956	4,547,142	439,390	11
3904	Patrol Division	9,577,914	9,169,974	9,639,860	9,989,429	819,455	9
3905	Personnel And Training	3,009,083	3,939,784	4,119,118	5,899,475	1,959,691	50
3906	Warrants And Fugitives	622,306	743,531	778,436	916,087	172,556	23
3907	Westside Station	8,576,123	8,190,939	8,489,304	8,709,750	518,811	6
3909	Records Section	3,411,309	3,652,615	3,726,130	4,270,398	617,783	17
3912	Internal Affairs	269,156	259,969	269,788	274,034	14,065	5
3913	Data Management	928,031	1,221,112	1,606,515	1,755,779	534,667	44
3914	Court Security	144,791	(2,732,944)	13,859,458	15,391,074	18,124,018	-663
3919	Transit Patrol	2,873,673	2,577,303	2,821,737	3,074,028	496,725	19
3922	Reserves Unit	368,745	351,758	360,898	395,965	44,207	13
3924	Training	960,862	852,458	879,817	981,585	129,127	15
3927	Parks Patrol	(7,869)	(3,645)	32,410	53,961	57,606	-1,580
3929	Civil Division	1,362,922	1,390,259	1,433,517	1,637,374	247,115	18
	Total Expenditures	39,225,641	37,930,692	56,618,453	62,290,223	24,359,531	64%



Sheriff Services — Budget Unit 0230

Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
3900	Sheriff Administration	388,085	345,797	345,797	322,500	(23,297)	-7
3901	Fiscal Division	250					0
3903	Detective Division	580,889	549,639	549,639	547,639	(2,000)	0
3904	Patrol Division	41,200	43,000	43,000	66,420	23,420	54
3905	Personnel And Training	1,775		143,314	143,314	143,314	0
3906	Warrants And Fugitives	109,284	34,000	34,000	34,000		0
3907	Westside Station	7,417,662	7,867,801	7,871,801	7,607,950	(259,851)	-3
3909	Records Section	357,267	263,400	263,400	339,850	76,450	29
3913	Data Management	162,926	162,252	162,252	190,585	28,333	17
3914	Court Security	16,005		16,036,139	17,187,953	17,187,953	0
3919	Transit Patrol	2,901,203	2,890,322	3,021,762	3,056,814	166,492	6
3922	Reserves Unit	40,669	5,000	5,000	10,000	5,000	100
3924	Training	98,752	80,613	80,613	134,330	53,717	67
3929	Civil Division	445,393	460,000	460,000	505,000	45,000	10
	Total Revenues	12,561,360	12,701,824	29,016,717	30,146,355	17,444,531	137%

Sheriff Administration — Cost Center 3900

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	12.0	3,416,709	345,797
Board Approved Adjustments During FY 2000		102,701	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		(101,118)	
Internal Service Funds Adjustment		11,182	
Other Required Adjustments			(23,297)
Subtotal	12.0	3,429,474	322,500
Recommended Changes for FY 2001			
1. Add/Delete for Law Enforcement Records Supervisor			
This action is recommended to Upgrade Fingerprint Services by providing an additional shift supervisor, since the Sheriff's Department is open seven days a week, twenty-four hours per day. Each shift must have two Law enforcement Records Supervisors assigned to provide seven days a week supervision to all shifts.			
<ul style="list-style-type: none"> ◆ \$56,020 - Add One (1) Law Enforcement Records Supervisor (D41)(position funded for 10 months) ◆ \$45,050 - Delete Law Enforcement Records Specialist (D63) ◆ \$10,970 - Additional Costs of position offset by reducing work out of classification pay. 			
		105,000	
2. Kronos Time Management System			
\$105,000 - One-time augmentation is recommended to purchase a Kronos Time Capture System for the new county payroll system. The implementation of this system will result in significant savings as a result of productivity improvements by reducing manual efforts due to improved software functionality, reducing manual efforts due to process re-engineering which is supported by the new system, reducing and eliminating duplicate systems, and decreasing time and effort to access information due to improved tools.			
Subtotal	0.0	105,000	0
Total Recommendation	12.0	3,534,474	322,500



Fiscal Division — Cost Center 3901 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	16.0	793,118	
Board Approved Adjustments During FY 2000	-1.0	13,981	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	53,491	
Internal Service Funds Adjustment		(922)	
Other Required Adjustments			0
Subtotal	16.0	859,668	
Recommended Changes for FY 2001			
Total Recommendation	16.0	859,668	

Detective Division — Cost Center 3903 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	46.0	4,107,752	549,639
Board Approved Adjustments During FY 2000	1.0	167,204	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	245,338	
Internal Service Funds Adjustment		(26,682)	
Other Required Adjustments			(2,000)
Subtotal	48.0	4,493,612	547,639
Recommended Changes for FY 2001			
1. Add One Deputy Sheriff	1.0	53,530	
An additional Deputy Sheriff is recommended for the Investigations Division (Homicide/Robbery/Assault) to allow the homicide teams to work full-time on strictly homicides, investigate prior unsolved cases, enhance patrol services, decrease juvenile gang crimes, address crime trends, and proactively enforce laws and resolve crimes.			
◆ \$53,530 - Add One Deputy Sheriff to the Investigations Division (funding is for 10 months)			
Subtotal	1.0	53,530	0
Total Recommendation	49.0	4,547,142	547,639



Patrol Division — Cost Center 3904

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	100.0	9,169,974	43,000
Board Approved Adjustments During FY 2000	3.0	469,886	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	385,735	
Internal Service Funds Adjustment		47,714	
Other Required Adjustments		(125,300)	(18,000)
Subtotal	102.0	9,948,009	25,000
Recommended Changes for FY 2001			
1. Add Staff for South County Fingerprint Services	1.0	41,420	41,420
<p>One Law Enforcement Clerk/Law Enforcement Records Tech (alternately staffed D42/D43) position is recommended for South County Fingerprint Services as legally required for certain job classifications. This position will utilize the livescan fingerprint devices which electronically captures and transmits fingerprint images, personal descriptors, and billing information directly to the State Department of Justice for processing. This would enhance community access to Sheriff's facilities and services, allow for more efficient processing of applicant fingerprints and informal booking procedures. The costs of this position will be offset by increased revenue generated through fees charged.</p> <ul style="list-style-type: none"> ◆ \$41,420 - Law Enforcement Clerk/Law Enforcement Records Tech for South County Fingerprint Services (position funded for 10 months) ◆ \$41,420 - Costs of position offset by increased Revenue. 			
Subtotal	1.0	41,420	41,420
Total Recommendation	103.0	9,989,429	66,420

Personnel And Training — Cost Center 3905

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	30.0	3,939,784	
Board Approved Adjustments During FY 2000	9.0	179,334	143,314
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	13.0	717,399	
Internal Service Funds Adjustment		25,206	
Other Required Adjustments		(114,248)	0
Subtotal	52.0	4,747,475	143,314
Recommended Changes for FY 2001			
1. Wellness Program		90,000	
<p>\$90,000 - One-time augmentation is recommended for a Sheriff's Wellness Program. Currently, the county has funded a six-month pilot wellness program. While the initial program has provided the employees with basic training and wellness education, the Sheriff's Office has no continuing wellness program. The resulting outcome would reduce injuries and develop a total wellness program.</p>			
2. Increase Patrol Function		1,062,000	
<p>\$1,062,000 - One-time funds are recommended for an Academy to recruit, hire, and train thirty-three (33) Sheriff Deputies. There are currently seven hundred and twenty-eight staff positions in the Sheriff's Department, with forty-five (45) vacancies, and it is anticipated approximately twenty-four (24) officers will retire in Fiscal Year 2001. By taking this action, the department will focus on prevention strategies, achieve a reduction of its reliance on over-time to fill post positions, and provide a safer environment for unincorporated areas of the county.</p>			
Subtotal	0.0	1,152,000	0
Total Recommendation	52.0	5,899,475	143,314



Warrants And Fugitives — Cost Center 3906

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	9.0	743,531	34,000
Board Approved Adjustments During FY 2000		34,905	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		81,839	
Internal Service Funds Adjustment		55,812	
Other Required Adjustments			0
Subtotal	9.0	916,087	34,000
Recommended Changes for FY 2001			
Total Recommendation	9.0	916,087	34,000

Westside Station — Cost Center 3907

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	77.0	8,190,939	7,867,801
Board Approved Adjustments During FY 2000		298,365	4,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		167,171	
Internal Service Funds Adjustment		51,725	
Other Required Adjustments		(4,000)	(269,401)
Subtotal	77.0	8,704,200	7,602,400
Recommended Changes for FY 2001			
1. Add/Delete for Law Enforcement Records Technician		5,550	5,550
West Valley Station - One additional Law Enforcement Records Tech/Law Enforcement Clerk is recommended due to increased demand for job applicant fingerprint services. The increased demand for this service will increase revenue for the county. The cost of this position will be reimbursed at 85% by the contract city, the deletion of a vacant position, SB90 reimbursement of state mandated programs, and the difference funded within Sheriff's existing funds.			
◆ \$41,420 - Adding One LERT/LEC (D42) for Applicant Prints at West Valley Station (position funded for 10 months)			
◆ \$34,890 - Deleting One Sheriff Tech(G73) to offset cost of adding new position.			
Subtotal	0.0	5,550	5,550
Total Recommendation	77.0	8,709,750	7,607,950



Records Section — Cost Center 3909

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	58.0	3,652,615	263,400
Board Approved Adjustments During FY 2000	1.0	73,515	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	374,358	
Internal Service Funds Adjustment		3,870	
Other Required Adjustments			(6,750)
Subtotal	58.0	4,104,358	256,650
Recommended Changes for FY 2001			
1. Add Staff for Fingerprint Services	2.0	83,200	83,200
<p>These actions are recommended for the creation of classified positions to verify and clean-up records with duplicate Personal File Numbers, which are numbers issued to each person arrested. The positions would specifically work in conjunction with the Latent Print Examiner in the identification and correction of booking errors and false impersonation attempts on the part of arrestees.</p> <ul style="list-style-type: none"> ◆ \$41,420 - Add One Law Enforcement Records Tech Classified Position for Applicant Fingerprints (D42) ◆ \$41,060 - Delete One LERT/LEC Unclassified (Z63) ◆ \$82,840 - Add Two Law Enforcement Record Tech/LEC (positions are funded for 10 months) ◆ \$82,840 - Positions would be covered by offsetting SB720 Funds authorized through the District Attorney's Office. 			
2. Add Staff for Temporary Restraining Orders	2.0	82,840	
<p>Add two LERT/LEC for Temporary Restraining Orders is recommended for the purpose of assisting in the overall management of restraining orders. Currently, over 50% of these documents are being processed on an overtime basis. All restraining orders must be entered into an automated data retrieval system within 16 hours of receipt by the Records Division. By increasing the staff by two additional positions, these individuals can be specifically assigned to work on these important documents. Additionally, the Department Justice and other Law Enforcement agencies utilize this database when conducting routine background checks on individuals attempting to purchase a firearm. There could be tremendous civil liability problems if a protected person was harmed as a result of this information not being immediately available to the officer in the field.</p> <ul style="list-style-type: none"> ◆ \$82,840 - Add two Law Enforcement Record Tech/Law Enforcement Clerk positions (funding is for 10 months) 			
Subtotal	4.0	166,040	83,200
Total Recommendation	62.0	4,270,398	339,850

Internal Affairs — Cost Center 3912

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	3.0	259,969	
Board Approved Adjustments During FY 2000		9,819	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		11,895	
Internal Service Funds Adjustment		(7,649)	
Other Required Adjustments			0
Subtotal	3.0	274,034	
Recommended Changes for FY 2001			
Total Recommendation	3.0	274,034	



Data Management — Cost Center 3913

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	6.0	1,221,112	162,252
Board Approved Adjustments During FY 2000		385,403	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		14,683	
Internal Service Funds Adjustment		6,280	
Other Required Adjustments		(364,814)	0
Subtotal	6.0	1,262,664	162,252
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		2,053	0
1. ITEC - Upgrade Radio Feasibility Study		330,000	
<p>One-time augmentation is recommended to hire an outside consultant to complete a feasibility study and needs assessment, which will define requirements, provide an exact cost for the project, and an accurate timeline. This is the required preparation work for implementing the wireless data transfer and the ability to have Sheriff's deputies in the field tied into multiple databases, as well as a new Records Management System. Costs for completing the work will be requested at mid-year and in the next fiscal year. If fully funded, the completion of the final phases will allow all deputies in the field to receive and send important transmissions, get quicker regional broadcasts, tie multiple systems together, and provide easier access for data retrieval.</p> <ul style="list-style-type: none"> ◆ \$330,000 - One-time funding for Radio Upgrade Feasibility Study 			
2. Upgrade Sheriff's Law Enforcement Telecommunications		100,000	28,333
<p>One-time recommended action is required by the State of California to users of SLETS/TCPIP and will be offset by user fees. The state mandated that each county must switch over to its new protocol by December 2001.</p> <ul style="list-style-type: none"> ◆ \$100,000 - Costs to Upgrade Sheriff's Law Enforcement Telecommunications System ◆ \$85,000 - Offsetting revenue to users of the system for approximately three years of \$28,333 per year to ease the cost to smaller agencies. ◆ \$15,000 - Net County costs of the upgrade. 			
3. Sheriff's Information Systems Manager		61,062	
<p>A newly created Sheriff's Information Systems Manager position is recommended to develop and implement a long-term strategic plan for information and communications technology, to work closely with other agencies for channeling automation, to implement the wireless radio communications project, and to provide expertise in making technological decisions.</p> <ul style="list-style-type: none"> ◆ \$122,124 - Add One Sheriff's Information Systems Manager 			
Subtotal	0.0	493,115	28,333
Total Recommendation	6.0	1,755,779	190,585



Court Security — Cost Center 3914 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	169.0	(2,732,944)	
Board Approved Adjustments During FY 2000	10.0	16,592,402	16,036,139
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		1,427,324	
Internal Service Funds Adjustment		104,292	1,151,814
Other Required Adjustments			0
Subtotal	179.0	15,391,074	17,187,953
Recommended Changes for FY 2001			
Total Recommendation	179.0	15,391,074	17,187,953

Transit Patrol — Cost Center 3919 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	25.0	2,577,303	2,890,322
Board Approved Adjustments During FY 2000	4.0	244,434	131,440
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		216,283	
Internal Service Funds Adjustment		36,008	
Other Required Adjustments			35,052
Subtotal	29.0	3,074,028	3,056,814
Recommended Changes for FY 2001			
Total Recommendation	29.0	3,074,028	3,056,814

Reserves Unit — Cost Center 3922 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	3.0	351,758	5,000
Board Approved Adjustments During FY 2000		9,140	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		26,058	
Internal Service Funds Adjustment		9,009	
Other Required Adjustments			5,000
Subtotal	3.0	395,965	10,000
Recommended Changes for FY 2001			
Total Recommendation	3.0	395,965	10,000



Training — Cost Center 3924

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	6.0	852,458	80,613
Board Approved Adjustments During FY 2000		27,359	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		32,389	
Internal Service Funds Adjustment		1,799	
Other Required Adjustments		23,250	9,387
Subtotal	6.0	937,255	90,000
Recommended Changes for FY 2001			
1. Firing Range Utilities		10,000	10,000
<p>The Sheriff's Regional Outdoor Training Facility serves as the regional firing range for several other county law enforcement agencies and municipal police departments. Funds are recommended for the Sheriff's Firing Range for the costs of range utilities with total cost recovery from range rental fees.</p> <ul style="list-style-type: none"> ◆ \$10,000 - Cost of Utilities for the Sheriff's Firing Range ◆ \$10,000 - Cost offset by Revenue from Range Rental Fees. 			
2. Add One Advanced Clerk Typist for Training Unit	1.0	34,330	34,330
<p>One Advanced Clerk Typist position is recommended to input data into new Peace Officer Standards and Training Management System. Proper tracking and data entry would result in an increase in the Sheriff's Office ability to recoup significant amounts of POST reimbursable training funds from the state by at least 50%.</p> <ul style="list-style-type: none"> ◆ \$34,330 - One Advanced Clerk Typist (position funded for 10 months) ◆ \$34,330 - Offsetting Revenues - POST Reimbursement 			
Subtotal	1.0	44,330	44,330
Total Recommendation	7.0	981,585	134,330

Parks Patrol — Cost Center 3927

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	7.0	(3,645)	
Board Approved Adjustments During FY 2000		36,055	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		6,547	
Internal Service Funds Adjustment		15,004	
Other Required Adjustments			0
Subtotal	7.0	53,961	
Recommended Changes for FY 2001			
Total Recommendation	7.0	53,961	



Civil Division — Cost Center 3929

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	18.0	1,390,259	460,000
Board Approved Adjustments During FY 2000		43,258	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		40,892	
Internal Service Funds Adjustment		130,426	
Other Required Adjustments		(75,000)	(55,000)
Subtotal	18.0	1,529,835	405,000
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		7,539	0
1. Implementation of Civil System		100,000	100,000
<p>\$100,000 - One-time funds are recommended for implementation of a new Civil System with installation and support provided by Information Systems Department. This is an upgrade of the current Civil System and will require ISD to integrate the old data into the new system as well as fine-tune the system to the needs of the Sheriff's Department. ISD will provide a one-time support of converting old data into the new system. The system will allow for better tracking, better service of civil documents, and eliminate the backlog. The updated version of this program is windows based and has the ability to run data in many different formats as well as the ability to provide for simple enhancements as needs. The cost will be funded from Trust Fund #403 established by law to be used for Civil automation.</p> <ul style="list-style-type: none"> ◆ \$100,000 - Implementation of Civil computer system ◆ \$100,000 - Costs offset by transfer from Trust Fund number 403. 			
Subtotal	0.0	107,539	100,000
Total Recommendation	18.0	1,637,374	505,000

Court/Custody Operations — Budget Unit 0231

Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
3000	Administration	309,506	442,293	442,293	823,142	380,849	86
3014	Court Security	(3,824)					
3026	Main Jail Complex	2,939,465	2,446,214	2,446,214	2,721,534	275,320	11
3036	Elmwood Men's Facility	2,754,496	2,538,045	2,538,045	2,665,593	127,548	5
3041	Correctional Center for Women (CCW)	591,438	756,701	756,701	553,428	(203,273)	-27
3047	Transportation	4,030,120	4,292,353	4,865,983	4,736,178	443,825	10
Total Expenditures		10,621,201	10,475,606	11,049,236	11,499,875	1,024,269	10%

Court/Custody Operations — Budget Unit 0231

Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
3047	Transportation	6,312	7,575	7,575	1,300	(6,275)	-83
Total Revenues		6,312	7,575	7,575	1,300	(6,275)	-83%



Administration — Cost Center 3000 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	3.0	442,293	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		378,494	
Internal Service Funds Adjustment		2,355	
Other Required Adjustments			0
Subtotal	3.0	823,142	
Recommended Changes for FY 2001			
Total Recommendation	3.0	823,142	

Court Security — Cost Center 3014 Major Changes to the Budget

	Positions	Appropriations	Revenues

Main Jail Complex — Cost Center 3026 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	31.0	2,446,214	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	296,239	
Internal Service Funds Adjustment		(20,919)	
Other Required Adjustments			0
Subtotal	32.0	2,721,534	
Recommended Changes for FY 2001			
Total Recommendation	32.0	2,721,534	



Elmwood Men's Facility — Cost Center 3036 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	30.0	2,538,045	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	118,087	
Internal Service Funds Adjustment		9,461	
Other Required Adjustments			0
Subtotal	29.0	2,665,593	
Recommended Changes for FY 2001			
Total Recommendation	29.0	2,665,593	

Correctional Center for Women (CCW) — Cost Center 3041 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	6.0	756,701	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		(204,435)	
Internal Service Funds Adjustment		1,162	
Other Required Adjustments			0
Subtotal	6.0	553,428	
Recommended Changes for FY 2001			
Total Recommendation	6.0	553,428	

Transportation — Cost Center 3047 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	47.0	4,292,353	7,575
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		(182,994)	
Internal Service Funds Adjustment		53,189	
Other Required Adjustments			(6,275)
Subtotal	47.0	4,736,178	1,300
Recommended Changes for FY 2001			
Total Recommendation	47.0	4,736,178	1,300



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

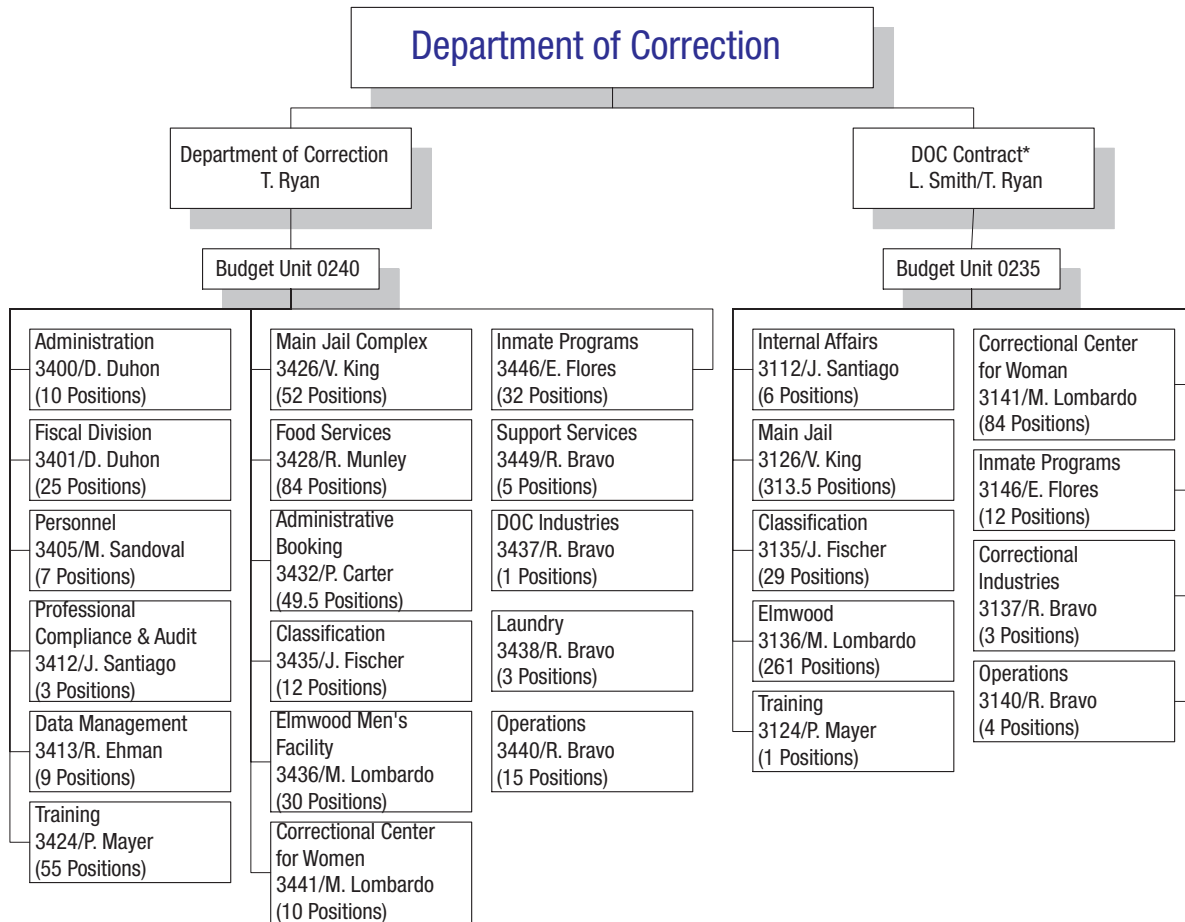
- ◆ To create and maintain a safe and secure environment for those persons detained and under the care and custody of the Department.
- ◆ To provide treatment and services that facilitate the offender's successful re-integration into the community by providing a full range of program opportunities for 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.



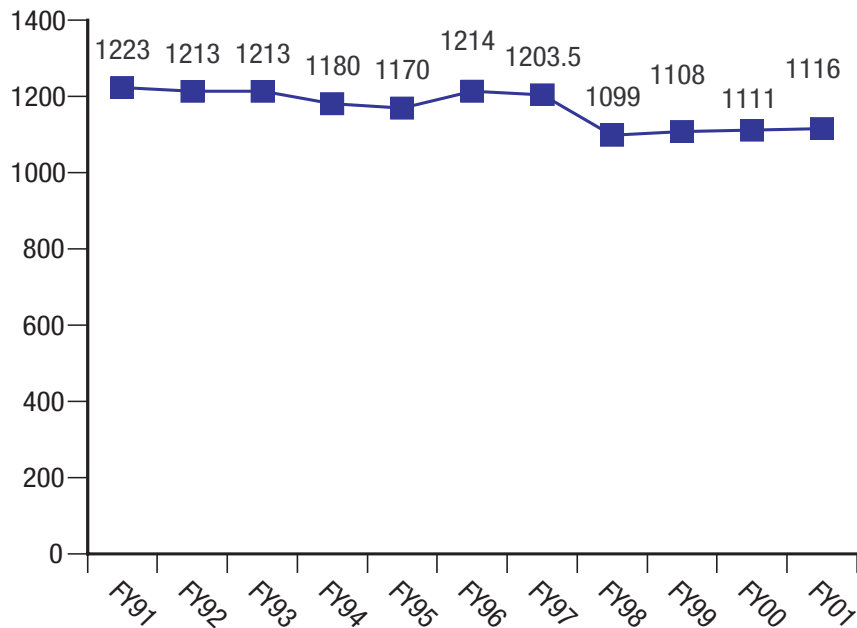
Cost: \$109,766,430



Staff: 1,116



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 about \$110 million and over 1,100 employees. It is the fourteenth largest correctional system in the nation and the fifth largest 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. Of the more than 65,000 individuals brought to the DOC each year, most are assigned a court date and released. The rest remain for periods of incarceration in a pre-sentence or post-sentence status.

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 has 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. Additionally, the Sheriff is 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

Facilities

The department manages four custody facilities: the Main Jail Complex, Elmwood Correctional Center (Elmwood), the Correctional Center for Women (CCW), and North County Jail. The Main Jail Complex is a combination of old and new facilities. Main Jail South was built during the late 1950's. In 1987, the facility's profile was changed dramatically with the construction of Main Jail North. This new, state of the art, 13-story jail has more than doubled the capacity of the old downtown jail. The Elmwood facility is a vast 63-acre facility located in Milpitas. Approximately 2,600 minimum and medium security male inmates are housed at this facility. CCW is a separate facility located within the Elmwood compound that houses about 500 women. The North County Jail is a forty-bed facility located in Palo Alto and used as temporary housing for inmates going to and from court.

Direct Supervision

The DOC utilizes the concept of "Direct Supervision" in the Main Jail facility. Direct Supervision is a concept that combines architectural design, specialized staff training and an inmate management system based upon positive inmate behavior. It allows officers and inmates to remain in direct contact. In this environment, one officer oversees a locked module with up to 64 inmates. Each inmate has an individual cell, but eats and participates in programs in a common day room area equipped with tables, chairs, and telephones. This scenario allows the officer to be the leader of the module and improves the officer's ability to know and understand the behavioral temperament of each



inmate. Direct Supervision units have proven to be safer for both staff and inmates. In contrast, all other facilities are the typical linear jail environment where inmates and officers are separated by steel bars.

With the current average daily population in the 4300 range, DOC is responsible for the following duties on a typical day:

- ◆ providing 14,500 meals to inmates and staff;
- ◆ providing clothing and bedding to all inmates;
- ◆ booking and releasing 180 people;
- ◆ providing medical/mental health care and medication to 1,000 inmates;
- ◆ providing for the safety, security, and welfare for over 4300 inmates.

Inmate Programs Unit

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).

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 2000 Accomplishments

- ◆ Successfully completed two correctional cadet Academies. Hired the best-qualified candidates to fill department vacancies.

- ◆ Relocated the RCP program to a larger facility allowing the necessary space to accommodate expansion of the program.
- ◆ Successfully brought DOC equipment and technology into Year 2000 compliance to ensure continuity of uninterrupted service.
- ◆ Instituted Correctional Television in all facilities, which limits inmate television viewing to positive and educational programming.
- ◆ Deputy County Counsel assigned to the DOC enabled the department to address legal issues more quickly and efficiently. Assigned attorney has rapidly developed expertise in correction law.

Fiscal Year 2001 Planned Accomplishments

- ◆ Develop and implement a DOC Strategic Plan encompassing the department's mission, vision, values and direction for the future.
- ◆ Create an Information Technology Strategic Plan and have a re-engineering study of our jail operations performed in preparation of acquiring a Jail Management System. Complete an upgrade to the computer network infrastructure in Fiscal Year 2001 to increase performance and security.
- ◆ Recruit and train the best qualified candidates to fill department vacancies with the goals of reducing overtime and reflecting community diversity.
- ◆ Continue to place an emphasis on expansion of inmate programs to aid in the successful reintegration of inmates into society.
- ◆ Double the participation in the RCP Phase II program and explore additional training and skill development in the areas of computer skills, job development and placement services.
- ◆ Increase security measures at all of the facilities to strengthen both the building integrity and staff responsibility for maintaining a community safe from those who are incarcerated in the jail.
- ◆ Procure a new inmate accounting system.



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 achieving the Board of Supervisors priorities of improving the quality of County services by investing in technology which allows the organization to function more efficiently and effectively. The increased funding will allow DOC to focus primarily on significant technological improvements for replacing existing systems to increase functionality, upgrading the computer infrastructure for a faster and more reliable network, and the development of systematic strategic plans to proactively handle growth and increased capacity in the future.

Information Technology Projects

Upgrade Computer Network Infrastructure

The DOC computer network infrastructure design requires improvement in order to adequately support the workload of existing users. The funding allocation for replacement of the existing cable with fiber optic cable will also increase capacity for expansion of the network.

The infrastructure design of the existing network is over six years old and has grown significantly since its original installation. This design cannot support large networks with heavy traffic and a high volume of users. The response times for some applications exceeds five minutes.

The combination of installing fiber cable and switches will allow the department to expand and greatly increase speed of the network for users, decrease maintenance and the likelihood of a complete network failure, provide better reliability, and allow for future growth and changes in technology.

Total One-time Cost: \$200,000

Business Process Re-engineering and IT Strategic Plan

The Department of Correction has multiple requirements for replacement of existing computer systems. A systematic approach for development of an Information Technology Strategic Plan will incorporate all the current needs of the department, provide an opportunity to examine processes, plan re-engineering prior to introduction of new automation, and determine the necessity of a new Jail Management System.

Total One-time Cost: \$300,000

DOC Contract — Budget Unit 0235 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
3105	Personnel	19,783			359,716	359,716	
3112	Internal Affairs	503,425	510,242	510,242	511,296	1,054	
3124	Training	84,314	61,634	61,634	69,068	7,434	12
3126	Main Jail Complex	24,260,779	23,969,525	26,932,429	24,669,819	700,294	3
3135	Classification	2,482,990	2,239,066	2,239,066	2,414,606	175,540	8
3136	Elmwood Men's Facility	20,442,329	20,777,896	20,777,896	21,974,322	1,196,426	6
3137	Correctional Industries	169,027	224,126	224,126	247,170	23,044	10
3140	Operations	290,388	270,297	270,297	293,627	23,330	9
3141	Correctional Center for Women (CCW)	6,522,654	5,954,206	5,954,206	6,909,506	955,300	16
3146	Inmate Programs	1,095,555	1,092,973	1,092,973	1,247,093	154,120	14
	Total Expenditures	55,871,244	55,099,965	58,062,869	58,696,223	3,596,258	7%

Personnel — Cost Center 3105 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget			
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		359,716	
Internal Service Funds Adjustment			
Other Required Adjustments			0
	Subtotal	359,716	
Recommended Changes for FY 2001			
Total Recommendation		359,716	

Internal Affairs — Cost Center 3112 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget			
	6.0	510,242	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		1,054	
Internal Service Funds Adjustment			
Other Required Adjustments			0
	Subtotal	511,296	
Recommended Changes for FY 2001			
Total Recommendation	6.0	511,296	



Training — Cost Center 3124 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	1.0	61,634	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		7,434	
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal	1.0	69,068	
Recommended Changes for FY 2001			
Total Recommendation	1.0	69,068	

Main Jail Complex — Cost Center 3126 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	314.5	23,969,525	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(2,262,610)	
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal	313.5	24,669,819	
Recommended Changes for FY 2001			
Total Recommendation	313.5	24,669,819	

Classification — Cost Center 3135 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	29.0	2,239,066	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		175,540	
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal	29.0	2,414,606	
Recommended Changes for FY 2001			
Total Recommendation	29.0	2,414,606	



Elmwood Men's Facility — Cost Center 3136 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	262.0	20,777,896	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	1,196,426	
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal	261.0	21,974,322	
Recommended Changes for FY 2001			
Total Recommendation	261.0	21,974,322	

Correctional Industries — Cost Center 3137 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	3.0	224,126	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		23,044	
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal	3.0	247,170	
Recommended Changes for FY 2001			
Total Recommendation	3.0	247,170	

Operations — Cost Center 3140 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	4.0	270,297	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		23,330	
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal	4.0	293,627	
Recommended Changes for FY 2001			
Total Recommendation	4.0	293,627	



Correctional Center for Women (CCW) — Cost Center 3141 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	82.0	5,954,206	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	955,300	
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal	84.0	6,909,506	
Recommended Changes for FY 2001			
Total Recommendation	84.0	6,909,506	

Inmate Programs — Cost Center 3146 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	12.0	1,092,973	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		154,120	
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal	12.0	1,247,093	
Recommended Changes for FY 2001			
Total Recommendation	12.0	1,247,093	

Department Of Correction — Budget Unit 0240 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
3400	Administration	3,198,200	4,782,168	6,482,165	5,297,497	515,329	11
3401	Fiscal Division	1,007,090	1,216,146	1,250,879	1,412,294	196,148	16
3405	Personnel	682,634	655,920	655,920	904,586	248,666	38
3412	Professional Compliance And Audit	299,164	215,144	215,144	298,432	83,288	39
3413	Data Management	1,179,048	930,687	1,897,400	1,241,965	311,278	33
3424	Training	711,936	1,907,823	1,907,823	1,265,923	(641,900)	-34
3426	Main Jail Complex	11,351,432	11,911,106	11,911,106	13,066,530	1,155,424	10
3428	Food Services	9,593,580	9,392,627	9,457,627	9,672,551	279,924	3
3432	Administrative Booking	3,685,486	2,879,476	2,879,476	3,142,666	263,190	9
3435	Classification	663,935	682,761	682,761	756,365	73,604	11
3436	Elmwood Men's Facility	10,987,398	9,861,706	9,854,724	10,163,387	301,681	3
3437	Correctional Industries		114,355	114,355	113,432	(923)	-1
3438	Laundry Services		327,222	325,039	318,223	(8,999)	-3
3440	Operations		888,190	888,190	951,868	63,678	7



Department Of Correction — Budget Unit 0240 Expenditures by Cost Center (Continued)

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
3441	Correctional Center For Women	1,076,738	710,060	710,060	580,061	(129,999)	-18
3446	Inmate Programs	968,353	1,270,087	1,156,397	1,407,137	137,050	11
3447	Transportation	100					
3449	Support Services	479,884	416,563	416,563	477,289	60,726	15
Total Expenditures		45,884,978	48,162,041	50,805,629	51,070,207	2,908,166	6%

Department Of Correction — Budget Unit 0240 Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
3400	Administration	3,817,068	4,598,669	6,296,166	4,706,150	107,481	2
3401	Fiscal Division	1					0
3405	Personnel	35					0
3412	Professional Compliance And Audit	868					0
3413	Data Management	230					0
3424	Training	410,800	410,750	410,750	404,250	(6,500)	-2
3426	Main Jail Complex	2,518,613	1,948,930	1,948,930	2,666,523	717,593	37
3428	Food Services	43,160	24,000	83,091	24,000		0
3432	Administrative Booking	8,450					0
3436	Elmwood Men's Facility	345,944	86,385	86,385	65,598	(20,787)	-24
3441	Correctional Center For Women	110,160	97,960	97,960	206,643	108,683	111
3446	Inmate Programs	145,549	106,569	106,569	106,569		0
3449	Support Services	1,227					0
Total Revenues		7,402,105	7,273,263	9,029,851	8,179,733	906,470	12%

Administration — Cost Center 3400 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	11.0	4,782,168	4,598,669
Board Approved Adjustments During FY 2000		1,699,997	1,697,497
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	51,966	
Internal Service Funds Adjustment		306,929	
Other Required Adjustments		(1,843,563)	(1,590,016)
Subtotal	10.0	4,997,497	4,706,150



Administration — Cost Center 3400 Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Recommended Changes for FY 2001			
1. ITEC - Business Process Re-engineering and Information Technology Strategic Plan		300,000	
<p>The Department of Correction has multiple requirements for replacing systems, needing additional functionality, and upgrading infrastructure to handle growth and increased capacity. With most of the business being handled manually, this project provides an opportunity to examine processes and re-engineer them prior to introducing automation. In order to handle this extensive project it was recommended that an Information Technology Strategic Plan be developed to incorporate all their needs into a systematic approach, complying with County Information Technology policies and strategies. One-time augmentation is recommended for ITEC Re-engineering and Strategic Plan to develop a Jail Management System:</p> <p>◆ \$300,000 - Re-engineering and Strategic Plan</p>			
	Subtotal	300,000	0
Total Recommendation	10.0	5,297,497	4,706,150

Fiscal Division — Cost Center 3401 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	23.0	1,216,146	
Board Approved Adjustments During FY 2000	2.0	34,733	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		161,796	
Internal Service Funds Adjustment		(381)	
Other Required Adjustments			0
	Subtotal	1,412,294	
Recommended Changes for FY 2001			
Total Recommendation	25.0	1,412,294	

Personnel — Cost Center 3405 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	7.0	655,920	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		59,155	
Internal Service Funds Adjustment		8,299	
Other Required Adjustments		181,212	0
	Subtotal	904,586	
Recommended Changes for FY 2001			
Total Recommendation	7.0	904,586	



Professional Compliance And Audit — Cost Center 3412

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	2.0	215,144	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	58,977	
Internal Service Funds Adjustment		24,311	
Other Required Adjustments			0
Subtotal	3.0	298,432	
Recommended Changes for FY 2001			
Total Recommendation	3.0	298,432	

Data Management — Cost Center 3413

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	9.0	930,687	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(82,150)	
Internal Service Funds Adjustment		2,644	
Other Required Adjustments		(778,713)	0
Subtotal	9.0	1,039,181	
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		2,784	0
1. One-time - Upgrade Computer Infrastructure		200,000	
One-time funding is recommended to develop plan and Upgrade Computer Infrastructure with Fiber Optic cable and new equipment, due to the need for faster access to information and a more reliable network:			
◆ \$200,000 - Upgrade Computer Network Infrastructure			
◆ FY2000 unused Y2K funds will be used by ISD to develop a Strategic Plan to improve service quality and accountability - \$250,000			
◆ \$300,000 - ITEC funding for a Business Process Re-engineering and Information Technology Strategic Plan for the Jail Management System			
◆ Total FY2001 funding: \$500,000			
Subtotal	0.0	202,784	0
Total Recommendation	9.0	1,241,965	



Training — Cost Center 3424 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	55.0	1,907,823	410,750
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		(364,552)	
Internal Service Funds Adjustment		4,640	
Other Required Adjustments		(281,988)	(6,500)
Subtotal	55.0	1,265,923	404,250
Recommended Changes for FY 2001			
Total Recommendation	55.0	1,265,923	404,250

Main Jail Complex — Cost Center 3426 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	51.0	11,911,106	1,948,930
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	315,215	
Internal Service Funds Adjustment		837,550	
Other Required Adjustments			717,593
Subtotal	52.0	13,063,871	2,666,523
Recommended Changes for FY 2001			
Internal Service Fund Adjustments			
Increase Clerical support for Custody Health Services		2,659	0
Subtotal	0.0	2,659	0
Total Recommendation	52.0	13,066,530	2,666,523

Food Services — Cost Center 3428 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	84.0	9,392,627	24,000
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		294,220	
Internal Service Funds Adjustment		(14,296)	
Other Required Adjustments		(65,000)	(59,091)
Subtotal	84.0	9,672,551	24,000
Recommended Changes for FY 2001			
Total Recommendation	84.0	9,672,551	24,000



Administrative Booking — Cost Center 3432 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	48.5	2,879,476	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	262,257	
Internal Service Funds Adjustment		933	
Other Required Adjustments			0
Subtotal	49.5	3,142,666	
Recommended Changes for FY 2001			
Total Recommendation	49.5	3,142,666	

Classification — Cost Center 3435 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	12.0	682,761	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		83,792	
Internal Service Funds Adjustment		(10,188)	
Other Required Adjustments			0
Subtotal	12.0	756,365	
Recommended Changes for FY 2001			
Total Recommendation	12.0	756,365	

Elmwood Men's Facility — Cost Center 3436 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	29.0	9,861,706	86,385
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	115,528	
Internal Service Funds Adjustment		423,109	
Other Required Adjustments		(229,974)	(20,787)
Subtotal	30.0	10,163,387	65,598
Recommended Changes for FY 2001			
Total Recommendation	30.0	10,163,387	65,598



Correctional Industries — Cost Center 3437 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	1.0	114,355	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		2,557	
Internal Service Funds Adjustment		(3,480)	
Other Required Adjustments			0
Subtotal	1.0	113,432	
Recommended Changes for FY 2001			
Total Recommendation	1.0	113,432	

Laundry Services — Cost Center 3438 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	3.0	327,222	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		10,190	
Internal Service Funds Adjustment		(17,006)	
Other Required Adjustments			0
Subtotal	3.0	318,223	
Recommended Changes for FY 2001			
Total Recommendation	3.0	318,223	

Operations — Cost Center 3440 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	15.0	888,190	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		68,609	
Internal Service Funds Adjustment		(4,931)	
Other Required Adjustments			0
Subtotal	15.0	951,868	
Recommended Changes for FY 2001			
Total Recommendation	15.0	951,868	



Correctional Center For Women — Cost Center 3441 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	12.0	710,060	97,960
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	(127,029)	
Internal Service Funds Adjustment		(2,970)	
Other Required Adjustments			108,683
Subtotal	10.0	580,061	206,643
Recommended Changes for FY 2001			
Total Recommendation	10.0	580,061	206,643

Inmate Programs — Cost Center 3446 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	30.0	1,270,087	106,569
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	306,431	
Internal Service Funds Adjustment		(33,431)	
Other Required Adjustments		(22,260)	0
Subtotal	32.0	1,407,137	106,569
Recommended Changes for FY 2001			
Total Recommendation	32.0	1,407,137	106,569

Support Services — Cost Center 3449 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	5.0	416,563	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		24,289	
Internal Service Funds Adjustment		36,437	
Other Required Adjustments			0
Subtotal	5.0	477,289	
Recommended Changes for FY 2001			
Total Recommendation	5.0	477,289	



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

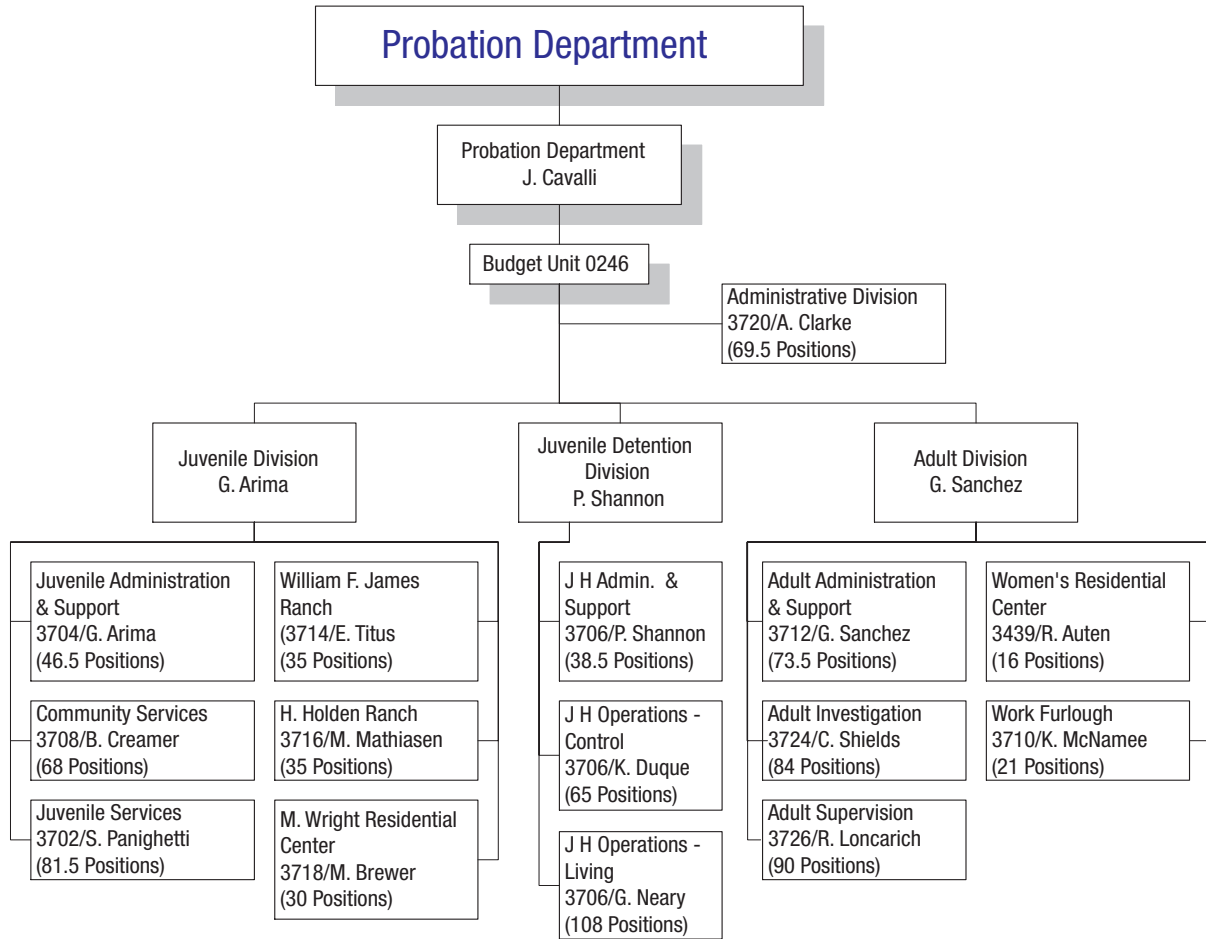
- ◆ Develop and implement prevention programs in partnership with the community and criminal justice agencies to help reduce crime.
- ◆ Utilize supervision, rehabilitation programs, and risk assessment to hold offenders accountable while meeting their needs.
- ◆ Provide safe custodial care for adult 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.
- ◆ Provide support to the courts and victims through case investigation and supervision.



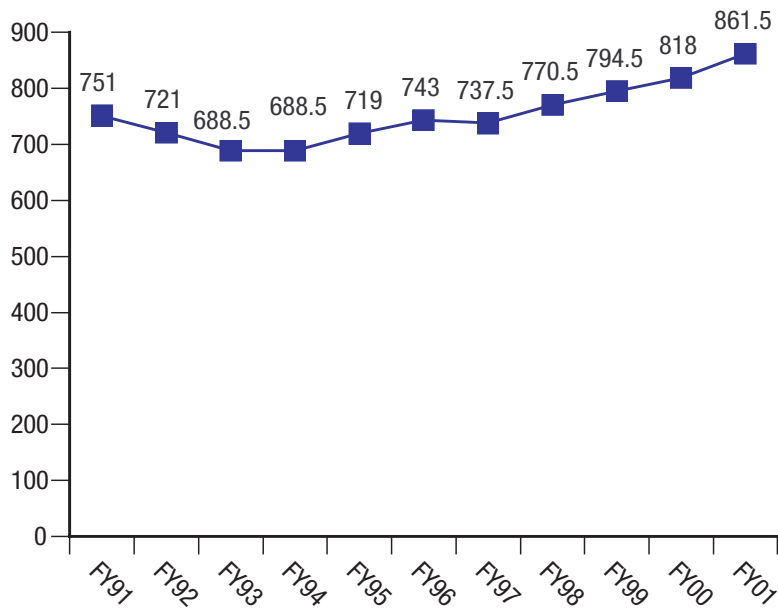
Cost: \$73,415,338



Staff: 861.5



10-Year Staffing Trend



Probation Department Overview

The Probation Department is responsible for protection of the community through provision of investigation, supervision, and custodial care of adults and juveniles referred into the probation process by the Court. The Department is also committed to restoring losses to victims of crime.

Probation is a General Fund department with a total recommended budget of \$73.4 million. Approximately 40% of its total cost is offset by revenues of \$29.6 million. A wide spectrum of services, from intervention and prevention to sanctions, are provided through the operation of three divisions.

Central administration of the department is supported by 69.5 positions and a budget of \$13.9 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 \$20.5 million and 284.5 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 Drug Treatment Court, Substance Abuse, and Screening. This unit has 84 positions and a budget of \$6 million.

Supervision. Responsible for supervision of adults 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 \$6.5 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 \$2 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 16 positions and a budget of \$1.3 million.

Administration. Provides administrative and support services to all program units in the Adult Division. This unit has 73.5 positions and a budget of \$7.4 million.

Adult Services continues to participate in efforts to reduce the jail population through development of viable alternative sanctions. The opening of the new Women's Residential Center will provide increased opportunities for program services to women participating in the program. Adult Services also continues to have a role 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.

The Adult Division will continue to focus on ways to increase the field supervision and case management provided to high risk/high need offenders.

Juvenile Probation Services

Juvenile Probation Services, with a recommended budget of \$25.2 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, Restorative Justice, Screening, Placement, the FOCUS Program, and Informal Juvenile and Traffic Court. It has a total of 68 positions and a budget of \$7.5 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 81.5 positions and a budget of \$6.7 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 35 positions and a budget of \$3.2 million.

Holden Ranch: Serves boys 12 to 16 years, has 35 positions and a budget of \$2.8 million.

Wright Center: Serves girls and appropriate boys depending on population trends, has 30 positions and a budget of \$2.6 million.

Administration. Provides administrative and support services to all program units in the Juvenile Probation Services Division. This unit has 46.5 positions and a budget of \$2.5 million.

Juvenile Probation Services includes programs for youth domestic violence prevention and intervention, Juvenile Drug Treatment Court, and restorative justice. 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. Development of a full continuum of services for minors committed to Probation Ranches remains a high Probation priority, as does the upgrading of facilities to meet the identified program requirements.

Juvenile Detention Services

Juvenile Detention Services, with a recommended budget of \$13.7 million and 211.5 positions, receives, and is responsible for, the safety, security and program services for detained juvenile law violators. In Juvenile Hall, as in other areas, the Probation Department works closely with other service providers to meet the needs of youthful offenders. A new Juvenile Hall wing provides beds which meet all current Board of Corrections standards, and improved program and counseling space. Planning continues for replacement of the remaining 180 beds in the old facility.

Probation Department Performance Plan

Summary of Improvement Strategies and Recommendations

Improvement Strategies	Net General Fund Cost	Net Positions	Recommended	
			Yes	No
Priority Goal 1: Crime Reduction Programs in Partnership with Community Programs				
Maintain existing RJP services by recognizing 4th year of Challenge Grant I funds	\$0	0	X	
Reorganize Diversion Services Unit/Expand RJP activities without additional resources	\$0	0	X	
Expand RJP to 3 new sites	\$576,222	3		X
Priority Goal 2: Supervision, Rehabilitation and Risk Assessment for Offender Accountability and Meeting Needs				
Continue and expand Juvenile Drug Treatment Court ^a	\$364,090	6		X
Expand Community Release/Electronic Monitoring Program				
a. Components Recommended	\$206,038	3	X	
b. Components Not Recommended	\$78,525	1		X
Develop intensive services for dual diagnosed clients ^b	\$327,606	6		X
Priority Goal 3: Safe Custodial Care Emphasizing Accountability and Social Responsibility				
Model program/Enhanced staffing at Women's Residential Center				
a. Components Recommended	\$0	2	X	
b. Components Not Recommended	\$53,500	0		X
Health care services at work furlough facilities	\$100,000	0	X	
Pilot mentoring program at James Ranch	\$50,000	0	X	
Priority Goal 4: Service Delivery Respecting Staff integrity and Professionalism, and Client Rights, Diversity, and Dignity				
Enhance PACE unit staffing	\$45,213	1		X
Expand Information Systems Unit				
a. Components Recommended	\$37,061	1	X	
b. Components Not Recommended	\$88,543	2		X
Extra Help Usage Reduction ^c	\$1,225,488	22		X
Total	\$3,115,225	47		
Total Recommended	\$393,099	6		

- a. To be addressed in cross-departmental recommendations from the Criminal Justice Substance Abuse Policy Task Force
b. To be addressed in cross-departmental recommendations from the Criminal Justice Substance Abuse Policy Task Force
c. To be addressed as part of the countywide extra help strategy

COUNTY EXECUTIVE'S RECOMMENDATIONS

The County Executive fully supports the performance plan prepared by the Probation Department. The plan is responsive to Board priorities for intervention, prevention, and diversion through its focus on strategies pertaining to rehabilitative programming for high risk populations. It incorporates a focus on outcomes supported by data analysis.

Several strategies presented in the Performance Plan will be considered through other processes:

- ◆ Proposals related to drug treatment courts will be discussed in the development of recommendations by the Criminal Justice Substance Abuse Policy Task Force. Task Force recommendations will be considered through the Board committee process



for addition to the FY 2001 Inventory. This will allow for a more comprehensive analysis of programs which are interdepartmental in nature.

- ◆ The proposal for reduction of extra help usage is combined with other departments' strategies for using new resources to reduce usage of extra help.

In some instances department requests were not fully funded in the recommendations. Reductions to the requests reflect restraint due to the County's limited financial resources, and not a disagreement concerning the value of the strategy.

PRIORITY GOAL ONE

Develop and implement prevention programs in partnership with the community and criminal justice agencies to help reduce crime.

Background

The Probation Department provides a variety of programs which link strongly with the Board of Supervisors' strategies for reduction of crime through prevention and intervention strategies. These models are used across the spectrum of justice services: to prevent youth from entering the justice system, and to increase the success of probationers, both juvenile and adult, when they return to their families and communities. The past few years have seen increased interaction with community agencies and neighborhood resources to in seeking to accomplish these outcomes.

The Restorative Justice Project (RJP) continues to be a budgetary focus in FY 2001. RJP was initiated in 1997 through the receipt of a three-year, \$3,000,000 grant from the State. Twelve community-based agencies, numerous County departments, and hundreds of community residents provide services.

Recommended Improvement Strategy

Maintain current Restorative Justice Project programming in the Burbank, Mayfair, and Gilroy areas.

Staffing Impact:

- ◆ Maintain five existing, filled positions (1 Supervising Probation Officer, 3 Probation Community Workers, 1 Advanced Clerk Typist)

- ◆ Delete three unclassified positions (1 Deputy Probation Officer, 1 Probation Community Worker, 1 Advanced Clerk Typist)

- ◆ Add three classified positions (1 Deputy Probation Officer, 1 Probation Community Worker, 1 Advanced Clerk Typist)

Services and Supplies Impact: Maintain funding for Neighborhood Accountability Boards (NABs) (\$60,000), 0.5 Deputy District Attorney (\$50,000), contract providers (\$743,736)

Fiscal Impact: \$0. It is anticipated that a fourth year of Challenge Grant I funds will be approved by the State, of which Santa Clara County will receive \$1,180,000 to offset current costs.

Provision of General Fund resources is recommended for the three existing, unclassified positions. These positions were approved by the Board of Supervisors using unspent grant funds from the first grant year. Though not included in the grant funding, they provide critical support to the RJP efforts. It was anticipated when the unclassified positions were created that further review and possible General Fund support would be required. As the positions exist currently, their cost is already contained in the base budget, and will not require additional resources.

Performance Impact: RJP is a vital strategy for reducing the number of juveniles entering the justice system. Efforts to date support the hypothesis that programming which involves early intervention, accountability, and community involvement is successful in achieving this goal. Without these resources, performance will be reduced significantly:

- ◆ Approximately 500 less cases per year could be seen in areas of Santa Clara County with high juvenile crime indices
- ◆ Eight existing County staff positions would have to be deleted
- ◆ Services of as many as 100 community volunteers could not be utilized
- ◆ Approximately \$768,000 of contract services with community based organizations would have to be terminated

Conditions Affecting Performance: Should the State not fund the additional grant year, further action would be required by the Board either to fund the RJP activities from the Reserve for Uncertainties, or to eliminate the activities, including the deletion of five filled positions.

Recommended Improvement Strategy

Reorganize the Diversion Services Unit to create 3 geographical RJP units and standardize work by establishing consistent policies and procedures. Work with communities adjoining RJP sites to expand RJP activity without additional resources.

Staffing Impact: No additional resources are required to implement this strategy.

Fiscal Impact: \$0.

Performance Impact: Creation of 3 geographically organized restorative justice units will promote more cost effective expansion of RJP services. It is the Department's goal to leverage existing services to adjacent areas through collaborative work with community based partners and all stakeholders. Exploration of using restorative justice principles to administer existing diversion contracts with cities and school districts is also occurring. Currently expansion to Los Altos, San Martin/Morgan Hill, and Piedmont areas is proceeding. In these communities NAB members are being recruited and trained. These adjacent areas will become part of the RJP communities of Mountain View, Gilroy, and Milpitas, respectively

Key Performance Indicators

Indicator	Current Measure	FY 2000 Goal	FY 2001 Goal
Number of sites	7	7	8 ^a
Number of residents served	350,000	350,000	545,000
Maintenance of sufficient pools of NAB/community protection project volunteers	204	210	300
Assignment of NAB contracts within 30 days of RJP referral	80%	80%	80%
Completion of NAB contracts within 90 days of hearing	80%	80%	80%
Regular RJP youth attendance rate at schools, vocational training, or work sites	80%	80%	80%
Growth in risk avoidance, protective and resiliency assets in RJP youth	22%	22%	22%
Crime victim restitution/satisfaction rate	80%	80%	80%
RJP parent satisfaction rate	80%	80%	80%
Maintenance or improvement of recidivism rate	12%	12%	12%

- a. RJP is currently operating in seven sites (grant-funded Burbank, Mayfair, and Gilroy; and Alum Rock, Yerba Buena/Overfelt, Mountain View, and Milpitas). An eighth area (Washington/Willow Glen) has been proposed for funding in FY 2001 through the Juvenile Accountability Incentive Block Grant.



PRIORITY GOAL TWO

Utilize supervision, rehabilitation programs, and risk assessment to hold offenders accountable while meeting their needs.

Background

The supervised release of selected youth who would otherwise be held in custody, allows them to continue school attendance and receive other community services. A high level of supervision and daily contact and assistance for the juveniles, their families, school personnel, and employers ensures compliance with court orders and lowers public safety risk. This is consistent with Board emphasis on rehabilitation and diversion from the criminal justice system. The Department seeks to restructure the Community Release/Electronic Monitoring Program (CR/EMP) within the organization, and enable the release of additional youth from custody without compromising public safety.

Recommended Improvement Strategy

Restructure and expand the juvenile Community Release/Electronic Monitoring Program

Staffing Impact: Add one (1) Supervising Group Counselor and two (2) Group Counselors

Services and Supplies Impact: Provide one-time resources for 25 electronic monitoring units (\$37,500), one passive monitoring system (\$10,000), and workstations for new positions (\$7,500)

Key Performance Indicators

Indicator	Current Measure	FY 2000 Goal	FY 2001 Goal
Number of clients	2,071	2,071	2,121
Successful program completion (CRP/EMP)	69%/80%	69%/80%	74%/85%
Juvenile Hall custody days saved	68,294	68,294	69,500
Number of CRP/EMP participants enrolled in educational programs	80%	80%	80%
Reduction of extra help usage	n/a	n/a	2 FTEs

Fiscal Impact: \$206,044

Performance Impact: The CR/EMP will be transferred into the Juvenile Detention Division under the new Supervising Group Counselor position. This will provide a more efficient linkage to the range of other programs in the Juvenile Hall and ranch aftercare, which assist youthful offender re-entry into the community from secure detention. A higher level of linkage and collaborative service delivery will also be attained for youth in the Drug Treatment Court program who are assigned to intensive EMP services over a period of several months. Additional program staff and the consolidation into the Juvenile Detention Division will also improve monitoring and control of extra help usage.

Organizational restructuring will allow an existing Supervising Probation Officer position to be utilized in consolidation and oversight of other services provided in the Juvenile Services Division. Initial assessment, truancy services, and juvenile domestic violence services will be brought together, improving coordination and providing more consistent services.

Updated equipment is necessary to handle century-related requirements and provide increased efficiency. The passive system is used in cases where monitoring is desired, but a model that is less intrusive than bracelets/anklets is appropriate.



PRIORITY GOAL THREE

Provide safe custodial care for adult and juvenile offenders emphasizing accountability and social responsibility.

Background

The Probation Department operates the county work furlough programs for men and women at two sites, allowing sentenced offenders to work or attend school in the community. The 264 bed Work Furlough Center for men is located in Mountain View. The 56 bed Women's Residential Center (WRC) moved to a new facility in San Jose in spring of 1999. Two issues need to be addressed at these facilities. First, the WRC does not have the appropriate array of support services need to address the significant, long term problems of female offenders. Second, neither facility has historically provided on-site medical and mental health services.

Also within the context of the custodial care environment, the Probation Department is seeking to determine whether provision of mentoring services to youthful offenders will help create a framework for positive and successful re-entry to the community. Mentoring is not currently provided within the Probation service delivery system, and is relatively new to juvenile delinquency programming.

Recommended Improvement Strategy

Develop the Women's Residential Center Model Program to increase the likelihood that women transition successfully into the community.

Staffing Impact: Add one (1) Supervising Group Counselor and one (1) Group Counselor

Fiscal Impact: \$0. Cost of the two positions (\$104,381) will be offset by recognition of increased revenues for supervision fees.

Performance Impact: Additional staffing will allow development of programmatic responses to needs of women in the Residential Center. Provision of a supervising position for the full 24-hour day will increase staff time available for case management and program management. The WRC is now located in a new building which provides space specific to the requirements of work-furloughed women, as well as sufficient space for programs to be conducted. A multi-disciplinary study identified a wide range of needs, the most

critical related to facilitating successful transition to the community at the end of custody. The WRC team will develop baseline data and reporting to support future evaluation of performance.

Recommended Improvement Strategy

Provide health care services for male and female work furlough clients to reduce the number of men and women returned to Department of Correction custody.

Staffing Impact: No additional staffing required.

Fiscal Impact: \$100,000 for provision of medical and mental health services and pharmaceuticals (\$25,000 one-time)

Performance Impact: Addition of the resources will provide continuity of mental and medical health care services to work furlough site populations which are experiencing significant increases in chronic medical and mental health conditions. Inmates who are transferring from Department of Correction (DOC) facilities will be screened so that medical/mental health issues are known and medications are available at transfer. On-site clinics will reduce the need for lengthy waits for access to community care. The action will reduce return of work furlough participants to DOC custody due to medical/mental health treatment.

Recommended Improvement Strategy

Implement a pilot mentoring program for juvenile offenders to support youth in developing positive alternatives to a delinquent lifestyle, and to reduce re-offense rates.

Staffing Impact: No additional staffing required.

Fiscal Impact: \$50,000 in one-time resources

Performance Impact: The intent of this pilot program is to evaluate the value added by the service, and to establish policies and procedures needed for success. Successful mentoring will provide support to help at-risk youth lead safe and healthy lives. The ranches were selected for this pilot project based on needs identified in an assessment recently completed by the Department of Alcohol and Drug Services. The Probation Department is developing a ranch program database to support ongoing outcomes evaluation.



Conditions Affecting Performance: Mentoring for delinquent adolescents is a relatively recent expansion of models providing mentoring to younger at-risk chil-

dren. Exploration is needed as to whether adequate resources exist to provide the services to older youth with significant behavioral issues.

Key Performance Indicators

Indicator	Current Measure	FY 2000 Goal	FY 2001 Goal
Women's Residential Center Model Program			
% women demonstrating increased life skills in pre/post testing	n/a	n/a	TBD by 6/2001
# of women continuing on Probation who have stable housing arrangements 6 months after release	n/a	n/a	TBD by 6/2001
Baseline re-offense rate identified	n/a	n/a	TBD by 6/2001
Re-offense rate reduction strategy identified	n/a	n/a	TBD by 6/2001
Work Furlough Medical/Mental Health Services			
# of inmates with appropriate medication available at intake to work furlough facilities	n/a	n/a	TBD by 6/2001
Pilot Mentoring Program			
Gains in resiliency/esteem	n/a	n/a	75%
Enrollment and regular attendance in employment or vocational training six months after release from ranches	n/a	n/a	75%
Positive home adjustment as reported by parents	n/a	n/a	75%
Improvement attributed to program by participants	n/a	n/a	75%
Impact of program on re-offense rates	n/a	n/a	TBD by 6/2001



PRIORITY GOAL FOUR

Deliver services with integrity, professionalism, and in a manner that respects the rights, diversity and dignity of individuals.

Background

Coordination of program evaluation and information resources is critical to the Department's ability to provide outcome data to County decision-makers. The Department accesses information from two main frame systems (CJIC and JRS), as well as various departmental systems developed primarily to support case management functions. These departmental resources are needed as well to support and develop network activity, especially the implementation of direct data entry to insure time lines and accuracy. In addition, the Probation Department is participating in countywide efforts to develop improved tools for outcome evaluation through the County Information Factory.

Recommended Improvement Strategy

Expand the Information Services Unit to ensure that performance and evaluation information needed by decision makers is available, timely, and accurate.

Staffing Impact: Add one Information Systems Technician II position

Services and Supplies Impact: Reduce Object 2 \$11,544 to partially offset cost of position

Fiscal Impact: \$37,063

Performance Impact: Addition of the systems position will increase support of network functions and provision of service to remote and nomadic system functions. Support will also be increased for data collection efforts.

Conditions Affecting Performance

Ability to recruit and retain staff.

Key Performance Indicators

Indicator	Current Measure	FY 2000 Goal	FY 2001 Goal
Increase in the number of customized or user-defined reports	n/a	n/a	TBD by 6/2001
Number of laptops deployed to support staff needs	6	6	28
Respondent satisfaction with timeliness and completeness of reports	n/a	n/a	80%



Probation Department — Budget Unit 0246 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
3439	Women's Residential Center	1,242,263	1,028,864	1,028,864	1,289,008	260,144	25
3702	Juvenile Services	5,088,613	4,687,313	6,207,630	6,669,705	1,982,392	42
3704	Juvenile Division Admin & Support	2,130,662	2,292,533	2,292,533	2,482,561	190,028	8
3706	Juvenile Hall	12,937,424	11,970,292	11,915,682	13,062,206	1,091,914	9
3708	Community Services	8,032,859	7,805,420	7,790,994	8,188,946	383,526	5
3710	Work Furlough Program	2,106,995	1,858,755	1,857,587	1,985,771	127,016	7
3712	Adult Division Admin & Support	4,021,636	4,258,641	4,280,379	4,687,346	428,705	10
3714	William F James Ranch	3,005,877	2,883,365	3,017,565	3,176,255	292,890	10
3716	H Holden Ranch	2,818,455	2,582,492	2,570,882	2,845,467	262,975	10
3718	M Wright Residential Center	1,859,044	2,346,208	2,346,208	2,550,332	204,124	9
3720	Administrative Division	11,739,333	14,296,474	16,611,562	13,926,336	(370,137)	-3
3724	Adult Investigation	5,656,409	5,234,826	5,262,409	6,011,514	776,688	15
3726	Adult Supervision	6,389,439	5,933,644	6,398,614	6,539,891	606,247	10
Total Expenditures		67,029,009	67,178,827	71,580,909	73,415,338	6,236,511	9%

Probation Department — Budget Unit 0246 Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
3439	Women's Residential Center	94,093	90,000	90,000	115,000	25,000	28
3702	Juvenile Services	2,263,257	173,465	1,412,885	1,292,949	1,119,484	645
3704	Juvenile Division Admin & Support	418					0
3706	Juvenile Hall	1,622					0
3708	Community Services	68,825	150,000	167,000		(150,000)	-100
3710	Work Furlough Program	786,236	900,000	900,000	900,000		0
3712	Adult Division Admin & Support	6					0
3714	William F James Ranch	36					0
3720	Administrative Division	24,722,953	21,671,757	23,173,715	23,757,729	2,085,972	10
3724	Adult Investigation	150,762	116,000	116,000	130,000	14,000	12
3726	Adult Supervision	973,060	3,191,135	3,372,044	3,438,119	246,984	8
Total Revenues		29,061,268	26,292,357	29,231,644	29,633,797	3,341,440	13%



Women's Residential Center — Cost Center 3439

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	14.0	1,028,864	90,000
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		84,468	
Internal Service Funds Adjustment		5,503	
Other Required Adjustments		15,792	25,000
Subtotal	14.0	1,134,627	115,000
Recommended Changes for FY 2001			
Internal Service Fund Adjustments			
Medical/Mental Health Services		50,000	0
1. Add Staff at Women's Residential Center	2.0	104,381	
Adds two positions to provide 24-hour supervisory staff, and to allow for development of a Model Program to address long-term needs of the residents:			
◆ One Supervising Group Counselor - \$48,266			
◆ One Senior Group Counselor - \$63,585			
Positions are funded for 10 months, as it is anticipated that recruitment and hiring will require 2 months. Costs are offset by an increase in supervision fees, which is displayed in Cost Center 3726.			
Subtotal	2.0	154,381	0
Total Recommendation	16.0	1,289,008	115,000

Juvenile Services — Cost Center 3702

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	72.5	4,687,313	173,465
Board Approved Adjustments During FY 2000	9.0	1,520,317	1,239,420
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		567,730	
Internal Service Funds Adjustment		26,381	
Other Required Adjustments		(132,036)	(119,936)
Subtotal	81.5	6,669,705	1,292,949
Recommended Changes for FY 2001			
Total Recommendation	81.5	6,669,705	1,292,949



Juvenile Division Admin & Support — Cost Center 3704

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	47.0	2,292,533	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-.5	138,060	
Internal Service Funds Adjustment		8,668	
Other Required Adjustments		43,300	0
Subtotal	46.5	2,482,561	
Recommended Changes for FY 2001			
1. Create Permanent Position for Restorative Justice Program			
Deletes one expiring, unclassified Advanced Clerk Typist position, and replaces it with a classified, alternately staffed code. This position is one of three that provide additional support to the overall Restorative Justice Project. No additional costs are incurred because the cost of the unclassified positions is contained in the base budget.			
Subtotal	0.0	0	0
Total Recommendation	46.5	2,482,561	

Juvenile Hall — Cost Center 3706

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	195.5	11,970,292	
Board Approved Adjustments During FY 2000	3.0	(54,610)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	10.0	1,029,756	
Internal Service Funds Adjustment		(177,470)	
Other Required Adjustments		88,200	0
Subtotal	208.5	12,856,168	
Recommended Changes for FY 2001			
1. Expand Community Release and Electronic Monitoring Programs			
Adds three positions to reorganize community release staff resources and increase number of youth that can be supervised in a community release setting. Position costs represent 10 months of funding as recruitment and hiring are anticipated to take 2 months:			
◆ One Supervising Group Counselor - \$56,114			
◆ Two Senior Group Counselors - \$94,922			
One-time funding is also provided to purchase 25 new electronic monitoring units (\$37,500), an updated voice response electronic monitoring system (\$10,000), and office equipment for the new positions (\$7,500).			
Subtotal	3.0	206,038	0
Total Recommendation	211.5	13,062,206	



Community Services — Cost Center 3708

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	76.0	7,805,420	150,000
Board Approved Adjustments During FY 2000	2.0	(14,426)	17,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-10.0	59,714	
Internal Service Funds Adjustment		121,777	
Other Required Adjustments		(951,493)	(167,000)
Subtotal	68.0	7,020,992	
Recommended Changes for FY 2001			
Internal Service Fund Adjustments			
Reimbursement to District Attorney for Community Prosecutor		50,000	0
		1,129,508	
1. Program Costs for Fourth Year of Challenge Grant I			
Recognizes program costs for a fourth year of Challenge Grant I funds to support restorative justice efforts in the Burbank, Mayfair, and Gilroy areas. The funding supports 5 existing positions, as well as community activity including area oversight, abatement efforts, neighborhood accountability boards, and competency development programming. Abatement costs are displayed in Cost Center 3836. This action also deletes two expiring, unclassified positions (one Probation Community Worker, and one Deputy Probation Officer), and replaces them with classified codes. These positions provide additional support to the overall Restorative Justice Project. No additional costs are incurred because the cost of the unclassified positions is contained in the base budget. One additional add/delete action is displayed in Cost Center 3704.			
		(11,554)	
2. Partial Offset of Systems Position Cost			
One Information Systems Tech II position is added in Cost Center 3720 to expand the Department's ability to maintain system applications and provide needed data for performance evaluation. Ten month position costs of \$48,615 are partially offset by a reduction of the supplies budget (\$11,554) which is displayed in Cost Center 3708.			
Subtotal	0.0	1,167,954	0
Total Recommendation	68.0	8,188,946	

Work Furlough Program — Cost Center 3710

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	21.0	1,858,755	900,000
Board Approved Adjustments During FY 2000		(1,168)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		78,424	
Internal Service Funds Adjustment		(2,846)	
Other Required Adjustments		7,073	0
Subtotal	21.0	1,940,238	900,000
Recommended Changes for FY 2001			
Internal Service Fund Adjustments			
Medical/Mental Health Services at Work Furlough		50,000	0
Subtotal	0.0	45,533	0
Total Recommendation	21.0	1,985,771	900,000



Adult Division Admin & Support — Cost Center 3712 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	73.5	4,258,641	
Board Approved Adjustments During FY 2000	-1.0	21,738	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	116,516	
Internal Service Funds Adjustment		260,051	
Other Required Adjustments		30,400	0
Subtotal	73.5	4,687,346	
Recommended Changes for FY 2001			
Total Recommendation	73.5	4,687,346	

William F James Ranch — Cost Center 3714 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	35.0	2,883,365	
Board Approved Adjustments During FY 2000		134,200	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		213,672	
Internal Service Funds Adjustment		37,508	
Other Required Adjustments		(142,490)	0
Subtotal	35.0	3,126,255	
Recommended Changes for FY 2001			
1. Pilot Mentoring Program		50,000	
Provides one-time resources for development of a pilot mentoring program for older youth in juvenile ranches.			
Subtotal	0.0	50,000	0
Total Recommendation	35.0	3,176,255	

H Holden Ranch — Cost Center 3716 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	35.0	2,582,492	
Board Approved Adjustments During FY 2000	-1.0	(11,610)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	170,782	
Internal Service Funds Adjustment		22,593	
Other Required Adjustments		81,210	0
Subtotal	35.0	2,845,467	
Recommended Changes for FY 2001			
Total Recommendation	35.0	2,845,467	



M Wright Residential Center — Cost Center 3718

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	30.0	2,346,208	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		97,265	
Internal Service Funds Adjustment		40,635	
Other Required Adjustments		66,224	0
Subtotal	30.0	2,550,332	
Recommended Changes for FY 2001			
Total Recommendation	30.0	2,550,332	

Administrative Division — Cost Center 3720

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	64.5	14,296,474	21,671,757
Board Approved Adjustments During FY 2000	5.0	2,315,088	1,501,958
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(2,527,350)	
Internal Service Funds Adjustment		372,144	
Other Required Adjustments		(650,739)	(595,986)
Subtotal	68.5	13,805,617	22,577,729
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		28,651	0
Increase Pharmacy Cost		43,453	0
1. Add Systems Position	1.0	48,615	
One Information Systems Tech II position is added in Cost Center 3720 to expand the Department's ability to maintain system applications and provide needed data for performance evaluation. Ten month position costs of \$48,615 are partially offset by a reduction of the supplies budget (\$11,554) which is displayed in Cost Center 3708.			
			1,180,000
2. Fourth Year of Challenge Grant I Revenues			
Recognizes revenues for a fourth year of Challenge Grant I funding. The revenue displayed here offsets costs displayed in Cost Centers 3708 and 3836.			
Subtotal	1.0	120,719	1,180,000
Total Recommendation	69.5	13,926,336	23,757,729



Adult Investigation — Cost Center 3724 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	83.0	5,234,826	116,000
Board Approved Adjustments During FY 2000		27,583	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	755,430	
Internal Service Funds Adjustment		14,975	
Other Required Adjustments		(21,300)	14,000
Subtotal	84.0	6,011,514	130,000
Recommended Changes for FY 2001			
Total Recommendation	84.0	6,011,514	130,000

Adult Supervision — Cost Center 3726 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	87.0	5,933,644	3,191,135
Board Approved Adjustments During FY 2000	4.0	464,970	180,909
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	390,454	
Internal Service Funds Adjustment		27,437	
Other Required Adjustments		(276,614)	(38,306)
Subtotal	90.0	6,539,891	3,333,738
Recommended Changes for FY 2001			
1. Revenue Offset for WRC Positions			104,381
Two positions added in Cost Center 3439 are offset by the increase in supervision fees displayed here.			
Subtotal	0.0	0	104,381
Total Recommendation	90.0	6,539,891	3,438,119



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, while striving to establish and maintain effective working relationships with local law enforcement and medical agencies, and a commitment to provide directed educational experiences to students, law enforcement professionals, and other special interest groups.

- ◆ To achieve American Board of Medical Death Investigation certification for all investigators.

Goals

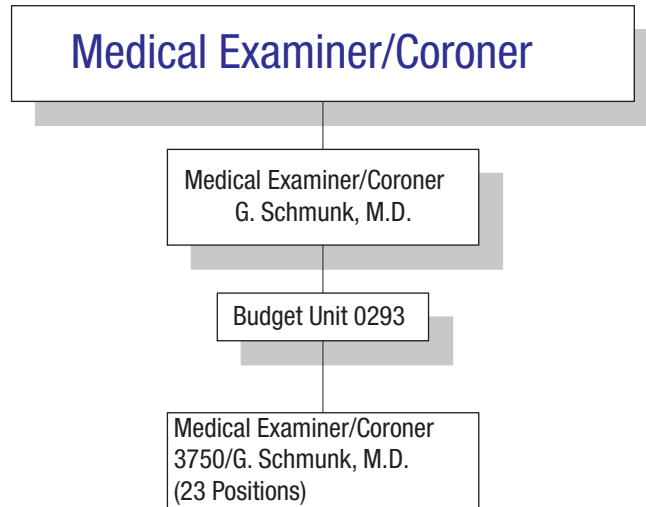
- ◆ To continue to improve professionalism of all staff by developing and providing on-site education and in-service training.
- ◆ To enhance multimedia youth program presentations.
- ◆ To expand availability of community programs to other community groups.
- ◆ To establish community partnerships to advise in the development of procedures to address specific ethnic and cultural needs pertaining to death in a compassionate and professional manner.
- ◆ To develop Adult Repeat Offender Program multimedia presentations in partnership with Department of Correction and Superior Court.
- ◆ To obtain certification with the National Association of Medical Examiners.
- ◆ To reorganize record archives to preserve historical data.



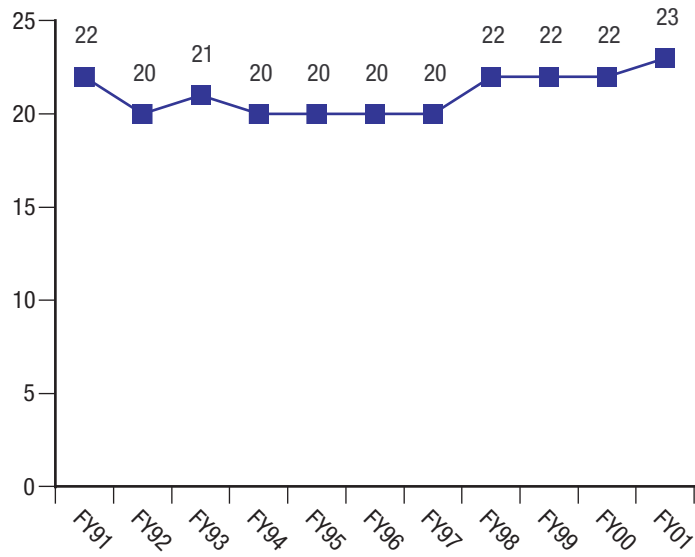
Cost: \$2,394,264



Staff: 23



10-Year Staffing Trend



Medical Examiner-Coroner Overview

The Medical Examiner-Coroner (ME-C) investigates over 3,000 deaths each year which are medically unattended, occur 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 to 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.

The Office of the Medical Examiner-Coroner (ME-C) is comprised of three divisions:

The Medical Division. Responsible for determining the need for an autopsy, and for performing autopsies. Staff of the Medical Division perform inspections and autopsies of all cases under the Coroner's jurisdiction. They prepare autopsy findings for reports and death certificates. The Medical Division is responsible for management of the morgue and for developing procedures regarding autopsies.

The Investigation Division. Responsible for attending deaths that fall under the Coroner's jurisdiction. A significant function performed by the Investigator Division staff is to notify next of kin of a death. In addition, investigators respond to inquiries from physicians and other health care professionals to determine whether cases should be referred to the Coroner.

The Administrative Support Division. Responsible for transcription of medical reports, preparation of death certificates, and administrative processing of medical

specimens. In addition they respond to inquiries from families, friends, media, and law enforcement agencies, release property to next of kin and perform other administrative duties.

In Fiscal Year 2000, the department continued its commitment to development of the Youth Forum Rude Awakenings Program, where more than 250 young people participated. The program encourages young men and women to make informed and responsible decisions about gang affiliation by presenting them with a multimedia slide presentation consisting of scenes of local gang related deaths and gang associated death autopsy photographs. Participants also visit the morgue and view an autopsy.

Fiscal Year 2000 Accomplishments

- ◆ Developed and presented training to multiple off-site middle school, high school, community college and university groups.
- ◆ Successfully implemented field inspection procedures that reduced the number of decedent cases requiring physician inspection by training investigators to make on-scene death evaluations and authorizing investigators to make on-scene decedent releases to next of kin.
- ◆ Successfully implemented regular case review procedures that have improved the quality of investigative and autopsy reports.
- ◆ Completed revision of office policy and procedures manual.
- ◆ Began process of obtaining certification with National Association of Medical Examiners.
- ◆ Implemented new automated case data management system.
- ◆ Began process to achieve certification of all death investigators with the American Board of Medical Death Investigation.



Fiscal Year 2001 Planned Accomplishments

- ◆ Increase number of adult and juvenile offender programs.
- ◆ Develop regional professional death training program.
- ◆ Attain National Association of Medical Examiners certification for office.



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 expanding the Youth Forum Rude Awakening Program that diverts clients from the Criminal Justice System. The increased funding will allow the Medical Examiner-Coroner to function more efficiently and effectively.

Equipment for Service Improvements

Funds for Youth Forum Rude Awakening Program

One-time funds are recommended for the purchase of four new pieces of equipment to customize presentations to at-risk youth with gang affiliations or substance abuse and to community groups.

- ❖ LCD Projector - to update educational presentations
- ❖ One Laptop Computer - use in conjunction with the LCD Projector
- ❖ One Digital Camera - to take photographs at crime scenes for educational demonstrations
- ❖ One CD Reader/Writer - to store large computer files for presentations

The Medical Examiner is committed to providing directed educational experiences to students, law enforcement, and medical agencies. In partnership with the City of San Jose Police and the Mexican American Community Service Agency, the Medical Examiner developed the Youth Rude Awakening Program. The program encourages youth to make informed responsible decisions about gang affiliations by presenting them with multi-media slide presentations consisting

of scenes of local gang related deaths and gang associated autopsy photographs. Participants also visit the morgue and view an autopsy.

One of the future goals, in partnership with the Department of Correction and Superior Court, is to develop an Adult Repeat Offender Program multi-media presentation. The Rude Awakening program has developed into a tremendous opportunity to alert at-risk youths to the potential deadly consequences of their life choices.

Total One-time Cost: \$8,995

Video Security System

One-time resources are recommended to purchase a Video Security System for the Medical Examiner's facility, to monitor and insure a safe environment. Currently, unauthorized individuals can gain access to the facility, representing significant risk to staff, visitors, and the remains and property of decedents.

Total One-time Cost: \$10,000

Bar Coding system

One-time funds are recommended to purchase a Bar Coding System for more efficient case management, property security, and specimen processing. Presently, the staff manually tracks all specimens and enters them into a database management system. Bar coding would provide an automated record allowing the staff to accurately testify in hearings as to the chain of custody, as well as enhance the level of service to the community and law enforcement agencies.

- ❖ Printers
- ❖ Scanner
- ❖ Portable Reader
- ❖ Laser Reader
- ❖ Bar Coding System Software

Total One-time Cost \$7,700



Staff to Improve Service Quality

Administrative Support Officer I/II

Add One Administrative Support Officer II/I to assist the Investigative staff, conduct educational presentations for the Youth Forum Rude Awakening Program, consult with community and educational groups, and perform general office supervision. Funding for this position is for ten months.

Total Cost: \$57,816

Medical Examiner-Coroner — Budget Unit 0293 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
3750	Medical Examiner-Coroner	2,238,614	2,211,271	2,290,586	2,394,264	182,993	8
Total Expenditures		2,238,614	2,211,271	2,290,586	2,394,264	182,993	8%

Medical Examiner-Coroner — Budget Unit 0293 Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
3750	Medical Examiner-Coroner	31,072	54,800	54,800	45,342	(9,458)	-17
Total Revenues		31,072	54,800	54,800	45,342	(9,458)	-17%



Medical Examiner-Coroner — Cost Center 3750

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	22.0	2,211,271	54,800
Board Approved Adjustments During FY 2000		79,315	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		82,497	
Internal Service Funds Adjustment		38,274	
Other Required Adjustments		(92,132)	(9,458)
Subtotal	22.0	2,319,225	45,342
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		164	0
1. Equipment Augmentation for "Rude Awakening" Program		8,995	
One-time funds are recommended for the following new equipment:			
<ul style="list-style-type: none"> ◆ \$2,995 - LCD Projector - for more effective and updated education presentations ◆ \$2,500 - Laptop Computer - use in conjunction with the LCD Projector ◆ \$2,500 - Digital Camera - use to take photographs at crime scenes for educational demonstrations ◆ \$1,000 - CD Reader/Writer - use to store large computer files for presentations. 			
2. One-time augmentation for Bar Coding		7,700	
\$7,700 - One-time augmentation is recommended for Bar Coding Equipment to ensure specimens are stored, automated chain of custody is maintained, and to provide significant increases in efficiency and accuracy:			
<ul style="list-style-type: none"> ◆ Bar Coding printers ◆ scanner ◆ portable reader ◆ laser reader ◆ Bar coding software 			
3. One-time Augmentation for Equipment		10,000	
One-time funds are recommended for a Video Security System to monitor building access and to insure a safer work environment for employees. The facility does not have an operational security system and this presents the potential of significant risk to staff, visitors, and the remains and property of decedents. Additionally, because of the design of the building, unauthorized individuals can gain access through the back gate and into the facility.			
<ul style="list-style-type: none"> ◆ \$10,000 - Video Security System 			
4. Add One Administrative Support Officer	1.0	48,180	
One Administrative Support Officer position is recommended to increase support to the Investigators, produce educational presentations for "Rude Awakening Program" which involves presentations to at risk youth who are vulnerable by their gang affiliation or substance abuse, supervise administrative support staff, act as database general technical support, and consult with community and educational groups.			
<ul style="list-style-type: none"> ◆ \$48,180 - Administrative Support Officer (B2R)(funded for 10 months) 			
Subtotal	1.0	75,039	0
Total Recommendation	23.0	2,394,264	45,342





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 provide life protecting, life sustaining, and life enhancing culturally competent services to adults, children, families, elders and economically dependent individuals.

Departments

- ◆ Employment and Benefit Services
- ◆ Family and Children's Services
- ◆ Aging and Adult Services
- ◆ Office of the Director

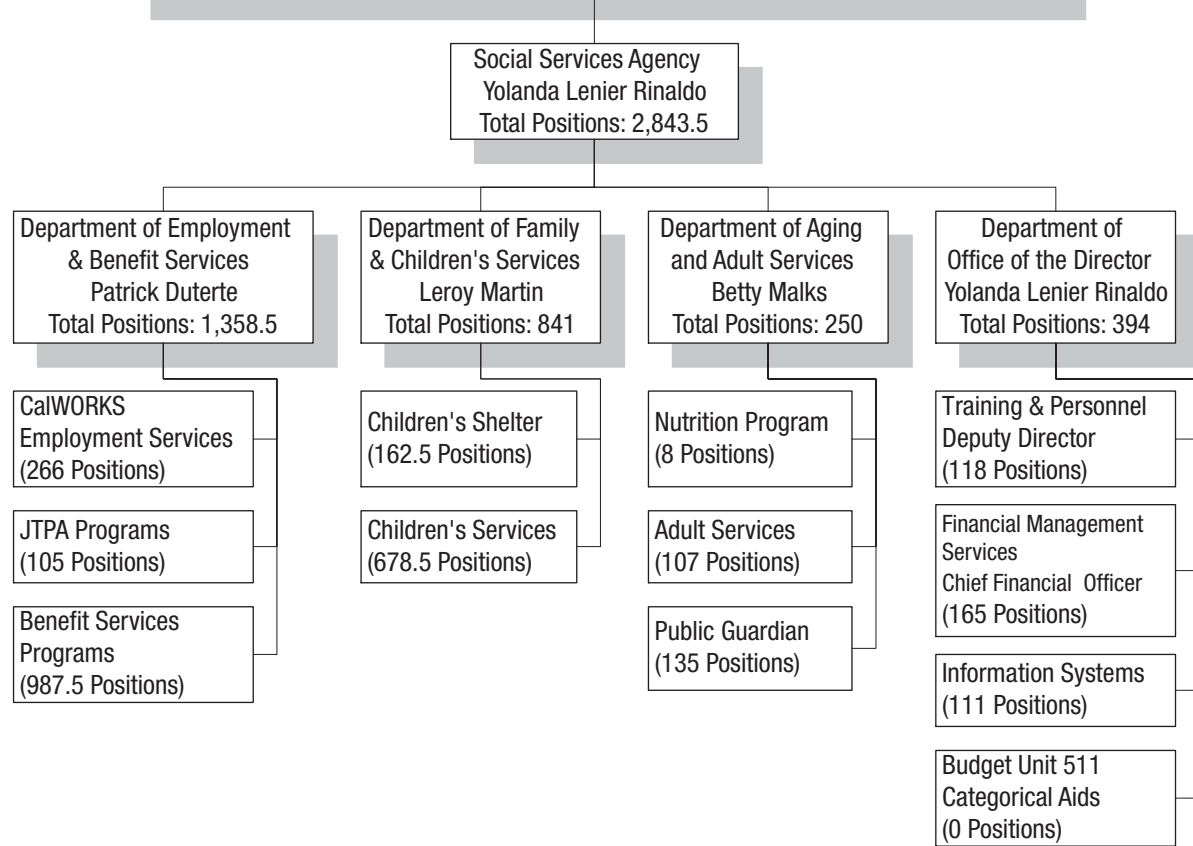


Cost: \$480,613,741

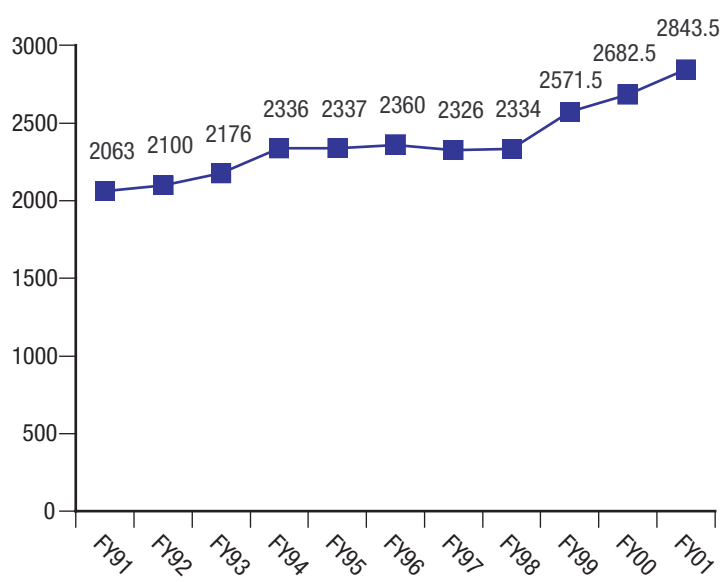


Staff: 2,843.5

Children and Families - Social Services Agency



10 Year Staffing Trend



Expenditures by Department

BU	Department Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
0501	Social Services Administration	230,501,645	279,659,248	283,956,501	325,548,393	45,889,145	16
0509	SSA Nutrition Services To The Aged	3,713,505	4,785,853	4,785,853	4,842,097	56,244	1
0511	SSA Categorical Aids Payments	115,877,774	140,736,377	125,625,105	150,223,251	9,486,874	7
Total Expenditures		350,092,924	425,181,478	414,367,459	480,613,741	55,432,263	7%

Revenues by Department

BU	Department Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
0501	Social Services Administration	199,959,536	235,154,644	237,487,428	273,810,208	38,655,564	16
0509	SSA Nutrition Services To The Aged	2,123,939	2,929,354	2,929,354	2,664,429	(264,925)	-9
0511	SSA Categorical Aids Payments	107,350,747	125,268,377	110,268,377	132,700,260	7,431,883	6
Total Revenues		309,434,222	363,352,375	350,685,159	409,174,897	45,822,522	6%



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 the eligible working poor.

Goals

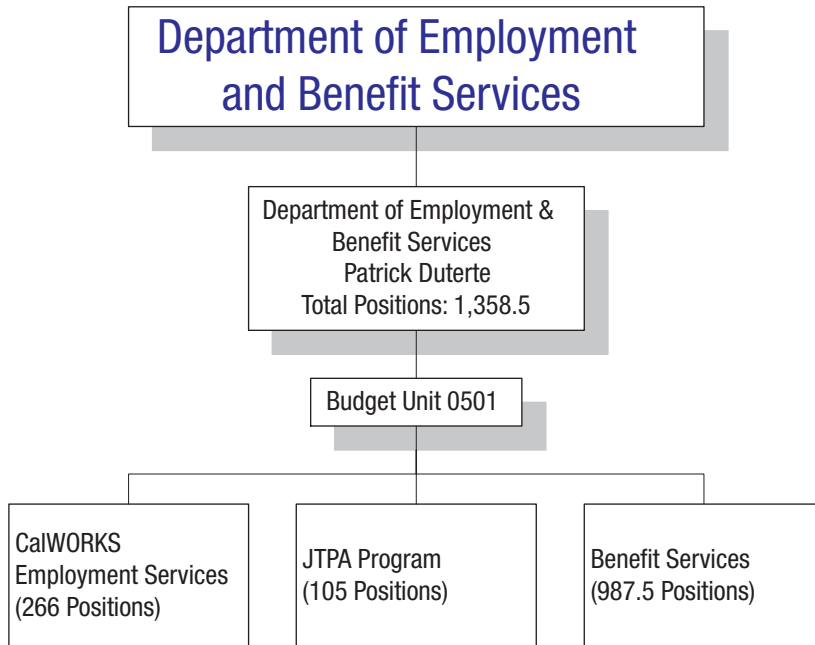
- ◆ Ensure maximum participation in the CalWORKs program.
- ◆ Increase the number of eligible families who receive health coverage.
- ◆ Reduce hungry families through the utilization of safety net services.
- ◆ Maintain and improve the safety net service for clients through GA (General Assistance), CAPI (Cash Assistance Program for Immigrants), and SSI (Supplemental Security Income).
- ◆ Maintain and improve the quality of employment and benefit services.
- ◆ Facilitate and support the working poor in achieving self-sufficiency.



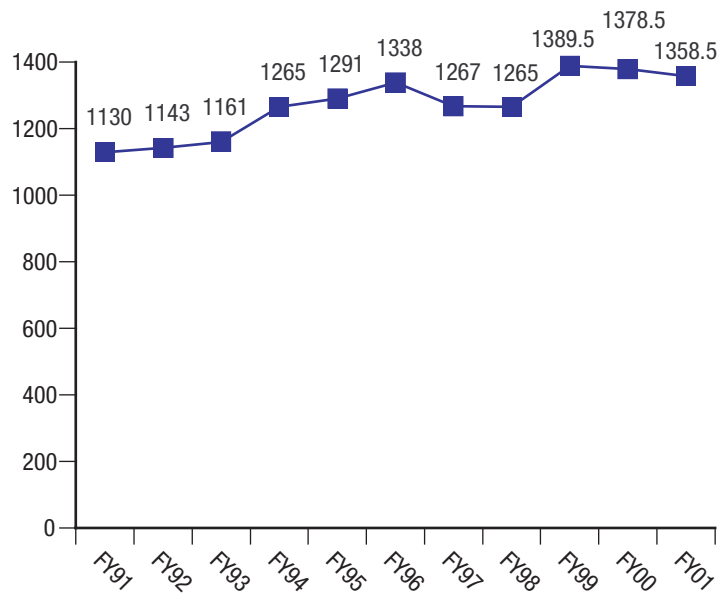
Cost: \$214,335,817



Staff: 1,358.5



10-Year Staffing Trend



Department of Employment and Benefit Services

Overview

The Department of Employment and Benefit Services provides employment services, training, and benefits to applicants and recipients of public assistance. As the downward trend in cash aid and Food Stamp programs continues, the Department is challenged with meeting the needs of a more diverse mix of clients, including the harder to serve. This year, the Department's focus is on employment and the transition of clients from welfare-to-work, with emphasis on outreach and retention services.

Job Training Partnership Act

The Job Training Partnership Act (JTPA) program has continued to provide a variety of educational and vocational training services to dislocated workers and disadvantaged adults and youth. The JTPA Program officially ends on June 30, 2000. On July 1, 2000, the newly enacted Workforce Investment Act (WIA) begins. The City of San Jose will be designated as Fiscal Agent and Local Elected Official for the WIA, and they have indicated that they will contract the adult and dislocated worker program back to the County. The Department is committed to working with its staff and the City of San Jose to ensure that those services continue to be provided to county residents.

At the time this document is being prepared there is uncertainty about the exact level of county services that will be under contract with the City of San Jose. For the first quarter of FY 2001, there will be a fiscal close-out of the JTPA program. Revenues and expenditures in this document are basically "place holders" until the agreements with San Jose are concluded and the official close-out of JTPA is completed.

CalWORKs Employment Services Program

As the CalWORKs caseload continues to decline, the CalWORKs Employment Services Program (CWES) is working to provide a diverse mix of services for 7,380 clients receiving cash assistance. In addition, the program is serving 1,353 full-time employed clients who are no longer receiving a cash grant. The coming year will see a host of enhanced support services that will further address employment barriers of the harder-to-serve population. CWES will also focus on expanding efforts to encourage employed clients to access employment retention services, and on implementing several new programs funded through CalWORKs incentive dollars.

Refugee Programs

The Agency's Refugee Targeted Assistance and Refugee Employment Social Services programs (TAP/RESS) continue to provide quality services for the county's refugee population. This year, the California Department of Social Services Refugee and Employment Programs Branch ranked Santa Clara County as the top performing county in the state. In the area of employment services, with the budget reduced by 20% this coming fiscal year, it is projected that 500 refugees will be served by TAP/RESS programs.

Employment Support Initiative (ESI)

The Employment Support Initiative continues to work with community partners to strengthen the safety net for the poor and the working poor in our community. Activities include: 1) launching a community-wide food/nutrition campaign to secure more Food Stamps and food bank customers; 2) helping implement the Immigrant Summit, and 3) working with the United Way and Emergency Assistance Network partners to strengthen services to families in need.

Employment and Training Programs

Employment & Training Programs	Total \$	County \$	County%
CalWORKs Employment Services (CWES)	\$31,145,505	\$0	0.0%
County Maintenance of Effort	\$3,360,733	\$3,360,733	100.0%
Food Stamp Employment Training Program	\$1,563,016	\$442,520	28.3%
Refugee Employment Services	\$954,013	\$0	0.0%
Targeted Assistance Program	\$1,743,104	\$0	0.0%
General Assistance Vocational Services	\$551,051	\$551,051	100.0%
Job Training Partnership Act	\$10,887,016	\$0	0.0%
Employment & Training Program Total	\$50,204,438	\$4,354,304	8.7%

Child Care

Child care is a major centerpiece in the successful implementation of the CalWORKS program. Through a collaborative effort with child care partners, the Department has made great strides in providing a comprehensive program for families. The result is clients are utilizing child care subsidies at an increased rate. In addition, the Department will launch an internal and external information and education campaign as part of the efforts to assist CalWORKS clients in making informed choices when considering child care options.

Benefit Services

While the downward trend in cash aids and the Food Stamps program continued, the Medi-Cal program is evolving into a complex program with new programs emerging to meet the ongoing support needs of those individuals who are discontinued from CalWORKS due to employment. The Department remains focused on Medi-Cal outreach and retention services to ensure that quality, affordable health care is made available to all eligible individuals.

Enhanced services are being added to the General Assistance (GA) program to improve safety net services for GA clients. These services are Mental Health Assessments, Department of Rehabilitation Assessments, and Legal Aid expungement.



Benefit Services and Aid Programs

Benefits Programs	Total \$	County \$	County %
CalWORKs Eligibility	\$24,193,925	\$0	0.0%
CalLearn Services	\$2,137,220	\$0	0.0%
Statewide Automation Welfare System Project	\$4,769,569	\$0	0.0%
County Maintenance of Effort	\$2,610,627	\$2,610,627	100.0%
Food Stamps	\$20,032,954	\$3,149,020	15.7%
Medi-Cal Program	\$40,220,468	\$0	0.0%
General Assistance Eligibility	\$3,205,823	\$3,205,823	100.0%
General Assistance Technology Project	\$100,000	\$100,000	100.0%
Refugee Program Eligibility	\$420,493	\$0	0.0%
Child Care Programs	\$21,779,639	\$0	0.0%
Cash Assistance Program-CAPI	\$141,580	\$0	0.0%
Special Circumstances	\$156,261	\$41,261	26.4%
CalWORKs Incentives Program	\$3,693,292	\$0	0.0%
Benefits Program Total	\$123,461,851	\$9,106,731	7.4%
DEBS Subtotal	\$173,666,289	\$13,461,035	7.8%
BU 511 DEBS Categorical Aid	\$84,311,114	\$8,246,712	9.8%
DEBS Total	\$257,977,403	\$21,707,747	8.4%

Categorical Aids (BU 511)

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 and Out-of-Home Placement are examples) 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	\$6,079,252	\$858,907	14.13%
CalWORKs	\$68,341,146	\$1,286,249	1.88%
CAPI	\$8,342,156	\$0	0.00%
Emergency Assistance Foster Care	\$2,052,454	\$615,736	30.00%
Foster Care	\$41,161,583	\$16,661,212	40.48%
General Assistance	\$3,960,463	\$3,960,463	100.00%
KinGAP	\$204,386	\$204,386	100.00%
Realignment Trust Abatement	\$0	(\$20,384,322)	0.00%
Refugee	\$493,033	\$0	0.00%
Seriously Emotional Disturbed Children	\$1,373,040	\$823,824	60.00%
Special Circumstances - FC	\$15,924	\$0	0.00%
Special Circumstances - SSI	\$174,316	\$0	0.00%
Wraparound Program	\$12,025,498	\$7,496,535	0.0%
Net Subtotal	\$144,223,251	\$11,522,990	7.99%
Welfare Reform Reserve	\$3,000,000	\$3,000,000	100.0%
Out of Home Placement Reserve	\$3,000,000	\$3,000,000	100.0%
Categorical Aids Total	\$150,223,251	\$17,522,990	11.66%





Department of Employment and Benefit Services

Performance Plan

The Department of Employment and Benefit Services (DEBS) has been selected as a pilot program for Performance-Based Budgeting and has set specific goals for FY 2001. Each goal focuses on enhanced services to clients, at the same time adhering to the Board of Supervisor's priorities and strategies. Specifically, these priorities are in the areas of focusing on prevention strategies, improving accountability and the quality of services, enhancing the County's fiscal integrity, and increasing the welfare Reform Reserve. The Department's requests fall into two categories. The first general category includes adjustment of staffing levels

to match the current caseload size, and an augmentation request to increase the Welfare Reform Reserve to \$3 million. The second category are requests needed for the support of the Performance-Based Budgeting goals. Also included in this category is the technology project to upgrade the Vocational Services System within the General Assistance program. All of the Department's requests have been recommended by the County Executive and are summarized in the table below:

Summary of Improvement Strategies and Recommendations

Improvement Strategy	Net General Fund Cost	Positions
General Strategy		
Adjust staffing level	(\$966,081)	Delete 19.5 positions Add 2 positions
Augmentation needed for a \$3 million Welfare Reform Reserve	\$619,781	None
Priority Goal One: Ensure maximum participation in the CalWORKs Program.		
Ensure clients are participating in approved activities.	\$16,578	Add 1 Mgmt. Analyst Delete 1 Mgmt. Analyst (U)
Priority Goal Two: Increase the number of eligible families who receive health coverage.		
Review current processes to ensure Department goals.	\$49,735	Add 1 Mgmt. Analyst
Priority Goal Three: Reduce hungry families through the utilization of Safety Net services.		
No additional resources required.	\$0	None
Priority Goal Four: Maintain and improve the safety net service for clients through GA (General Assistance), CAPI (Cash Assistance Program for Immigrants), and SSI (Supplemental Security Income).		
Upgrade the computerized Vocational Services System.	\$100,000	None
Priority Goal Five: Maintain and improve the quality of employment and benefit services.		
Ensure accurate issuance of benefits.	\$169,528	Add 4 Eligibility Examiners Add 2 Program Coord.
Enhance communication with our external/internal customers.	\$110,042	Add 1 Mgmt. Analyst Delete 1 ACT
Priority Goal Six: Facilitate and support the working poor in achieving self-sufficiency		
Deliver Workforce Investment Act intensive services for dislocated workers and disadvantaged adults.	\$99,470	Add 1 Mgmt. Analyst Add 1 Unclassified Assoc. Mgmt. Analyst
Recommended Actions Total:	\$165,897	(8.5)



General Request Improvement Strategies

Adjust Staffing Levels

In response to the continued decrease in the CalWORKs caseload, this budget reflects the refinement of staffing levels in the Department. Adjustments are made to reduce codes within the Department and to use the savings to expand other departments supporting DEBS. These supports are critical to finish the successful implementation of CalWORKs. A total of nineteen and one half vacant codes are being deleted and two codes are being added.

Staffing Impact:

- ◆ Delete One (1) Data Input Coordinator
- ◆ Delete Two and One-half (2.5) Floater Clerks
- ◆ Delete Two (2) Clerk Typists
- ◆ Delete One (1) Educational and Employment Services Manager
- ◆ Delete Thirteen (13) Eligibility Workers
- ◆ Add One (1) Stock Clerk
- ◆ Add One (1) Internal Auditor

Fiscal Impact: (\$966,081)

Performance Impact: These positions have remained vacant at the current CalWORKs caseload level and are recommended for deletion. The Stock Clerk is being requested to replace one of the deleted clerk typist posi-

tions, to provide support to the clerical pool, where some heavy lifting and stocking duties are involved. The Internal Auditor code is essential in providing auditing support due to a large increase in the number of contracts with our community partners.

Augmentation to the Welfare Reform Reserve

This augmentation increases the Welfare Reform Reserve to \$3,000,000 total. This reserve is available to the Board to cover services and costs that cannot be met with other state and federal public assistance programs and revenues. Since its establishment in 1998, funds from this reserve have been used to provide additional services to the working poor and former CalWORKs clients to assist them toward self-sufficiency. This recommendation met the Board's priorities of focusing on prevention strategies, enhancing the county's fiscal integrity, and increasing the welfare Reform Reserve.

Staffing Impact: None

Fiscal Impact: \$619,781

Support of Performance Based Budgeting Goals

To support the Performance-Based Budgeting goals which focus on expanded services for the remaining caseload, eleven (11) new positions are being requested with two being offset by deletion. These positions will be displayed under the corresponding performance goals.

PRIORITY GOAL ONE

Ensure maximum participation in the CalWORKs program.

Background

The newest focus of the CalWORKs program is on increasing participation and employment rates, as well as expanding post-employment services. By actively participating in the CalWORKs program, clients can benefit from a full range of new and expanded services. These services are geared toward assisting clients in finding employment, and supporting them toward self-sufficiency. The Department's goal is to assist the greatest number of CalWORKs clients to take advantage of available resources, and at the same time to promote the Board's priority to help families become self-sufficient.

Recommended Improvement Strategy

Ensure clients are participating in approved activities.

Staffing Impact:

- ◆ Add One (1) classified Management Analyst
- ◆ Delete One (1) unclassified Management Analyst

Fiscal Impact: \$16,578

Performance Impact: The Department's goal is to have 95% of the CalWORKs caseload active in one or more welfare-to-work components. This includes being scheduled for, referred to, or enrolled in a welfare-to-work component. State and Federal participation requirements will continue to be met. Of the total CalWORKs eligible caseload, 45% of all families must be participating an average of 32-35 hours per week; and 90% of the 2-parent families must be participating an average of 35 hours per week for FY 2001. In addition, the percentage of CalWORKs clients who are employed as a percentage of the total caseload will be maintained at the FY 2000 level, which is 35%. The staffing request will provide additional administrative support to the technical team who is responsible for the CalWORKs data system. This system is a primary source for tracking and monitoring this strategy, specifically, time on aid, hours of participation, and participation in the numerous welfare to work activities.

Recommended Improvement Strategy

Facilitate client usage of a full range of post-employment/retention services.

Staffing Impact: None

Fiscal Impact: \$0

Performance Impact: Post-employment services include employment retention and career advancement assistance; both are essential elements for the long-term economic success of CalWORKs families. Currently, 27% of employed clients are receiving post-employment services. It is anticipated that the percentage of employed clients receiving post-employment services will be increased by 2%.

Recommended Improvement Strategy

Refine outreach strategies to reach clients

Staffing Impact: None

Fiscal Impact: \$0

Performance Impact: CalWORKs will develop an outreach plan. The plan will identify strategies to successfully contact and assist CalWORKs graduates in accessing post-employment services. At the same time, indicators will be established that identify and measure the success of those activities.

Conditions Affecting Performance

- ◆ A downward shift of the economy and a corresponding rise in the unemployment rate would increase the number of applicants coming on aid.
- ◆ CalWORKs is now serving the population with multiple barriers to employment. Many of these individuals have difficulties participating in the program.
- ◆ As the issues of multiple-barrier clients continue to surface, services may not be readily available. The Department may have to develop specialized services.

Key Performance Indicators

	Current Measure	FY 2000 Goal	FY 2001 Goal
Meet state and federal participation requirements for:			
All families program ^a	48%	40%	45%
Two-parent families program ^b	86.7%	90%	90%
Increase the % of employed clients who utilize at least one of the following services by 2% as a % of the caseload:	67%	67%	69%
Child Care			
Transportation			
Ancillary			
Case Management			
Employment follow-up			
Medi-Cal Only			
Food Stamp Only			
Establish a baseline for other transitional services' utilization ^c (Baseline will be established by July 2001)	July 2001	July 2001	July 2001
Maintain the % of CalWORKs clients who are employed as a % of the total caseload	35%	35%	35%
Initial outreach plan submitted to CalWORKs Implementation Team by the first quarterly meeting	July 2001	July 2001	July 2001
Status report of the outreach plan submitted quarterly			Oct, Jan, April

- Figures may be adjusted annually by the stated based upon statewide caseload factors. the current measure reflects Santa Clara County actuals. The required federal participation rate for all-families program is at 40% through 9/2000 (FY 2000 Goal), and will be 45% effective 10/2000 (FY 2001 Goal).
- The two-parent program is operated by the state and therefore the 90% federally mandated participation rate does not apply. However, the state encourages counties to maintain that same participation rate and to track it internally. The Department began tracking its two-parent program from December 1999. The average participation rate of the three-month period ending February 2000 is 86.7%. Our goal is to meet and maintain the state suggested 90% participation rate.
- These transitional services are: Job Keeper, Family Loan, Guaranteed Ride Home Program, Drug and Alcohol, and Mental Health Services, Family Conference, and Neighborhood Self-Sufficiency Center. Currently, we are unable to create benchmarks for the utilization of these services because the data is coming from various systems. The Department will be working with other providers to establish a baseline for measuring these services.



PRIORITY GOAL TWO

Increase the number of eligible families who receive health coverage.

Background

The message the Department sends to clients and staff alike is that employment is the focus, and cash assistance is temporary. Staff will work closely with community partners and the Santa Clara Valley Health and Hospital System (SCVHHS) to increase outreach efforts to ensure that the eligible working poor and former CalWORKs cash assistance clients have and retain access to affordable medical care. This goal correlates with the Board's priority to provide access to high quality health care for all residents, regardless of ability to pay.

Recommended Improvement Strategy

Develop an outreach plan for targeted populations

Staffing Impact: None

Fiscal Impact: \$0

Performance Impact: The outreach plan will include identifying the working poor and former CalWORKs clients who are still eligible for Medi-Cal or other forms of affordable health coverage. The plan will also identify activities to successfully contact and assist clients in accessing the much needed health care services. At the same time, indicators will be established that can identify and measure the success of these activities.

Recommended Improvement Strategy

Develop a recipient health coverage retention plan

Staffing Impact: None

Fiscal Impact: \$0

Performance Impact: Some clients who are able to get Medi-Cal may lose it again for lack of compliance or not being able to deal with a multitude of bureaucratic hurdles. The Department's challenge is to make sure those who qualify for Medi-Cal stay on for as long as they need it. A retention plan will be developed to reduce the number of eligible families leaving Medi-Cal.

Recommended Improvement Strategy

Review current processes to ensure Department goals

Staffing Impact: Add One (1) Management Analyst

Fiscal Impact: \$49,735

Performance Impact: This position will act as the liaison between the Department and the Santa Clara Valley Health and Hospital System (SCVHHS), as well as various CBO's, to ensure that activities relating to the processing of Medi-Cal applications are coordinated. This will help improve the approval rate for Medi-Cal eligible clients so they can afford to stay employed. The improved collaboration will help ensure that health care costs are billed to Medi-Cal when appropriate, thus reducing the County's health care cost. In addition, the requested position will work on simplifying procedures to reduce bureaucratic hurdles and providing statistical information. Specifically, the Management Analyst will help establish and coordinate a task force to review all standard operating procedures and make recommendations to management. The Department will assure that the processes established are not barriers to clients getting and retaining Medi-Cal.

Recommended Improvement Strategy

Influence State policy and regulatory bodies to simplify and remove barriers to the Medi-Cal program.

Staffing Impact: None

Fiscal Impact: \$0

Performance Impact: The same task force mentioned above will also review legislation impacting Medi-Cal and make legislative recommendations to simplify and remove barriers to the Medi-Cal program. These recommendations will be forwarded to the appropriate internal action groups for follow through.

Conditions Affecting Performance

- ◆ New legislation at either State or Federal levels.
- ◆ Shifts in population demographics due to housing and employment conditions.
- ◆ Decreases in staffing levels/expertise.
- ◆ Significant increases in availability of private health coverage.
- ◆ More clients may secure affordable health benefits through their employers.

Key Performance Indicators^a

	Current Measure	FY 2000 Goal	FY 2001 Goal
Completion of outreach plan.	TBA 2/2001	TBA 2/2001	2/15/2001
Baseline indicators for identified outreach activities established.	TBD 12/2000	TBD 12/2000	TBD 12/2000
Completion of Retention plan.	TBA 11/2000	TBA 11/2000	11/30/2000
Reduce by 10% the number of families leaving Medi-Cal against the baseline of Calendar Year 1999.	6,300	6,300	5,670
Task force established to review operating procedures and legislation impacting Medi-Cal.	TBA 8/2000	TBA 8/2000	8/30/2000
Task force completes recommendation.	TBA 3/2001	TBA 3/2001	3/15/2001
Task force submits legislative recommendations to appropriate action groups.	TBA 4/2001	TBA 4/2001	4/15/2001

a. TBA=To Be Available; TBD=To Be Determined



PRIORITY GOAL THREE

Reduce hungry families through the utilization of Safety Net services

Background

Since 1997, the Employment Support Initiative (ESI) has been working with community partners to implement Safety Net services for poor and working poor families. This year, ESI will continue working with community partners to launch a community-wide food/nutrition campaign to secure more Food Stamp and food bank clients. Additionally, Eligibility staff will contribute towards this effort by outreaching to new populations.

Recommended Improvement Strategy

Implement the Food Subcommittee Outreach Plan

Staffing Impact: None

Fiscal Impact: \$0

Performance Impact: A recent survey of public assistance clients and customers of food distribution sites showed that the overwhelming reason those surveyed did not access the service was either they weren't aware of, or didn't believe themselves eligible for, the program. The outreach plan, which is a collaborative effort between the Department and community partners, defines a number of strategies to educate targeted populations on food programs and eligibility criteria.

Recommended Improvement Strategy

Disseminate Food Access Resource Kit to Agency staff and community partners and provide training on the kit

Staffing Impact: None

Fiscal Impact: \$0

Performance Impact: To ensure the effectiveness of the Food Subcommittee Outreach Plan, the Department and community partners will also educate the staff and the community on the availability of the food programs. By making food assistance information available at every point of client contact, more families will be aware of their eligibility and more will access the program.

Recommended Improvement Strategy

Inform CalWORKs clients who are discontinued of potential options.

Staffing Impact: None

Fiscal Impact: \$0

Performance Impact: Currently, many clients who are discontinued from a cash grant may not be aware of Food Stamps and/or Medi-Cal benefits for which they may still be eligible. Without access to these benefits, clients may end up in situations that force them back on cash assistance. The Department will work on contacting up to 90% of discontinued CalWORKs clients monthly to inform them of their potential benefits.

Recommended Improvement Strategy

Increase Able-Bodied Adults Without Disability (ABAWD) clients' participation in work projects to continue eligibility for Food Stamps

Staffing Impact: None

Fiscal Impact: \$0

Performance Impact: Current Food Stamps regulations require that, in order to extend eligibility beyond three months each year, a person receiving Food Stamps must either participate in a community workfare program for at least 24 hours a month, or be employed for at least 30 hours a week. To help these unemployed Food Stamps clients maintain their eligibility while looking for work, the workfare referral process will be streamlined.

Conditions Affecting Performance

- ◆ Fingerprinting requirement may discourage potential eligibles from applying.
- ◆ Desire of working poor to distance themselves from any welfare programs.
- ◆ Individual income may exceed eligibility.
- ◆ The welfare population is very transient and we may not be able to contact all of them.
- ◆ Inability to find staff

Key Performance Indicators

	Current Measure	FY 2000 Goal	FY 2001 Goal
Maintain the level of non-assistance only Food Stamp recipients at 4,200 per month	4,200	4,200	4,200
Contact discontinued CalWORKs clients monthly to inform them of their potential options ^a	To Begin 7/2000	To Begin 7/2000	90% of discontinued clients will be contacted
Increase ABAWD placements by 10%	100	120	132

a. This is a new service, anticipated to begin in July 2000.



PRIORITY GOAL FOUR

Maintain and improve the safety net service for clients through General Assistance (GA), Cash Assistance Program for Immigrants (CAPI), and Supplemental Security Income (SSI)

Background

As the General Assistance caseload drops to below 1,400 cases (from 1,800 cases last year), the Department is more challenged than ever to meet the need of the hardest-to-serve population. This population is faced with multiple barriers to employment due to poor physical/mental health, substance abuse, advanced age, legal issues, etc. The focus will be to direct funds gained from graduated sanctions into enhanced services that improve client's employability. This goal is in accord with the Board's policy to redirect sanction dollars to direct services for clients. Two new services that will be implemented this year are the referral service to the Department of Rehabilitation for employability assessments, and the expungement of non-violent criminal records to allow low-income individuals the opportunity to work. Advocacy efforts will be continued to help eligible clients qualify for either SSI or CAPI benefits as appropriate.

Recommended Improvement Strategy

Design and implement new program services through Mental Health assessments, Department of Rehabilitation assessments, and Legal Aid expungements.

Staffing Impact: None

Fiscal Impact: \$0

Performance Impact: With two new contracts under way this year, efforts will be made to increase by 5% the number of occupational medical assessments completed over the Fiscal Year 2000 baseline of 80 referrals per month. A baseline will be established for clients accessing the services of the Department of Rehabilitation and Legal Aid expungement, as well as a baseline for mental health assessment capability. Existing resources will be used to implement this strategy.

Recommended Improvement Strategy

Maintain and/or lower the General Assistance caseload

Staffing Impact: None

Services and Supplies Impact: Upgrade the computerized Vocational Services System

Fiscal Impact: \$100,000

Performance Impact: The Department will work toward maintaining or lowering the GA caseload at around 1,400 by providing early intervention assessment and education, promoting the Employment Enhancement Program (Job Club), as well as providing advocacy services for potential SSI recipients. In addition, the computerized Vocational Services System (VSS) will be upgraded in order to more effectively manage the GA program. This will allow more clients to be assigned to work projects, thereby helping them to develop work habits, secure employment, and move toward self-sufficiency.

Recommended Improvement Strategy

Assume full responsibility for the Cash Assistance Program for Immigrants (CAPI) Program.

Staffing Impact: None

Fiscal Impact: \$0

Performance Impact: CAPI was initially implemented in San Mateo County in October 1998 as a centralized case-management-program serving clients from the Bay Area counties. Effective July 2000, Santa Clara County will assume full responsibility for its CAPI program to ensure that clients don't have to travel great distances to receive these services.

Conditions Affecting Performance

- ◆ A downward shift of the economy and a corresponding rise in the unemployment rate would increase the number of applicants coming on aid.
- ◆ Since funding will be based on graduated sanctions, if the sanctions decrease, there will be fewer dollars for the new programs.
- ◆ Lack of clients' interest in the services provided.
- ◆ Clients often fail to disclose important information relating to their barriers to self sufficiency.

Key Performance Indicators^a

	Current Measure	FY 2000 Goal	FY 2001 Goal
Increase the number of clients referred for occupational medical assessments by 5%.	80/month	80/month	84/month
Establish a baseline for referrals to the Department of Rehabilitation.	TBA 8/2000	TBA 8/2000	TBA 8/2000
Establish a baseline for referral to Legal Aid for expungement services of non-violent criminal records.	TBA 8/2000	TBA 8/2000	TBA 8/2000
Establish a new baseline for mental health assessment capability.	TBA 10/2000	TBA 10/2000	TBA 10/2000
Successful transition of the CAPI program from San Mateo County to Santa Clara County	TBC 11/2000	TBC 11/2000	11/2000

a. TBA=To Be Available; TBD=To Be Determined



PRIORITY GOAL FIVE

Maintain and improve the quality of employment and benefit services

Background

In line with the Board's priority of utilizing the Performance-Based Budgeting process to ensure fiscally-accountable and results-driven performance standards, as well as continuing quality improvement, one of the Department's goals is to make sure that clients are given accurate benefits in a timely manner. In light of Welfare Reform, the Department's internal and external communications need to be strengthened to ensure that clients are continuing on the path toward self-sufficiency. In addition, the Department will increase efforts on the collection of benefit overpayments to reduce the backlog, and to increase the amount of overpayments collected.

Recommended Improvement Strategy

Ensure accurate issuance of benefits

Staffing Impact: Four (4) Eligibility Examiners

Fiscal Impact: \$169,528

Performance Impact: With the requested positions, staff will be able to review and complete more overpayment calculations, which will reduce the backlog of referrals from the State, the District Attorney's office, and district offices. This not only will result in a reduction of the error rate, it will eventually generate money back to the County General Fund based on the amount of collections earned. In addition, to ensure accurate issuance of benefits, staff will work on reducing the Food Stamp error rate to below the Federal tolerance level.

Recommended Improvement Strategy

Enhance communication with external/internal customers

Staffing Impact:

- ◆ Add Two (2) Program Coordinators
- ◆ Add One (1) Management Analyst
- ◆ Delete (1) Advanced Clerk Typist (ACT)

Fiscal Impact: \$110,042

Performance Impact: In order to implement all of the Performance-Based Budgeting goals and strategies, enhanced communication with partners, clients, and staff is necessary. Program Coordinators are an integral part of developing and coordinating that communication strategy. Because of the increased activities, additional staff is needed. Similarly, the Management Analyst will provide much needed technical assistance to management in streamlining procedures and producing written protocols for various services where internal and external stakeholders are involved. The cost of the Management Analyst is being partially offset by the deletion of the Advanced Clerk Typist position, which is not needed. The result will show an increase in customer satisfaction rating, and in meeting the PBB goals and objectives.

Recommended Improvement Strategy

Reduce the waiting time to access services

Staffing Impact: None

Fiscal Impact: \$0

Performance Impact: The Customer Services Satisfaction survey and various departmental reports will be used to identify a baseline for the length of time clients wait for services in the Department. A protocol will then be developed to ensure that clients are seen within an acceptable period of time, which will reduce the overall waiting time for general services in the Department. In addition, the intake backlog will be reduced to five (5) days or less.

Conditions Affecting Performance

- ◆ New state and federal requirements may impact accuracy.
- ◆ Changes in regulations, forms, court orders, Memorandum of Agreement with Local 535 may impact the speed of overpayment calculations.
- ◆ Lack of, or changes in, automated overpayment system.
- ◆ Outside forces, such as a downturn in the economy, may impact waiting time. The Department may not have enough staff to serve the immediate increased need.
- ◆ Lack of clients' interest in the services provided.



Key Performance Indicators^a

	Current Measure	FY 2000 Goal	FY 2001 Goal
Food Stamp error rate is reduced to below the Federal tolerance level	10.7%	10.7%	TBD ^b
Increase the number of completed overpayment calculations	Baseline TBD 7/2000	Baseline TBD 7/2000	Baseline +30%
Maintain or exceed the Customer Satisfaction survey approval rating	80%	80%	80% or more
Reduce the average intake backlog	8.3 days	8 days	5 days
Key indicators for internal and external customers response time will be established	TBD 12/2000	TBD 12/2000	TBD 12/2000

a. TBD=To Be Determined

b. Federal tolerance level is adjusted yearly



PRIORITY GOAL SIX

Facilitate and support the working poor in achieving self-sufficiency.

Background

As reflected throughout the Department's previous goals and strategies, the focus will be on assisting the working poor in accessing self-sufficiency services. The Department will employ several strategies to ensure that those working poor families/individuals have knowledge of, and access to, all opportunities to enhance their skills and career ladder.

Furthermore, with the JTPA program being replaced by the Workforce Investment Act (WIA) by July 1, 2000, the Department will work on ensuring that those people who lose jobs and the working poor will still have access to vocational training and job search/job club assistance.

Recommended Improvement Strategy

Educate Food Stamp and Medi-Cal recipients on how to access support services and skills upgrade opportunities

Staffing Impact: None

Fiscal Impact: \$0

Performance Impact: Currently, many Food Stamp and Medi-Cal clients are not aware that they may still be eligible for certain supportive services such as child-care or transportation services, as well as affordable or free skill-upgrade training. The Department's goal is to start an informational campaign to educate clients about these possible benefits.

Recommended Improvement Strategy

Enhance relationships with community partners

Staffing Impact: None

Fiscal Impact: \$0

Performance Impact: In order to successfully implement the above strategies, there will be a need to strengthen and expand the large, well-coordinated network through which information will be distributed to clients at every point of contact. This network includes all the community partners. It is therefore critical that the relationship between the Department and its partners is enhanced.

Recommended Improvement Strategy

Deliver Workforce Investment Act (WIA) intensive services for dislocated workers and disadvantaged adults.

Staffing Impact:

- ◆ Add One (1) Management Analyst
- ◆ Add One (1) Unclassified Associate Management Analyst

Fiscal Impact: \$99,470

Performance Impact: The two requested positions are needed in order for the Department to successfully contract for WIA services or seek out other funding sources. WIA is a performance-based program and the continuity of additional permanent classified staff will ensure that performance measures and contractual obligations are met.

Conditions Affecting Performance

- ◆ Goal generates new activities which require additional resources or reproduction of existing resources.
- ◆ Actual clients' usage and/or interest is unknown.
- ◆ A high client response may overwhelm resource capacity.
- ◆ Outside forces may impact the waiting time for services such as a quick increase in the caseload and not enough staff to provide services.
- ◆ WIA has many unknowns, such as contracting with the City of San Jose, as well as the activities and resources necessary to deliver those services.

Key Performance Indicators^a

	Current Measure	FY 2000 Goal	FY 2001 Goal
Develop a plan for clients to access support services and skills upgrade opportunities	TBA 7/2001	TBA 7/2001	TBA 7/2001
Develop a protocol for liaison expectations with other departments and community programs	TBA 12/2000	TBA 12/2000	TBA 12/2000
Develop a contract with the City of San Jose for WIA services	TBA 7/2000	TBA 7/2000	TBA 7/2000
Deliver intensive services to dislocated workers and disadvantaged adults	TBA 7/2000	TBA 7/2000	TBA 7/2000

a. TBA=To be Available



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.

Goals

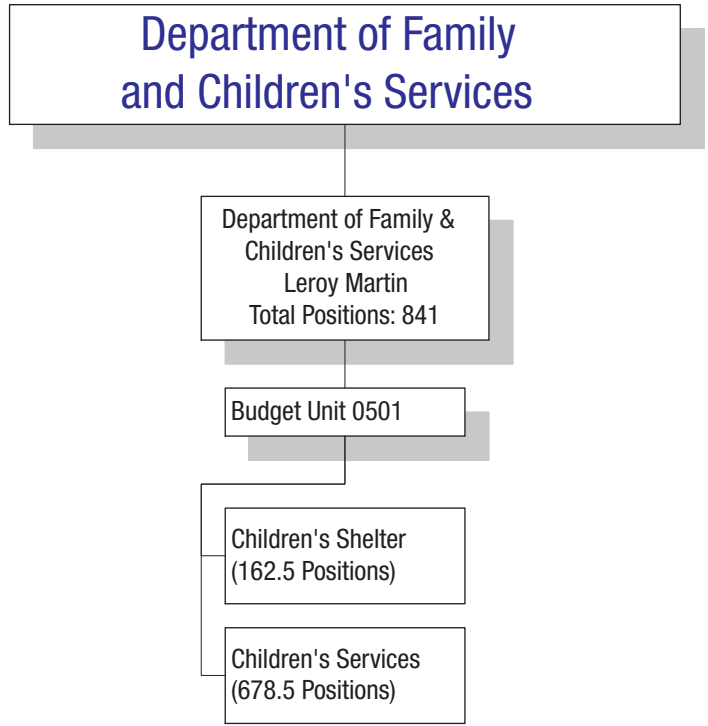
- ◆ In anticipation of the continuing challenges and changes in the field of Child Welfare and to better meet the needs of the children and families we serve, the Department is undergoing a significant Long Range Planning effort that will involve input from all key stakeholders.
- ◆ The Department will continue with cross-agency planning efforts in order to ensure that the mental, physical, social, and educational needs of our children are met as well.
- ◆ The Department will continue to emphasize and work towards permanency and stable family environments for all children in the Child Welfare System.



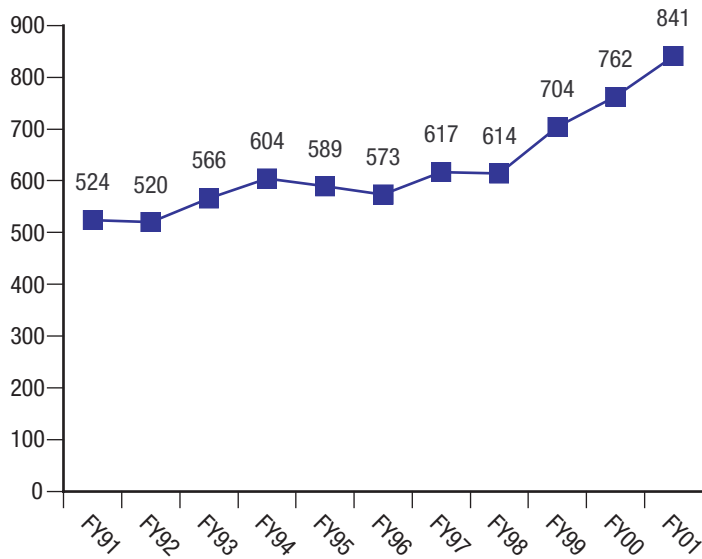
Cost: \$135,475,504



Staff: 841



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, neglect or exploitation. DFCS 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. This is accomplished through provision of services that include emergency response, family maintenance programs, Children's Shelter services, foster care placement, foster home licensing, child care, family preservation, family reunification, permanent placement, and adoption.

A primary focus for the Department of Family and Children's Services for FY 2000 was the development of strategies that address the needs of at risk children and families and help divert them from the child welfare system; the strengthening and expansion of placement resources; and the recruitment, hiring, training, and retention of qualified, ethnically diverse professional social work staff. Equally important was the continuing focus on finding permanent and stable living environments for all children in our care.

Following are highlights of achievements in various programs during Fiscal Year 2000:

DFCS Administration Infrastructure

An Administrative Support Bureau was formed to provide support for the DFCS operations. A team of two Social Worker Coordinators, two Management Analysts, one Social Work Supervisor and an Advanced Clerk Typist, lead by an Administrative Social Services Program Manager was established. This team provides leadership and support in the areas of social worker recruitment, hiring and training, contract/services agreements development and monitoring, budgeting, data analysis, research, development and implementation of policies and procedures, coordination of the DFCS/County Counsel Dependency Unit interface, and other administrative activities.

Social Worker Vacancies

One of the top priorities for DFCS was filling vacant Social Worker codes. At the beginning of 1999 there were approximately 70 vacant codes. As the Department's focus shifted to aggressive recruitment, DFCS managers and social work supervisors entered into a close collaboration to re-staff units, cover case-loads, and ensure that children were safe and families were served. As a result of this effort, the vacancy rate was reduced to normal attrition. A master Social Worker Recruitment Plan was developed and implemented in late 1999/early 2000 to ensure a continuing pool of qualified candidates for Social Worker positions.

Social Worker Training

A proposal for a Social Worker Training Unit was presented and the Board of Supervisors authorized 20 training codes, a Training Specialist, and two Training Social Worker Supervisors. Retention of Social Worker staff was one of the department's focuses as it was recognized that a qualified staff must be supported with a comprehensive, relevant training program to maximize the individual's potential for job success. The development of the six week induction training program is underway and will be completed in early spring of 2000.

Foster Care Recruitment and Licensing

A comprehensive 3-year plan for foster care licensing and recruitment was developed and implemented. Through a strong collaboration with the community, DFCS has doubled the annual number of newly licensed foster homes, from 100 homes in FY 1999 to 160 through the first ten months of FY 2000. More than 40 new Latino homes were either licensed or are pending licensure. The Department also initiated a newsletter and received Board authorization to increase financial support to foster parents.

Long Range Strategic Plan

In late 1999, the Walter McDonald and Associates consulting firm was selected to evaluate DFCS. The evaluation is to help the Department gain a fresh perspective on the entire Child Welfare Services system

and to look at more effective and efficient approaches, both in the areas of services provided and in our internal policies and procedures. Extensive information was gathered from community partners, other government entities, SSA staff, and a wide range of documentation. The evaluation, to be completed at the close of FY 2000, will provide recommendations that will be considered in terms of feasibility and affordability, and implemented accordingly.

Early Intervention Program at Children's Shelter

The DFCS fully implemented the Diversion/Early Intervention Unit at the Children's Shelter. In 1999, of the total 325 unduplicated new Shelter admissions assessed by the Unit, 159 children were diverted from Shelter placement and released to a parent or relative, pending further assessment and investigation. In January 2000, 29 of the 42 children who were assessed were released to parents or relatives.

New Dependent Intake Facility

In early 2000, the DFCS expanded and opened a new Dependent Intake facility. The new site's location on Union Avenue, across the street from the Children's Shelter, facilitates increased frequency of contact between Dependent Intake social work staff and the children whom they serve at the Shelter. This in turn

provides for more efficient and comprehensive assessment, case planning, and decision making for these especially vulnerable children.

All Clerical Quarterly

DFCS instituted an all Clerical Quarterly Meeting chaired by the DFCS Director to hear and discuss clerical staff's issues and to provide information to staff. This has never been done before at SSA and has been well received, with a significant level of staff participation. In addition, a Clerical Task Force made up of representative members was formed to problem solve and develop solutions for issues experienced by clerical staff, such as training and professional development.

Program Summary Table

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 Programs

Programs	Total \$	County \$	County%
Adoption Services	\$3,701,242	\$452,208	12.2%
Child Welfare Services	\$56,481,102	\$18,981,869	33.6%
Foster Home Licensing	\$1,988,963	\$758,607	38.1%
Child Development Program (Department of Education)	\$2,474,402	\$87,221	3.5%
State Family Preservation Program	\$2,574,287	\$930,918	36.2%
Child Abuse Prevention (AB1733)	\$457,843	\$0	0.0%
Child Abuse Prevention (AB2994)	\$415,575	\$0	0.0%
Foster Care Eligibility	\$3,709,187	\$604,779	16.3%
Adoption Assistance Eligibility	\$297,318	\$0	0.0%
Independent Living Skills Prog.	\$794,316	\$1,985	0.2%
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	\$1,089,020	\$785,266	72.1%
Gilroy Community Juvenile Justice Grant	\$774,411	\$0	0.0%



Family & Children's Services Programs

Programs	Total \$	County \$	County%
Children's Shelter Program	\$10,822,858	\$5,242,505	48.4%
Kinship Grant	\$180,000	\$0	0.0%
Educational Leave Program	\$112,500	\$112,500	100.0%
DFCS Subtotal	\$87,271,948	\$28,197,858	32.3%
BU 511 DFCS Categorical Aids	\$65,912,137	\$9,276,279	14.1%
DFCS Total	\$153,184,085	\$37,474,137	24.5%

FY 2000 Accomplishments

- ◆ The Adoption Services Bureau developed a website to promote children who are available for adoption; are working to be more responsive to the needs of our post-adoptive community, which consists of over 900 active cases; trained all social work staff, other providers, and community participants on concurrent planning; and brought the Department into compliance with the Adoption and Safe Families Act, which mandates that child welfare workers place children in more permanent homes.
- ◆ The Family Conference Institute trained 60 new facilitators, for a total of 120, including individuals from the Department of Employment and Benefit Services, other county departments, and the community at large. Two hundred twenty six family conferences were held in 1999. Preliminary conclusions from an outcome evaluation funded by the David and Lucille Packard Foundation indicated that children whose families participated in a family conference were more likely to be living with their parents or other relative than in foster care or the Shelter and, if placed, to be in less restrictive placements than comparable children.
- ◆ All Emergency Response social workers were trained in a new statewide risk assessment tool, Structured Decision Making (SDM). SDM provides greater consistency among child welfare workers in performing case assessment to determine child safety.
- ◆ Created the Domestic Violence Court Supervision Unit for families with dependent children who are impacted by domestic violence. The Department also continues to facilitate groups for victims and for batterers in several languages.
- ◆ Wraparound Services for seriously emotionally disturbed children and their families were expanded from 125 to 160 slots. Eastfield Ming Quong, the innovator of this effort, was joined by a second lead agency, Rebekah Children's Services.
- ◆ Maximized all funding sources in order to better meet the needs of our children and families. This included the Child Development Program, which provides child-care assistance for at-risk children; the Specialized Care Incentives and Assistance program to help with special wants and needs of children in placement; Emergency Assistance for payment of psychological evaluations; and the Supportive and Therapeutic Options Program, which assists with the mental health needs of children.
- ◆ Succeeded in community collaborations to reduce family reunification services and increase voluntary placements, enabling children to be diverted from the Children's Shelter by returning home or being placed with relatives.
- ◆ Secured grant money to expand prevention efforts for South County programs.
- ◆ Made important accomplishments in Foster Care Recruitment and Licensing and the New Dependent Intake Facility, which are described in the section above highlighting achievements.

FY 2001 Planned Accomplishments

- ◆ Expand Wraparound Program slots in order to serve more children and families with this intensive needs-driven community based services approach as an alternative to group home care.
- ◆ Expand Family Conferencing within DFCS and within other county departments and projects throughout the county.



- ◆ Implement recommendations that result from the development of the DFCS Long-Range Plan.
- ◆ Increase training of social work staff and collateral partners for the Family Centered Practice Model.
- ◆ Continue participation with California Department of Social Services on Best Practice models.
- ◆ Implement the new social work training unit and expand the training curriculum to include best practice models and social worker forensics.
- ◆ Apply the structured decision process, now used for safety and risk assessment in the Intake Unit, to continuing cases and other programs.
- ◆ Review the Family-to-Family concept through the Annie B. Casey Foundation for possible implementation.
- ◆ Continue to develop and expand the DFCS Administrative Support Bureau.
- ◆ Expand working relationship with the Department of Employment and Benefit Services and maximize the utilization of funds between the two programs.
- ◆ Restructure the Family Resource Centers in terms of functions and assignments.
- ◆ Restructure internal management assignments for more balanced alignment of assignments.



Department of Family and Children's Services

County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for the Department of Family and Children's Services (DFCS) address the Board of Supervisor's FY 2001 priorities in the areas of focusing on preventive services for children and families; diverting children at risk; and improving accountability and the quality of services. These recommendations focus 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.

Staff Augmentations

The recommendation includes twenty-seven (27) positions to augment staffing in the areas of administration, placement resources, intervention services, and case-load growth.

Administration

Seven (7) positions are added to strengthen the infrastructure and improve services to children and families. One Deputy Administrator will provide added management to the Children's Shelter and one fully-reimbursed Advanced Clerk Typist will support the Foster Care/CalWORKs program. Four Social Work Supervisors and one Program Manager I will create a new Court Officers Unit in DFCS to improve the quality and consistency of the Department's case presentation, documents, and reports to the Court. Two Social Work Supervisors will also be redirected from the Shelter for this function. The anticipated outcome of the formation of this unit is expedited decision-making in the courtroom and reduction in court delays.

Total Cost: \$323,129
(Revenue offset is 40+%)

Placement Resources

Five (5) positions are recommended to expand services to move the children more quickly out of the Shelter. This augmentation is also aimed at reducing the Children's Shelter population by finding alternative resources so that social workers have a choice of placements other than the Shelter. A Social Work

Coordinator II and an Advanced Clerk Typist will work with the Resource and Intensive Services Committee (RISC) to make decisions on children needing Wrap-around and intensive treatment services and placements in foster care homes, group homes, or other institutional settings. Two other Social Work Coordinator IIs will develop placement resources, one working closely with RISC and the other in the South County region. A Social Worker III will be added to the Central Placement Unit to expedite movement of children ages 6 through 12 from the Shelter.

Total Cost: \$344,622
(Revenue offset is 40%)

Intervention Services

Four Social Worker III positions are recommended to expand intervention services. At the point that the children are taken into custody, these staff would be available to maximize stabilization services and strengthen the family's situation so that, when possible, children can be diverted from entering the Shelter system.

Total Cost: \$192,748
(Revenue offset is 40%)

Caseload Growth

Eleven unclassified Social Worker III positions will be added to cover the increase in Child Welfare Services (CWS) cases managed by workers in the Continuing Court Services Bureau and in the South County region. These positions are being recommended as unclassified codes in anticipation of the KinGAP (Kinship Guardian Assistance Payments) program implementation.

The KinGAP program is designed for "children who are in long-term, safe, stable placements with relatives, and provides that the child's dependency can be dismissed with a relative legal guardianship as long as there is no need for continued Juvenile Court protection." Once such children are dismissed, their CWS cases will be closed, and they will no longer require social workers.

Total Cost: \$529,846
(Revenue offset is 40%)



Status Offender Services

The Board of Supervisors approved a one-time augmentation for the Status Offender Services (SOS) contracts in FY 2000. A further one-time allocation of \$511,031 is recommended so that SOS contractors can continue to provide emergency shelter and enhanced crisis counseling services to status offenders and their families.

Total One-Time Cost: \$511,031

Foster Care Payment Supplement

In FY 2000 the Board of Supervisors approved a \$50 per month rate increase for foster care. The request was approved as a one-time supplement pending passage of legislative changes that would provide for a substantial rate increase. However, the legislation was not approved and only a cost of living increase was granted. The increase provided falls far short of the amount needed to maintain the supply of licensed foster care homes. This recommendation is to continue the \$50 supple-

ment for FY 2001. The county will continue to work at the state level and legislatively try to get the actual cost of raising foster children recognized by the State.

Total One-Time Cost: \$900,000

Out of Home Placement Reserve

Santa Clara County currently has extremely limited placement resources available throughout the placement continuum. The lack of placement resources has resulted in children staying at the Shelter for a longer period of time while they wait for a suitable placement to be located. This recommendation is to establish a \$3,000,000 reserve for Out-of-Home Placement solutions to be available to fund some of the several specific proposals in the Social Services Agency's requested budget. The requests exceed the recommended reserve by more than \$2 million.

Total Cost: \$3,000,000

Department of Aging and Adult Services Mission

The Department of Aging and Adult Services' (DAAS) mission is to: promote a safe and independent life-style 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; and safeguard the property of conservatees and manage the assets of conservatees and decedent estates.

Goals

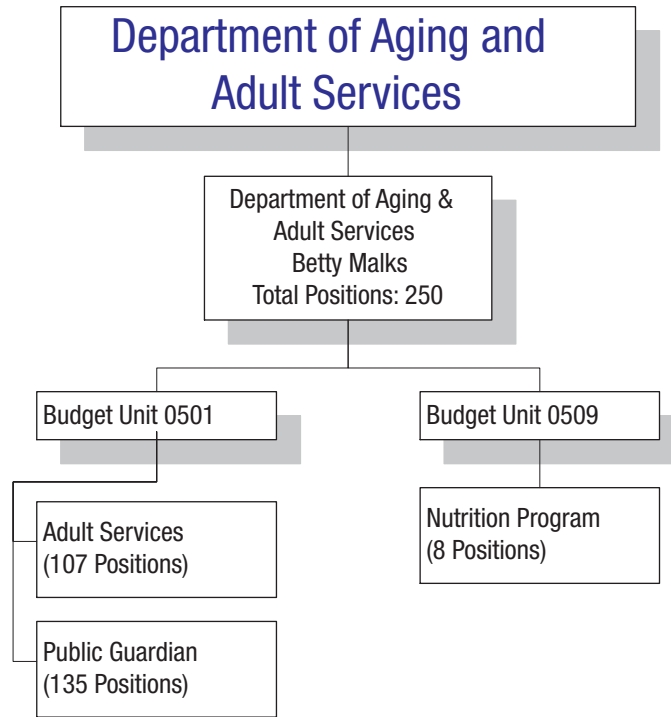
- ◆ Continue the second year in the change management process, to bring together the five (5) divisions into one cohesive department. Because of the first year's successes, more staff are interested in participating, and this year's focus will be to have a 40% staff participation rate. Following the Agency's strategic direction, the DAAS Steering Team will incorporate strength-based services and partnerships into their direction in providing quality services to our customers.
- ◆ Continue outreach and education to the local community regarding the Department's programs and services, to raise the Department's profile in this community, with an emphasis on public awareness of elder and dependent adult abuse and how to report such incidents.
- ◆ Continue strengthening the partnership between individuals and organizations that share resources, authority and accountability in services provided to our community.



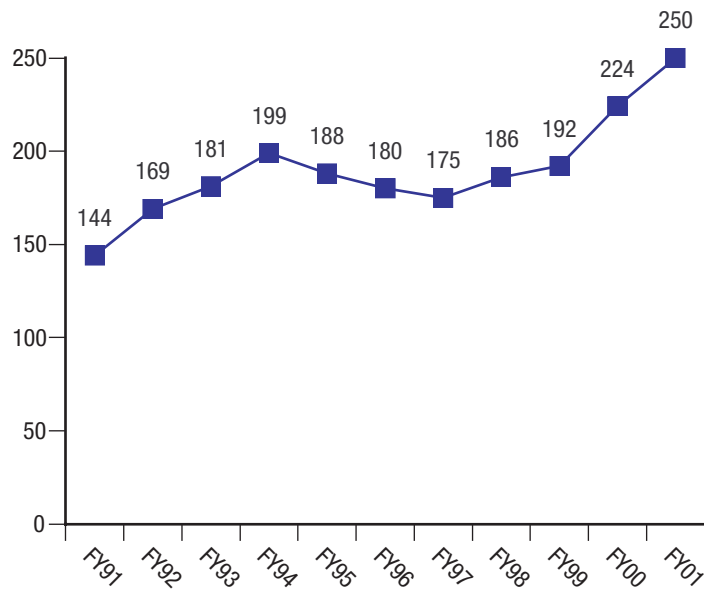
Cost: \$55,157,541



Staff: 250



10-Year Staffing Trend



Department of Aging and Adult Services Overview

Fiscal Year 2000 saw completion of the first year of “Operation Delta”, a departmental change management process using cross-functional teams, to identify and bridge departmental gaps in services. The ultimate goal of this process is to blend the five Department programs to achieve a broad continuum of services for the adult and elderly population of Santa Clara County. Activities of the five divisions can be summarized as follows:

Adult Protective Services (APS)

Santa Clara County has taken a nationwide lead in providing a comprehensive range of Adult Protective Services (APS). FY 2000 saw a major redesign of APS in this effort. APS now provides 24-hour, 7-day a week emergency response. This operation has a significantly increased role in the community in preventing many types of abuse to seniors and dependent adults.

In-Home Supportive Services (IHSS)

In-Home Supportive Services (IHSS) provides in-home supportive services to blind, elderly and disabled recipients to maintain them safely in their own homes. In FY 2000 IHSS focused on internal program functions to improve the program operations, including addressing internal information systems needs. This past year IHSS has continued to work with the Public Authority in its role as employer of record for independent home care providers. IHSS continued to monitor the IHSS Providers Registry on behalf of the Public Authority. IHSS also continues to work on cultural competency issues, with the goal of providing better services with greater cultural sensitivity.

Public Administrator/Guardian/Conservator (PA/G/C)

This year saw the Financial Abuse Specialist Team (FAST) take on a more significant roll involving APS, the Public Administrator/Guardian, the District Attorney and County Counsel. This multi-disciplinary approach is a major effort in providing a broad range of

protective services to elders and dependent adults. Several major cases of financial abuse were either prevented or prosecuted in the past year. In addition, with the high value of real estate and the rapidly aging population in Santa Clara County, the functions of protecting and managing the assets of conservatees and decedent estates has taken on new significance.

Veterans Services

This year Veterans Services has taken several major steps to expand and broaden the range of services to the county’s veterans. The first annual Veteran Resource Fair was held this past year. A full time Veterans Outreach Coordinator was hired in response to the County Veterans Task Force report of 1999. Plans for a One-Stop Center have been completed, with the facility opening this spring. This center will provide a range of services for veterans and their dependents. Finally a partnership between Veterans Services and the Emergency Housing Consortium is working to provide benefit services for 250 veterans.

Senior Nutrition Program

The Senior Nutrition Program (SNP) continues to provide nutritious meals for the county’s elderly population. In 1999 an average of 3,809 meals were served each weekday, with an additional 1,440 meals delivered to home-bound seniors each day. The past year also saw the opening of six (6) new congregate sites, all of which serve predominately ethnic communities. SNP continues to promote the program through outreach efforts, which will be expanded in FY 2001.

Program Summary Table

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.

Aging and Adult Programs

Programs	Total \$	County \$	County%
IHSS Contract/Provider Costs	\$33,616,084	\$7,613,758	22.6%
In Home Supportive Services (IHSS Admin)	\$4,933,968	\$998,312	20.2%
IHSS Technology Project	\$261,356	\$261,356	100.0%
Adult Protective Services	\$6,166,747	\$2,576,145	41.8%
Veterans Services	\$1,046,417	\$860,915	82.2%



Aging and Adult Programs

Programs	Total \$	County \$	County%
Council On Aging	\$130,118	\$130,118	100.0%
PAG/C Health Related Service	\$3,966,153	\$1,220,821	30.8%
PAG/C Non Health Related Services	\$1,641,177	\$1,085,318	66.1%
Estate Administration	\$1,267,674	\$497,674	39.3%
DAAS Subtotal	\$53,029,990	\$15,244,417	28.7%
BU 509 Senior Nutrition	\$4,842,097	\$2,177,668	45.0%
DAAS Total	\$57,872,087	\$17,422,085	30.1%

FY 2000 Accomplishments

- ◆ Successfully implemented a 24 hour/7 day a week Adult Protective Services program on May 1, 1999. These services include a toll-free reporting line, emergency shelter, in-home care and other tangible support services emphasizing prevention.
- ◆ Increased the number of trainings to county staff and community-based organizations on the new Adult Protective Services program and reporting law.
- ◆ Convened a collaborative to develop standard law enforcement protocols for elder and dependent adult abuse reports with representatives from all local Law Enforcement jurisdictions and various state and county agencies.
- ◆ APS initiated the use of the Family Conference Model used by the Department of Family and Children's Services.
- ◆ Reviewed alternative systems of service delivery with staff input to provide enhanced case management services.
- ◆ Continued to partner with and provide support to the Public Authority in supporting their goals as employer of record for IHSS independent home care providers. This role included participating in labor negotiations addressing health care benefits for providers.
- ◆ Expanded the Senior Nutrition program to include six new congregate meal sites, enabling numerous additional seniors to receive hot meals in a social setting.
- ◆ Implemented a new Meals-On-Wheels program which expanded the number of meals from five to fourteen per week.

- ◆ Initiated a county-wide transportation pool for frail elderly attending nutrition sites.
- ◆ Celebrated the 25th anniversary of the Senior Nutrition Program in partnership with the Council on Aging and the Meals on Wheels Program.
- ◆ Successfully implemented and expanded the Financial Abuse Specialist Team, whose members include the County Counsel and District Attorney's offices, PA/G/C and Adult Protective Services. In less than six months of operations FAST has successfully prevented the loss of or recovered \$5,210,000 in real property and \$1,745,000 in liquid assets to clients' estates.
- ◆ Filed a majority of the individual and decedent tax returns electronically for the first time, saving the county numerous staff hours, postage and printing costs.
- ◆ Promoted inter-agency collaboration, continued two partnerships, with the Santa Clara Valley Health and Hospital Department, and with the Hospital Council of Santa Clara County, to address the needs of elders and dependent adults.
- ◆ Implemented the Veterans Task Force recommendations by successfully completing a work plan to establish a Veteran's One Stop facility to co-locate the County Veterans Services Office in the local State Veterans Administration Building.
- ◆ Successfully co-sponsored the County's first Veterans Resource Fair.

FY 2001 Planned Accomplishments

- ◆ Provide a second year of cross-functional training in order to blend the five programs into a continuum of seamless services for the elderly,



dependent adults, the disabled, and veterans and their dependents. To meet this goal, the Department is planning to hold at least four intra-department forums this year to allow staff to learn more about all services offered in DAAS. It is expected that at least 40% of the Department's staff will be involved in the process this year.

- ◆ Continue outreach and education efforts to the community with the goal of raising the level of public awareness of the Department's programs and services. Particular emphasis will be placed on public awareness of elder and dependent adult abuse and how to report such incidents.
- ◆ Continue to strengthen partnerships with community-based services in order to share resources, and provide a greater range of services. The one-stop Veterans Center and Senior Nutrition Program outreach are part of this effort.
- ◆ Continue with In-Home Supportive Services plans to implement an internal restructuring along with a new information system, to provide more efficient and responsive services to IHSS recipients.
- ◆ Expand the continuum of services to the rapidly growing elderly population in Santa Clara County. This population is expected to double in the next 15 years. IHSS alone has experienced a 10% growth in intake referrals this past year.



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 lead independent lives and continue contributing to the community.

Program Enhancements

Background

Rapid growth in the senior population in Santa Clara County has resulted in a significant increase in demand for services for the elder and dependent adult population. The expanded Adult Protective Services program, with its 24 hour emergency response team, and the Financial Abuse Specialist Team (FAST), have resulted in increased referrals to the Public Administrator/Guardian/Conservator (PA/G/C) for services. Our commitment to seniors requires added resources for the Conservatorship and Estate Administration programs in PA/G/C. Continued outreach for Adult and Veterans services has also contributed to growth in demand for these services. The Senior Nutrition Program has grown and continues to provide nutritious meals enabling many frail elders to remain in their own homes.

Staff Increases for the Public Administrator/Guardian/Conservator

Eleven positions are recommended to increase capacity in services for the Conservatorship and Estate Administration programs and for Financial Services. The Conservatorship program needs two additional Deputy Public Guardians to manage caseload growth and three Program Services Aides to provide ancillary services for clients and free up time for Deputy Public Guardians to do investigations and case management. The Estate Administration program needs an Estate Administrator and two Estate Administrator Assistants to

protect and manage the assets of indigent elders, with the support of two additional Estate Property Technicians. An Account Clerk is also needed to keep up with the increased volume of Financial Services duties generated by the growing number of cases.

Total Cost: \$451,667
(100% funded with revenue)

Additional IHSS Staff

Four Social Worker II positions in In-Home Supportive Services (IHSS) are needed to adequately handle the growing number of in-home recipients and improve the service level offered. Additional staff will enable workers to provide services to clients while staying within established caseload standards.

Total Cost: \$176,116
(Revenue from Federal and State sources will offset the major portion of these costs.)

Design Automated IHSS Database

Currently the IHSS staff rely on an antiquated index card system and list of case assignments to track customers. There is no comprehensive and integrated computer system to provide IHSS staff information on customers. Some staff have access to the County's Case Data System (CDS), while other staff can access only the State's Case Management Information and Payrolling System (CMIPS). This data retrieval situation is fragmented and time consuming. One-time resources are recommended to design and implement a comprehensive IHSS computer system based on a thorough analysis of IHSS's needs.

Total Cost: \$261,356
(one-time)

Development of Long-term Service Strategy

Current senior programs are unable to adequately meet the needs of the county's aged population, which is expected to double over the next fifteen years. A Long Term Care Integration project, involving the Social Services Agency, the County Health and Hospital System, the Council on Aging, On Lok of San Francisco, and the State of California, will study the transforma-

tion of long term care into an integrated, strategic and collaborative system of services. Each of the five partners will contribute \$50,000 towards the project.

Total Cost: \$50,000
(one-time)

Resource Events

Veterans Resource Fair

The Annual Veterans Resource Fair was established by Supervisor Pete McHugh with the goal of strengthening the links between the County Veterans Office and the various veterans service organizations. The first annual fair met its goals and improved the effectiveness in serving the veteran population and their families. Resources of \$20,000 are recommended for the second annual fair.

Total Cost: \$20,000
(net cost zero)

Adult Services Fair

Each year the Department of Aging and Adult Services conducts an Adult Services Fair to provide an opportunity for the aging and disabled population of Santa Clara County to obtain information and resources to meet their specific needs. Resources are recommended for advertising and marketing the event to ensure good attendance by the target population.

Total Cost: \$7,500
(one-time)

Employee Forums

The Department of Aging and Adult Services consists of five programs. As part of the Department's overall goal to blend department programs, funds are recommended for four forums to be held during the year, to allow staff from each program to learn more about what resources are available in the other programs. This cross training will improve customer relations and contribute to the development of the desired "seamless services" culture.

Total Cost: \$5,000
(net cost zero)

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. These services enable the Social Services Agency to provide life protecting, life sustaining and life enhancing services to adults, children, families, elders, and economically dependent individuals in our community in a prompt and efficient manner.

- ◆ Replace all dumb terminals and limited desktop computers (996 devices) with Windows-based computers and replace 584 CWS/CMS desktop devices to improve operational performance.

Goals

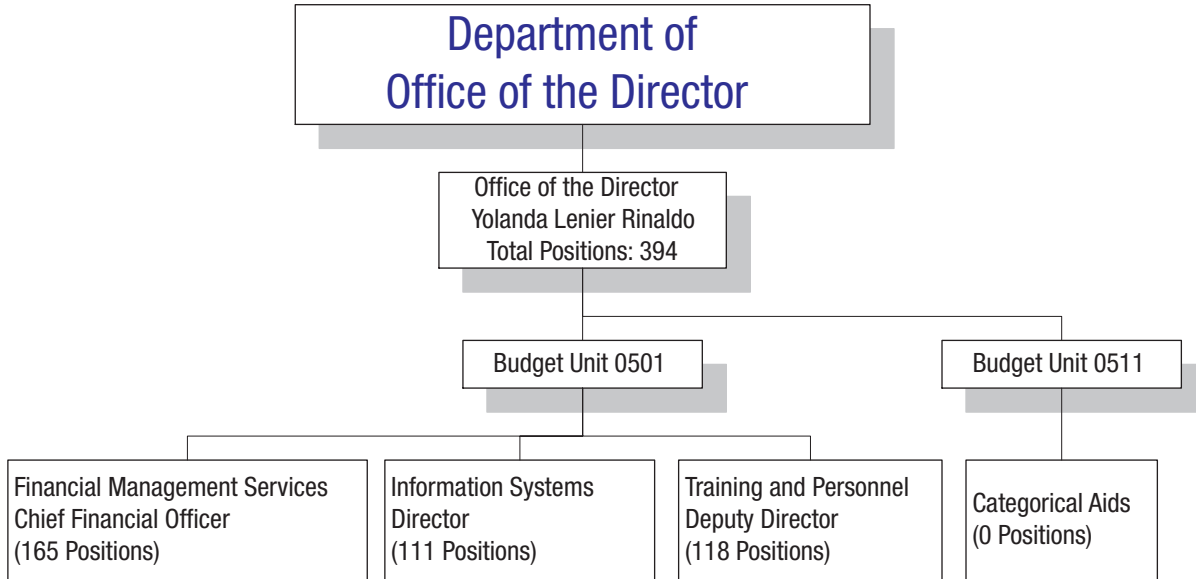
- ◆ Implement staff and client survey recommendations and incorporate results in Agency policies and procedures.
- ◆ Improve responsiveness and accountability to community partners via an Internet web page and reduce paper-based information distribution by increasing staff use of technology.
- ◆ Increase and improve Agency resources, including new initiatives and staff assignments to build a stronger partnership with our diverse community, and to expand our capacity to function as a culturally competent organization.
- ◆ Assess the results of the 2000 Financial Management Services budget training program and conduct a follow-up Agency-wide customer satisfaction survey to determine if satisfaction has increased. Implement actions to address areas needing further improvement.
- ◆ Elicit ideas and make legislative recommendations on emerging policy issues at the State and Federal level, focusing on the issues of foster parent recruitment and retention, access to child-care, and aging and adult programs.
- ◆ Establish a training program for new DFCS social workers to improve their ability to perform at a high level quickly and to reduce turnover.



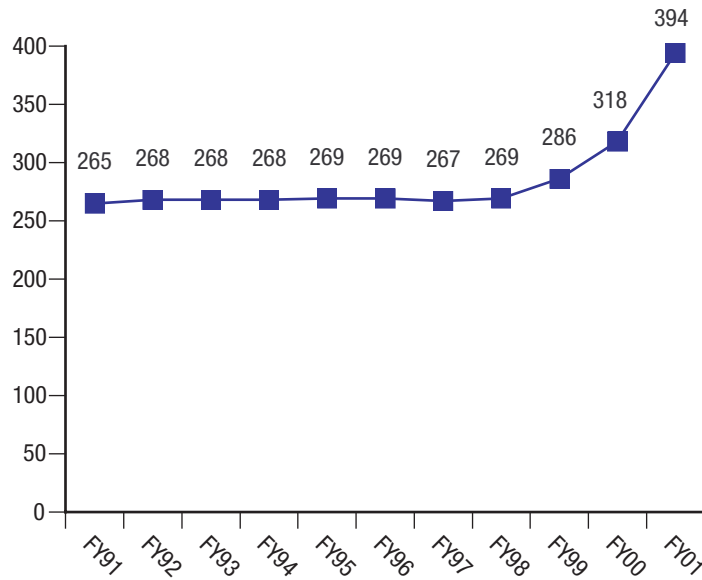
Cost: \$75,644,879



Staff: 394



10-Year Staffing Trend



Section 3: Children & Families—Social Services



Office of the Director Overview

Office of the Director

The Office of the Director has begun the process of change that is transforming the Social Services Agency from a provider of state-mandated services to a leader and catalyst for innovation in human services delivery systems. Staff in this office work with labor and other public and non-profit agencies in the local human services network. They also develop collaborations and partnerships with business and corporations in Silicon Valley. This office is responsible for providing the necessary data gathering and evaluation studies for CPM/PBB, cross system evaluation, and other measurements of outcomes. Outcomes information establishes linkages between program performance and the goals set by the Agency and the Board. This information is valuable in helping to make management decisions that will enhance the Agency's accountability to the Board of Supervisors and the public.

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 resources.

The Administrative staff provide the following central support functions for the Agency: fiscal, budget, human resources, collection activities, facility management, supply, mail room operations, and case file retention operations.

Financial Management Services

Financial Management Services is responsible for centrally managing the Federal and State revenues used to fund the programs. 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 adminis-

tered. 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

The Information Systems Division designs and operates the Agency's technological infrastructure that delivers information, enables business processes, and supports decision-making at the line, supervisory, and executive level. The Agency's information systems are integral to every aspect of the operation. The role of technology is growing significantly with the decentralization of service delivery and deployment of PCs on every worker's desk. The Information Systems Division is responsible for developing and enhancing applications and managing information. Through on-going infrastructure investments, the Agency is ready to deploy future applications, and take advantage of new tools as the business environment changes. The Agency is committed to continual improvement of services to customers and the community.

Staff Development and Training

This division provides Agency-wide staff development and training. Orientation, induction, cultural competency, professional development 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.

Office of Governmental Relations

OGR staff perform administrative support activities that have agency-wide benefits. These services ensure the development and tracking of critical legislative proposals that impact the delivery of social services. 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 Office of Planning and Evaluation was initiated in FY 1999-2000. It currently supports an array of Agency-wide projects such as the Customer Services Project, the Service Quality Annual Report, the Cultural Competency Assessment, the Analyst Network and performance based outcome initiatives.



FY 2000 Accomplishments

- ◆ Performed an agency-wide organizational assessment of cultural competency that will result in a comprehensive work plan linking existing and newly developed projects. Some of the products of the assessment are: the Customer Services Survey Project, the Asian Pacific Strategic Plan, and the Training and Staff Development Redesign Plan.
- ◆ Successfully completed year 2000 (Y2K) testing and risk assessment with no interruptions in the delivery of vital services.
- ◆ Provided information to the public regarding the Social Services Agency by conducting a Community Orientation attended by 500 individuals. Revised the Agency "Guide to Services", distributing it to over 5,000 public and non-profit human services professionals.
- ◆ Conducted agency-wide internal customer satisfaction surveys to obtain information from staff regarding their knowledge of the annual budget preparation process and fiscal payment procedures. As a result of the surveys, training is planned on budget and expenditures reimbursement processes. Subsequent surveys will assess additional needs of staff.
- ◆ Expanded the number of persons receiving the Legislative Summary report from 15 program directors and managers to 90 persons including Agency staff and other key stakeholders. This was accomplished primarily through the use of Internet technology. Distributed the monthly "Capitol Update" newsletter to 300 individuals and organizations.
- ◆ Upgraded the Child Welfare Services Case Management System (CWS/CMS), significantly increasing response time utilizing the newly created data warehouse for local statistical reporting and case-load assignments.
- ◆ Installed four major program upgrades along with twelve scheduled enhancements to the Agency's primary mainframe application, which delivers Employment and Benefit Services to the community.

- ◆ Expanded the Human Resources Office and integrated it more effectively with the Employee Services Agency to recruit and retain qualified staff.
- ◆ Stabilized the Administrative Services Contract Unit by hiring additional staff and streamlining procedures to provide more efficient support to Agency departments, community-based organizations, and contractors.

FY 2001 Planned Accomplishments

- ◆ Implement at least three recommendations resulting from the Agency-wide Customer Services Survey, to be measured by improved timeliness and information sharing in responding to customers.
- ◆ Enhance Agency staff's professional performance by conducting quarterly Analyst Network and Research Committee meetings, resulting in improved services to internal and external customers.
- ◆ Establish an effective training program for new DFCS social workers to prevent high rates of turnover and thus improve services to children and families.
- ◆ Implement Agency-focused recruitment strategies with particular emphasis on social workers and informational technology staff.
- ◆ Design and install a secure network for client access to the Internet and the One-Stop Employment Centers network of providers to improve clients' outcomes and support employment services.
- ◆ Participate in the design of CalWIN, which is the most significant system change in 30 years. Implement a change management strategy for the preparation and deployment of the application.
- ◆ Enhance the APS application for better performance and functionality.
- ◆ Implement a performance-based contract management system.
- ◆ Enhance the datamart for CWS/CMS to provide additional reports and greater access for more users.



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.

Service Improvements

Background

The Santa Clara County Social Services Agency is the administrative unit of the organization established by the Board of Supervisors to carry out the County's responsibility as set forth in the Welfare & Institutions Code of the State of California. Welfare reform has changed the focus of the Agency from state-mandated service provision to development and implementation of innovative, outcome-focused programs. To provide leadership in implementing these changes, ensuring the availability of the critical services to County residents, the Office of the Director is changing its own delivery of services. The Office has embarked on a focused effort to develop and monitor performance measures for the Agency. There is a continuing need for network expansion, systems development and integration to support the growing role of technology. Welfare Reform requires expanded Agency-wide infrastructure support due to increased community involvement and more distributed services.

Twenty-seven new positions are recommended to support Office service delivery. The costs for these positions are mostly subvented by State and Federal revenues.

Information Systems

Fourteen positions are recommended for Information Systems. All are related to the implementation of CalWIN, Welfare Reform, and the Board's goal of improved service through investments in technology. They will improve the quality of services to other Agency departments.

- ❖ Three positions will support the growing server and network administration needs: an Information Services Manager III and two Department Information System Specialists (DISS).
- ❖ Two DISS I positions are needed in the applications and development section;
- ❖ One MIS Project Manager will support the MIS projects in DEBS;
- ❖ Three positions are required for the MIS project in DOOD/DAAS and Web: a MIS Project Manager, a Department Information Systems Analyst (DISA), and an Office Automation Coordinator.
- ❖ Five positions are needed for CWS/CMS DFCS support: two Help Desk Specialists, one alternately staffed DISA/DISS I, one Management Aide, and one Social Work Coordinator II.

Total Cost: \$656,241

(Revenue offset is 85%)

Financial Management Systems

Three new positions are recommended for Financial Management Services. They are related to the Agency's service improvements and the goals of enhanced fiscal integrity, improved accountability and quality of services. Two Revenue Collections officers are needed to increase debt collection and support new work related to the Cash Assistance Program for Immigrants (CAPI) workload. One Revenue Collections Manager (a new management position class) will provide improved



supervision over the Collection Unit in order to maximize potential collections of overpayments and General Assistance recoupments.

Total Cost: \$127,856

(Revenue offset is 100%)

Staff Development

Ten new positions are recommended for Staff Development. One Senior Staff Development and Training Specialist and two Office Automation Systems Coordinators for Office Automation Training Unit will increase training resources available to SSA employees. Seven positions are tied to the Department of Employment and Benefit Services Eligibility training needs and State mandates for reviewing of cases: three alternately staffed Staff Development Specialists, three Eligibility Worker Supervisors, and one Eligibility Examiner.

Total Cost: \$467,605

(Revenue offset is 93%)

Interpreter Fee Increase

An increase is recommended in the rate for contracted interpreters. The increase to \$35 per hour represents a 40% increase over last year's hourly rate and will allow the Social Services Agency to pay a rate comparable to that in other County departments. It is anticipated that the increase will provide prospective contractors the incentive to sign on with the Agency to deliver this necessary service.

Total Cost: \$189,324

(Revenue offset is 67%)

Technology Projects

Terminal Replacement for CalWIN

Replacement of Eligibility Worker dumb terminal equipment with PCs will improve current service delivery immediately with easy access to an on-line eligibility handbook and a common message and calendar system. In addition, the replacement of equipment will better prepare the Agency staff for CalWIN implementation in 2003. The transition to Windows and PCs will be required for CalWIN deployment. By converting staff to Windows this year, they will have time to build skills and prepare for changes. When CalWIN arrives, they will have already mastered the equipment and software aspects of the project and will be able to focus on the actual application.

Total Cost: \$704,488

(100% funded with revenue)

Computer Replacement for Child Welfare Staff

A total of 584 IBM PCs will be replaced for Child Welfare staff, primary users of the CWS/CMS applications. Most of these PCs were acquired by the CWS project in 1996. They are outdated and are unable to handle the complexity of the CWS/CMS applications with the needed speed and efficiency.

Total Cost: \$358,903

(Revenue offset is 85%)

Summary of Agency Staff Augmentations and Deletions

The following table summarizes all recommended staff augmentations and deletions for each of the four (4) departments in the Social Services Agency.

Summary of Social Services Departments' Staff Augmentation and Deletions

Description	FTE's	Positions Title
Department of Employment and Benefit Services		
Deletes: Redirection of Resources	-1	Data Input Coordinator (D03)
	-2	Floater Clerk (D20)
	-1	Clerk Typist (D39)
	-1	Education & Employment Services Manager (B40)
	-13	Eligibility Worker III (E45)
Subtotal	-18.5	
Adds and Deletes		
	1	Management Analyst (B1P)
	-1	Advanced Clerk Typist (D36)
	1	Stock Clerk (G82)
	-1	Clerk Typist (D39)
	1	Management Analyst (B1P)
	-1	Management Analyst (U) (W1P)
Subtotal	0.0	
Augmentation: VMC & Mission City District Office Support		
	1	Management Analyst (B1P)
Augmentation: Program Bureau Support		
	2	Program Coordinator (E51)
Augmentation: State IEVS Program		
	4	Eligibility Examiners (E50)
Augmentation: Transition from JTPA to WIA		
	1	Management Analyst (B1P)
Augmentation: Transition from JTPA to WIA		
	1	Management Analyst (U) (W1P)
Augmentation: ESI Support		
	0	Internal Auditor (B30)
Subtotal	10.0	
Employment and Benefit Services Department Subtotal		-8.5
Department of Family and Children's Services		
Augmentation: Children's Shelter	1	Children's Shelter Deputy Administrator (B6L)
Augmentation: Placement Resources: Early Intervention	4	Social Worker III (Y3C)
Augmentation: Placement Resources: Central Placement Unit	1	Social Worker III (Y3C)
Augmentation: Placement Resources: South County	1	Social Worker Coordinator II (Y48)
Augmentation: Placement Resources: RISC	2	Social Worker Coordinator II (Y48)
Augmentation: Placement Resources: RISC	1	Advanced Clerk Typist (D36)
Augmentation: Court Officers Unit	4	Social Work Supervisors (Y23)
Augmentation: Court Officers Unit	1	Program Manager 1 (B3P)
Augmentation: Incentive Child Care Non-needy Relative	1	Advanced Clerk Typist (D36)
Augmentation: Caseload Growth in CWS	11	Social Worker III (U)
Family and Children's Services Department Subtotal		27.0
Aging and Adult Services		
Augmentation: In Home Support Services	4	Social Worker II (Y3B)
Augmentation: Increased LPS Caseload	2	Deputy Public Guardian (Y49)
Augmentation: Increased Adult Protective Services Referrals	1	Estate Administrator (V37)
Augmentation: Increased Adult Protective Services Referrals	2	Estate Administrator Assistant (V38)
Augmentation: Support for FAST Team	2	Estate Property Technician (V42)
Augmentation: Support for FAST Team	1	Account Clerk (D98)
Augmentation: Conservatorship Referrals Increase	3	Program Services Aides (E65)



Summary of Social Services Departments' Staff Augmentation and Deletions

Description	FTE's	Positions Title
Aging & Adult Services Department Subtotal	15.0	
Office of the Director		
Augmentation: Financial Management Services:Collections	1	Revenue Collections Manager (NEW)
Augmentation: Financial Management Services:Collections	2	Revenue Collections Officers (V35)
Subtotal	3	
Augmentation: Staff Development:Automation Training	1	Senior Training/Staff Development Specialist (B23)
Augmentation: Staff Development:Automation Training	2	Office Automation Systems Coordinator (C53)
Augmentation: Staff Development: Eligibility Worker Training	3	Staff Development Specialist (E42)
Augmentation: Staff Development: Eligibility Worker Training	3	Eligibility Work Supervisors (E44)
Augmentation: Staff Development: Eligibility Worker Training	1	Eligibility Examiner (E50)
Subtotal	10	
Augmentation: Information Systems: Network/Server	1	Information Services Manager III (NEW)
Augmentation: Information Systems: Network/Server	2	Department Information Systems Specialist II (G13)
Augmentation: Information Systems: Applications	2	Department Information Systems Specialist I (G39)
Augmentation: Information Systems: DEBS Support	1	MIS Project Manager (G65)
Augmentation: Information Systems: DAAS/DOOD Support	1	MIS Project Manager (G65)
Augmentation: Information Systems: DAAS/DOOD Support	1	Department Information Systems Analyst (G40)
Augmentation: Information Systems: Help Desk	1	Office Automation Systems Coordinator (C53)
Augmentation: Information Systems:CWS/CMS	2	Help Desk Specialist (G42)
Augmentation: Information Systems:CWS/CMS	1	Department Information Systems Specialist I (G39)
Augmentation: Information Systems:CWS/CMS	1	Management Aide (B1W)
Augmentation: Information Systems:CWS/CMS	1	Social Work Coordinator II (Y48)
Subtotal	14	
Office of the Director Department Subtotal	27	
Delete Net Total	-18.5	
Augmentation Total	79	
Total Net Increase	60.5	



Social Services Administration — Budget Unit 0501

Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
4700	Aging and Adult Administration	4,884,519	6,091,431	6,091,431	7,443,105	1,351,674	22
4710	Aging and Adult Program	15,422,382	33,456,838	33,476,838	42,980,058	9,523,220	28
4715	Aging and Adult Support Staff	726,702	1,088,083	1,088,083	1,330,087	242,004	22
4755	PA/G/C Information Systems	222,699	371,952	371,952	717,032	345,080	93
4800	Agency Administration	45,308,549	51,719,106	52,221,107	59,939,560	8,220,454	16
4810	Program Support	12,059,610	13,130,386	13,130,386	14,062,018	931,632	7
4831	Gilroy Community Juvenile Justice Grant	823,128	775,865	775,865	743,591	(32,274)	-4
4861	Staff Development	1,890,092	1,939,578	1,939,578	2,949,415	1,009,837	52
4862	Staff Development Trainees	368,796	597,661	597,661	1,326,622	728,961	122
4870	Children's Shelter	9,899,127	10,017,332	10,117,332	10,822,857	805,525	8
4871	Children's Shelter Social Services	28					
4874	Clover House				768,192	768,192	
4903	Electronic Data Processing	11,140,502	11,686,953	14,480,633	20,859,594	9,172,641	78
4904	PA/G/C Operating Administrative Charges	56,392					
5000	Child Development Services	1,902,399	2,094,672	2,094,672	2,094,672		
5010	JTPA Administration	1,626,393	2,484,271	2,484,271	1,260,949	(1,223,322)	-49
5012	JTPA Office Professional Staff	124,896	294,477	294,477	118,690	(175,787)	-60
5020	JTPA Direct Program - Prior Year	6,329,172	9,278,981	9,278,981	6,439,728	(2,839,253)	-31
5040	Management Information Systems Unit	494,151	543,001	899,858	495,143	(47,857)	-9
5042	Summer Youth Program	2,322,079	3,194,839	3,194,839		(3,194,839)	-100
5044	Job Training and Partnership (JTPA) Programs	1,731,958	2,220,424	2,220,424	1,521,392	(699,032)	-31
5100	Refugee Targeted Assistance Program	2,863,910	2,479,175	2,479,175	2,721,334	242,159	10
5200	Employment Services Program	11,142,226	18,043,092	18,043,092	28,930,435	10,887,343	60
5202	Employment Services Support Staff	2,674,627	4,571,218	4,571,218	4,373,717	(197,501)	-4
5203	Employment Services Office Professional Staff	1,165,282	1,667,624	1,667,624	1,525,623	(142,001)	-9
5300	Benefit Services Program	58,095,597	64,750,984	64,070,911	70,572,837	5,821,853	9
5400	Children's Services Programs	36,922,401	37,036,182	37,645,772	41,551,741	4,515,559	12
Total Expenditures		230,501,645	279,659,248	283,956,501	325,548,393	45,889,145	16%



Social Services Administration — Budget Unit 0501
Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
4700	Aging and Adult Administration	962,880	780,000	780,000	770,000	(10,000)	-1
4710	Aging and Adult Program	532,205	19,534,454	19,534,454	26,534,326	6,999,872	36
4755	PA/G/C Information Systems	52,200					0
4800	Agency Administration	168,878,322	185,866,244	185,962,335	214,509,815	28,643,571	15
4810	Program Support						0
4831	Gilroy Community Juvenile Justice Grant	828,432	817,232	817,232	774,410	(42,822)	-5
4861	Staff Development	10,296					0
4870	Children's Shelter	170,276	196,771	196,771	196,771		0
4903	Electronic Data Processing	909,958	414,540	2,294,376	4,769,570	4,355,030	1,051
4904	PA/G/C Operating Administrative Charges						0
5000	Child Development Services	2,071,912	2,320,178	2,320,178	2,387,181	67,003	3
5010	JTPA Administration	2,343,361	2,874,343	2,874,343	1,905,827	(968,516)	-34
5020	JTPA Direct Program - Prior Year	9,285,100	11,830,931	11,830,931	8,981,189	(2,849,742)	-24
5040	Management Information Systems Unit			356,857			0
5042	Summer Youth Program	2,654,190	3,564,123	3,564,123		(3,564,123)	-100
5100	Refugee Targeted Assistance Program	2,805,372	2,409,635	2,409,635	2,697,117	287,482	12
5200	Employment Services Program		966,976	966,976	2,817,838	1,850,862	191
5300	Benefit Services Program				3,693,292	3,693,292	0
5400	Children's Services Programs	8,455,032	3,579,217	3,579,217	3,772,872	193,655	5
	Total Revenues	199,959,536	235,154,644	237,487,428	273,810,208	38,655,564	16%



Aging and Adult Administration — Cost Center 4700

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	76.0	6,091,431	780,000
Board Approved Adjustments During FY 2000	5.0		
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	757,124	
Internal Service Funds Adjustment		355,321	
Other Required Adjustments			(10,000)
Subtotal	82.0	7,203,876	770,000
Recommended Changes for FY 2001			
1. Add Estate Administrator	1.0	48,501	
<p>APS has resulted in a large increase in cases being referred to the Public Administrator/Guardian. The current staff is inadequate to address the needs of our conservatees, many of whom have urgent legal issues. This is the lead position for protecting and managing the assets of indigent elders. While the staff roles are different, the impact of increased caseloads has to be recognized.</p>			
2. Add Account Clerk for Public Guardian	1.0	28,134	
<p>This position will replace extra help and General Assistance workers who have been used to assist in the increased volume of Accounts Payable, Accounts Receivable, Taxes, Court Accounting and various related duties.</p>			
3. Add 2 Estate Administrator Assistant	2.0	89,010	
<p>Current staffing in Estate Administration is inadequate for the growing demand for asset management and protection. These positions will provide the necessary support for the Estate Administrator in protecting and managing the assets of at risk elders.</p>			
4. Add 2 Estate Property Technicians	2.0	73,584	
<p>There are many tasks being performed by the Estate Administrator which are more appropriate for a lower level Estate Administrator Assistant. There are many tasks which simply are not being done because of the staffing shortage. Assigning these tasks to lower level staff results cost saving to the department.</p>			
Subtotal	6.0	239,229	0
Total Recommendation	88.0	7,443,105	770,000

Aging and Adult Program — Cost Center 4710

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	108.5	33,456,838	19,534,454
Board Approved Adjustments During FY 2000	3.0	20,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		1,153,528	
Internal Service Funds Adjustment			
Other Required Adjustments		7,994,078	6,999,872
Subtotal	111.5	42,624,444	26,534,326
Recommended Changes for FY 2001			
1. Add 2 Deputy Public Guardian	2.0	97,002	
<p>Over the past two years the LPS caseload has increased by 16% without additional staff. There have been 107 new cases between July and December 1999. At this growth rate each deputy will manage over 100 cases by July 2000. These positions are needed to keep the caseload manageable at about 80 cases per deputy.</p>			



Aging and Adult Program — Cost Center 4710 Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
2. Long Term Care Study		82,500	
Current senior programs are unable to adequately meet this population's needs. Demographic projections show the over 65 population doubling in the next fifteen years. A group, comprising the Santa Clara County Health and Hospital Systems, the Counsel on Aging of Santa Clara County, Santa Clara County Social Services Agency, On Lok of San Francisco, and the State of California, through the Long Term Care Integration Grant, will each contribute \$50,000 to study transformation of comprehensive long term care in an integrated, strategic, and collaborative system of services in Santa Clara County.			
3. IHSS Program	4.0	176,112	
The IHSS program has experienced almost 33% growth since 1989. Since at least August 1998, applications to the program have consistently exceeded the staff's ability to assign and process those applications within the 30 days set by State regulations. These positions are needed to handle the increased number of IHSS cases being established.			
	Subtotal	355,614	0
Total Recommendation	117.5	42,980,058	26,534,326

Aging and Adult Support Staff — Cost Center 4715 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	26.5	1,088,083	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		126,579	
Internal Service Funds Adjustment			
Other Required Adjustments			0
	Subtotal	1,214,662	
Recommended Changes for FY 2001			
1. Add 3 Program Services Aides	3.0	115,425	
In the past year there has been a 20% increase in referrals for general conservatorships. These positions would provide ancillary services such as grocery shopping, transportation to medical appointments, carrying legal documents between the Public Guardian's office, the courts, County Counsel and, medical facilities, thus freeing the Deputy Public Guardians to do their investigations and case management work.			
	Subtotal	115,425	0
Total Recommendation	29.5	1,330,087	

PA/G/C Information Systems — Cost Center 4755 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	5.0	371,952	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	73,380	
Internal Service Funds Adjustment			
Other Required Adjustments		10,700	0
	Subtotal	456,032	



PA/G/C Information Systems — Cost Center 4755
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Recommended Changes for FY 2001			
1. IHSS Technology Project		261,000	
There is no comprehensive and integrated computer system to provide IHSS staff information on customers. Currently some staff have terminals with access to CDS, while other staff must rely on an antiquated index card system and list of case assignments to track about 4500 customers; some staff have PCs with various software and access to data, and still others use terminals with access to CMIPS. This "crazy quilt" of systems is inefficient, ineffective and time consuming for all staff involved.			
	Subtotal	0.0	261,000
			0
Total Recommendation	6.0	717,032	

Agency Administration — Cost Center 4800
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	386.5	51,719,106	185,866,244
Board Approved Adjustments During FY 2000	7.0	502,001	96,091
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	9.5	3,986,528	
Internal Service Funds Adjustment		2,544,834	
Other Required Adjustments		29,618	25,533,072
	Subtotal	403.0	58,782,087
			211,495,407
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		—	—
Increased County Counsel Services		272,182	0
		189,324	
1. Increase Interpreters' Hourly Rate			
The Equal Opportunity Office is requesting an increase in rate for its contracted interpreters to \$35 per hour. This action will allow the Social Services Agency to pay its interpreters at a rate that is comparable to other County departments. It will provide the prospective contractors the incentive to sign on with the Agency to deliver this necessary service.			
			3,014,408
2. Administrative Revenues			
The Social Services Agency is heavily reimbursed or subvented by Federal and State funds. The revenues are developed from budgeted expenditure projections according to State proscribed criteria, both as to the manner in which program costs are calculated and how the programs are actually administered. Most of the agency's revenue is captured in index 4800 with some specialized programs captured in other indexes.			
3. Add One Social Work Coordinator II for South County	1.0	50,751	
This action adds the Social Work Coordinator II necessary to develop placement resources in the South County region. Currently, South County only has one Social Worker II who coordinates placement, foster care intake and follow-up, foster parent training, and the Community Placement Project. The addition of this position would create a focused and coordinated effort in the recruitment, intake/assessment, support, and training of foster parents.			
4. Add Two SW Coordinator II and One ACT for Out-of-Home Placement	3.0	132,399	
One of the Social Work Coordinator II's is needed to coordinate the Resource & Intensive Services Committee (RISC) and monitor Group Home and Wraparound placement evaluations. The other Social Work Coordinator II is needed to coordinate the DFCS component of the new Placement System Redesign and the Placement Resource Development. The ACT is needed to provide clerical support for both of the requested Coordinators, the RISC process, a Probation Officer, and a Psychiatric Social Worker.			



Agency Administration — Cost Center 4800

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues	
5. Add One Social Worker III for Placement Unit	1.0	161,466		
This action adds one Social Worker III needed to expand the central placement unit's ability to actively work on placement planning for more children. The addition of this position would allow the central placement unit to focus on two groups of children who could be more quickly moved out of the Shelter, specifically, latency age children (six to ten years old) and the pre-adolescent children.				
6. Add One Management Analyst/Delete One ACT				
This Management Analyst code is requested to replace one ACT code not needed. The Management Analyst will provide support to the Program Manager in analyzing data, as well as researching, developing, and maintaining written office procedures to help enhance the communication with staff, and internal/external customers.				
7. Add One Management Analyst	1.0	49,734		
The recommended Management Analyst will provide technical and analytical support to the Program Manager of the VMC and Mission City District Office. Other responsibilities include developing a Handbook documenting all procedures to ensure consistent operation; and being the liaison between the Agency and the Santa Clara Valley Health and Hospital System (SCVHHS) to coordinate activities relating to the processing of Medi-Cal applications.				
8. Add 2 Program Coordinators	2.0	101,502		
As a result of increased activities in the CalWORKs program, these coordinators are needed to meet new demands. The coordinators play an integral part of developing and coordinating protocol and procedures to ensure enhanced communication among staff, as well as with internal and external customers, thus improving the quality of our services.				
9. Add 1 Stock Clerk.	1.0	27,918		
This action adds one Stock Clerk position to replace a Clerk Typist position deleted in Cost Center 4810. The Stock Clerk is a more appropriate classification to handle an office support function which includes some heavy liftings and stocking duties.				
10. Add Position to Audit Contracts	1.0	44,343		
Due to the implementation of new and enhanced services in the CalWORKs program, the number of service contracts with the Department has doubled compared to last year. The recommended position will perform audit function on these additional contracts.				
11. Add Positions to Fiscal Operation	2.0	127,854		
This action will add the following positions to Financial Management Services - Collection Division. These additional resources are expected to achieve increased revenue in an amount sufficient to offset the costs of the positions.				
◆ Add Two Revenue Collection Officer I's/ Revenue Collection Clerks (V35)				
These alternately staffed positions are needed due to anticipated increase in Cash Assistance Payment for Immigrants (CAPI) workload. They will also provide added efforts on debt collection.				
◆ Add One Revenue Collection Manager (NNN)				
This management position is needed to provide adequate supervision and management over the Collection Unit, in order to maximize potential collections of overpayments and General Assistance recoupments. This is a new class position.				
	Subtotal	12.0	1,157,473	3,014,408
Total Recommendation		415.0	59,939,560	214,509,815



Program Support — Cost Center 4810 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	324.0	13,130,386	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	9.5	1,119,783	
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal	333.5	14,250,169	
Recommended Changes for FY 2001			
1. Delete Vacant Positions	-3.5	(181,824)	
These positions have remained vacant and are no longer needed at the current CalWORKs caseload level.			
2. Delete One Clerk Typist	-1.0	(37,224)	
This action deletes one Clerk Typist position to have one Stock Clerk position added in Cost Center 4800. The Stock Clerk classification is more appropriate to handle duties involving heavy lifting and stocking, for which there is no staff resource currently.			
3. Add One ACT for Foster Care/CalWORKs	1.0	30,897	
This action adds one ACT needed to process child care payments for non-needily relative caretakers of children in receipt of either CalWORKs or Foster Care payments. CalWORKs Incentive money will be used to fund this position.			
Subtotal	-3.5	(188,151)	0
Total Recommendation	330.0	14,062,018	

Gilroy Community Juvenile Justice Grant — Cost Center 4831 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	3.0	775,865	817,232
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(32,274)	
Internal Service Funds Adjustment			
Other Required Adjustments			(42,822)
Subtotal	2.0	743,591	774,410
Recommended Changes for FY 2001			
Total Recommendation	2.0	743,591	774,410

Staff Development — Cost Center 4861 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	30.0	1,939,578	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		584,623	
Internal Service Funds Adjustment			



Staff Development — Cost Center 4861 Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Other Required Adjustments			0
Subtotal	37.0	2,524,201	
Recommended Changes for FY 2001			
1. Add Positions to Office Automation Training Unit	3.0	135,990	
<ul style="list-style-type: none"> ◆ Add One Senior Training and Staff Development Specialist (B23) <p>This position is needed to supervise the Office Automation System Coordinators in the Automation & Training Unit. Staff Development also requires a training supervisor to take on and to prepare for CalWIN training needs in the future.</p> <ul style="list-style-type: none"> ◆ Add Two Office Automation System Coordinators (C53) <p>This action will provide the necessary resources for Staff Development to conduct up to date automation training and documentation, particularly for systems specific to the Agency.</p>			
2. Add Positions to Eligibility Training Unit	6.0	289,224	
<p>The following positions in Staff Development are tied to the Department of Employment and Benefit Services (DEBS) Eligibility training need. DEBS is planning on returning to six-month training classes for new Eligibility Workers.</p> <ul style="list-style-type: none"> ◆ Add One Alternately Staffed Staff Development Specialist (E42) <p>This position is necessary to support CalWORKs eligibility training for new and existing Eligibility Workers.</p> <ul style="list-style-type: none"> ◆ ADD Two Alternately Staffed Staff Development Specialists (E42) <p>This action will ensure adequate support for Agency-wide training needs and six-month eligibility worker induction classes.</p> <ul style="list-style-type: none"> ◆ Add Three Eligibility Work Supervisors (E44) <p>This action will add three Eligibility Work Supervisors to Staff Development. These positions are needed to train and supervise new eligibility workers during the induction training.</p>			
Subtotal	9.0	425,214	0
Total Recommendation	46.0	2,949,415	

Staff Development Trainees — Cost Center 4862 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	15.0	597,661	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	15.0	728,961	
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal	30.0	1,326,622	
Recommended Changes for FY 2001			
Total Recommendation	30.0	1,326,622	



Children's Shelter — Cost Center 4870 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	138.0	10,017,332	196,771
Board Approved Adjustments During FY 2000		100,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	726,559	
Internal Service Funds Adjustment		37,665	
Other Required Adjustments		(17,043)	0
Subtotal	137.0	10,864,513	196,771
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		—	—
Increased Cost for Pharmacy Staff		43,454	0
1. Add One Children's Shelter Deputy Administrator	1.0	58,194	
The Children's Shelter currently has one Administrator and one Deputy Administrator. Given the demands of a sensitive 24-hour facility and the demands to respond to critical incidents, the addition of a second Deputy Administrator is necessary to provide essential management depth.			
2. Delete Two Shelter Social Work Supervisors	-2.0	(143,304)	
These two positions are being redirected from the Children's Shelter to the new Court Officers Unit as there is no longer a need at the Shelter.			
Subtotal	-1.0	(41,656)	0
Total Recommendation	136.0	10,822,857	196,771

Clover House — Cost Center 4874 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget			
Board Approved Adjustments During FY 2000	20.0		
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		768,192	
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal	20.0	768,192	
Recommended Changes for FY 2001			
Total Recommendation	20.0	768,192	

Electronic Data Processing — Cost Center 4903 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	84.2	11,686,953	414,540
Board Approved Adjustments During FY 2000	10.0	2,793,680	1,879,836
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	5.8	2,013,202	
Internal Service Funds Adjustment		(19,556)	



Electronic Data Processing — Cost Center 4903

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Other Required Adjustments		2,683,961	2,475,194
Subtotal	100.0	19,158,240	4,769,570
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		(1,687)	0
1. Delete 1 Unclassified Management Analyst, Add 1 Classified Management Analyst		(16,578)	
<p>This action replaces the time-limited unclassified Management Analyst position with a classified, permanent code. This is necessary for the on-going technical support of the CalWORKs program. This Management Analyst will be responsible for providing and analyzing statistical data used to measure the effectiveness of our programs, as well as to meet State and Federal reporting requirements.</p>			
2. Add Positions to Support Network	2.0	160,235	
<p>◆ Add One Information Services Manager III (NNN)</p> <p>This new class position is needed to manage an expanding Server and Network Infrastructure Unit that consists of Sun Server Systems Team, NT Server Systems Team and Network Team. This area is critical to the planning and deployment of the new California Welfare Information System Network (CalWIN) project.</p> <p>◆ Add Two Department Information Systems Specialist II's (G13)</p> <p>These positions will support an expanded network systems and the new Microsoft NT server platform. This is a growing area of the Agency's systems because it is required for CalWIN.</p>			
3. Add positions to Application Development Section	2.0	80,448	
<p>◆ Add Two Department Information Systems Specialist I's (G39)</p> <p>These positions are needed for the Office of the Director and the Department of Family & Children's Services internal application development and automation projects related to work flow management and process improvement. The additions will allow the Agency to capitalize on its significant investment in desktop computers and network.</p>			
4. Add One MIS Project Manager for DEBS	1.0	23,667	
<p>◆ Add One MIS Project Manager for the Department of Employment & Benefit Services (DEBS) (G65)</p> <p>This management position is needed to consolidate all DEBS support. The manager will provide leadership and oversee CDS/MEDS, GIS/CWES as well as the new and emerging CalWIN division.</p>			
5. Add positions to MIS Project for DOOD/DAAS and Webs	2.0	123,237	
<p>◆ Add One MIS Project Manager (G65)</p> <p>This position is required to manage the new Support Unit for the following departments: The Office of the Director, Aging and Adult Services and Web Support. These departments have significant Information Systems needs from automation of internal workflow, to data management, to new applications for IHSS case management and APS enhancements.</p> <p>◆ Add One Department Information Systems Analyst (G40)</p> <p>This position is needed to implement IHSS case tracking system and provide Web support</p>			
6. Add position to Operations and Help Desk	1.0	40,545	
<p>◆ Add One Office Automation Coordinator (C53)</p> <p>This addition will provide end users support at the Help Desk Call Center. An Office Automation Coordinator will be able to assess application problems, provide user training and to assess user needs.</p>			
7. Wyse Terminal Replacement Project		704,488	
<p>◆ Fund Wyse Terminal Replacement Project</p> <p>The Agency is in the process of replacing 996 Eligibility Worker Wyse terminal equipment with NT based personal computers, which will improve current service delivery immediately with easy access to online eligibility handbook and a common message and calendar system. The replacement of equipment will better prepare the Agency staff for CalWIN implementation in 2003. The transition to Windows and PCs must happen with CalWIN deployment. By converting staff to Windows this year, we will have time to build skills and prepare for changes. This project is being developed with state approval and will be fully reimbursed.</p>			



Electronic Data Processing — Cost Center 4903 Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
8. Add positions to CWS/CMS Help Desk	2.0	83,538	
◆ Add Two Help Desk Specialists (G42)			
These positions are needed to support the growth of the Department of Family and Children's Services (DFCS). The influx of new staff creates increased demands on the Help Desk which responds to all trouble calls or questions regarding use of hardware or software from staff in DFCS.			
9. Add Position to CWS/CMS DFCS Support	1.0	60,336	
◆ Add One Department Information Systems Specialist I (G39)			
This alternately staffed position will provide decision support to DFCS staff utilizing data from automated systems like CWS/CMS. Data from the system is continually needed by DFCS staff to evaluate needs or programs as well as to monitor work completion.			
10. Add position to CWS/CMS Training	1.0	33,471	
◆ Add One Management Aide (B1W)			
This position will provide assistance to the Social Work Trainer and training to clerical staff in DFCS.			
11. Add Position to Information Systems CWS/CMS Unit	1.0	50,751	
◆ Add One Social Work Coordinator II (Y48)			
There are specific pieces of CWS/CMS application which require very detailed knowledge of the work being done by the social workers as well as the expectations of the court or California Department of Social Services. This position will provide process and procedural guidance to the Child Welfare staff in the use of court reports in the automated system.			
12. CWS/CMS Computer Replacement Project		358,903	
◆ CWS/CMS Personal Computer Replacement Project			
The Agency is replacing 584 IBM personal computers for Child Welfare staff. Most of these personal computers were provided to the County by the CWS project in 1996. They are out dated and are unable to handle the complexity of the CWS/CMS applications with needed speed and efficiency.			
	Subtotal	1,701,354	0
Total Recommendation	113.0	20,859,594	4,769,570

Child Development Services — Cost Center 5000 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget		2,094,672	2,320,178
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			67,687
	Subtotal	2,094,672	2,387,865
Recommended Changes for FY 2001			
1. Department Of Education Revenues			(684)
This revenue is State Department of Education revenue for the Child Development Program.			
	Subtotal	0	(684)
Total Recommendation		2,094,672	2,387,181



JTPA Administration — Cost Center 5010 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	36.0	2,484,271	2,874,343
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-25.0	(1,393,200)	
Internal Service Funds Adjustment		39,474	
Other Required Adjustments		30,936	(1,122,116)
Subtotal	11.0	1,161,481	1,752,227
Recommended Changes for FY 2001			
1. Add 1 Management Analyst and 1 Unclassified Associate Management Analyst.	2.0	99,468	
These positions will provide the administrative support needed in order for the Department to successfully contract for Workforce Investment Act (WIA) services. This contract will ensure that intensive services for dislocated workers and disadvantaged adults will be delivered.			
2. WIA Administration Revenues			153,600
This is the WIA Program (JTPA) administration revenue.			
Subtotal	2.0	99,468	153,600
Total Recommendation	13.0	1,260,949	1,905,827

JTPA Office Professional Staff — Cost Center 5012 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	8.0	294,477	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	(175,787)	
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal	24.0	118,690	
Recommended Changes for FY 2001			
Total Recommendation	24.0	118,690	

JTPA Direct Program - Prior Year — Cost Center 5020 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget		9,278,981	11,830,931
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		(1,532)	
Other Required Adjustments		(2,837,721)	(2,875,459)
Subtotal		6,439,728	8,955,472



JTPA Direct Program - Prior Year — Cost Center 5020 Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Recommended Changes for FY 2001			
1. WIA Direct Programs Revenues			25,717
Revenues for contracted employment services.			
Subtotal	0.0	0	25,717
Total Recommendation		6,439,728	8,981,189

Management Information Systems Unit — Cost Center 5040 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	7.0	543,001	
Board Approved Adjustments During FY 2000		356,857	356,857
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	3.0	(49,784)	
Internal Service Funds Adjustment			
Other Required Adjustments		(354,930)	(356,857)
Subtotal	10.0	495,143	
Recommended Changes for FY 2001			
Total Recommendation	10.0	495,143	

Summer Youth Program — Cost Center 5042 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	31.0	3,194,839	3,564,123
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-7.0	(901,541)	
Internal Service Funds Adjustment			
Other Required Adjustments		(2,293,298)	(3,564,123)
Subtotal	24.0		
Recommended Changes for FY 2001			
Total Recommendation	24.0		

Job Training and Partnership (JTPA) Programs — Cost Center 5044 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	34.0	2,220,424	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-11.0	(699,032)	



Job Training and Partnership (JTPA) Programs — Cost Center 5044 Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal	23.0	1,521,392	
Recommended Changes for FY 2001			
Total Recommendation	23.0	1,521,392	

Refugee Targeted Assistance Program — Cost Center 5100 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	4.0	2,479,175	2,409,635
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		8,555	
Internal Service Funds Adjustment			
Other Required Adjustments		233,604	289,279
Subtotal	4.0	2,721,334	2,698,914
Recommended Changes for FY 2001			
1. Refugee Employment Services Revenues			(1,797)
Revenues for the Targeted Assistance and Refugee Employment Social Services programs.			
Subtotal	0.0	0	(1,797)
Total Recommendation	4.0	2,721,334	2,697,117

Employment Services Program — Cost Center 5200 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	179.0	18,043,092	966,976
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	16.0	1,969,162	
Internal Service Funds Adjustment		1,460,503	
Other Required Adjustments		7,067,121	1,460,303
Subtotal	195.0	28,539,878	2,427,279
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		—	—
Increase in TANF Support for NCP		390,557	0
1. CallEARN Revenues			390,559
This is the Non-Custodial Parent Program revenue.			
Subtotal	0.0	390,557	390,559
Total Recommendation	195.0	28,930,435	2,817,838



Employment Services Support Staff — Cost Center 5202 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	40.0	4,571,218	
Board Approved Adjustments During FY 2000	3.0		
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		(126,215)	
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal	43.0	4,445,003	
Recommended Changes for FY 2001			
1. Delete Vacant Positions	-2.0	(121,020)	
These positions have remained vacant and are no longer needed at the current CalWORKs caseload level.			
2. Add 1 Management Analyst.	1.0	49,734	
This Management Analyst code is requested to replace one ACT code not needed. The Management Analyst will provide support to the Program Manager in analyzing data, as well as researching, developing, and maintaining written office procedures to help enhance the communication with staff, and internal/external customers.			
Subtotal	-1.0	(71,286)	0
Total Recommendation	42.0	4,373,717	

Employment Services Office Professional Staff — Cost Center 5203 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	39.0	1,667,624	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-4.0	(100,805)	
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal	35.0	1,566,819	
Recommended Changes for FY 2001			
1. Delete One Advanced Clerk Typist	-1.0	(41,196)	
This ACT code is being replaced by a Management Analyst code, which is a more appropriate classification to provide the necessary technical and analytical support to the Program Manager.			
Subtotal	-1.0	(41,196)	0
Total Recommendation	34.0	1,525,623	



Benefit Services Program — Cost Center 5300

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	716.0	64,750,984	
Board Approved Adjustments During FY 2000	-9.0	(680,073)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-32.0	717,622	
Internal Service Funds Adjustment		411,362	
Other Required Adjustments		5,759,293	3,693,292
Subtotal	675.0	70,959,188	3,693,292
Recommended Changes for FY 2001			
1. Delete Vacant Positions	-13.0	(698,256)	
These positions have remained vacant and are not needed at the current CalWORKs caseload level.			
2. Add 4 Eligibility Examiners	4.0	169,524	
This action adds four Eligibility Examiners. These additional positions will review and complete more overpayment calculations to help reduce the backlog of referrals from the state, the District Attorney's office, and district offices. The result is a reduction in grant error rate, and revenue generated for the County General Fund.			
3. Upgrade the Vocational Services System		100,000	
The computerized Vocational Services System (VSS) was implemented in June 1993 and is now due for an enhancement in system programming. This modification is necessary to more effectively manage the General Assistance (GA) program, and to better serve a more stable GA population, now ranging around 1,400.			
4. Add Position to Quality Control Unit	1.0	42,381	
◆ Add One Eligibility Examiner (E50)			
This action will add one Eligibility Examiner to the Quality Control Unit to do mandated State Review of Employment Services cases, and to allow support for reviews of Food Stamp cases to comply with the federal error rate tolerance.			
Subtotal	-8.0	(386,351)	0
Total Recommendation	667.0	70,572,837	3,693,292

Children's Services Programs — Cost Center 5400

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	420.0	37,036,182	3,579,217
Board Approved Adjustments During FY 2000	4.3	609,590	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.8	2,872,228	
Internal Service Funds Adjustment		(40,679)	
Other Required Adjustments		(477,831)	198,494
Subtotal	426.2	39,999,490	3,777,711
Recommended Changes for FY 2001			
1. Add Six Unclassified Social Worker IIIs for South County		289,116	
South County has one of the fastest growing populations in the State. As a result, DFCS's South County caseload have been increasing. Five of these positions are requested to meet the demands of the increased caseload, and one position is requested to conduct court-ordered Domestic Violence assessments of perpetrators in the South County region. These positions are being requested as unclassified in anticipation of the implementation of the KinGAP program which will likely reduce the CWS caseload.			



Children's Services Programs — Cost Center 5400

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
2. Add 6 SW Supervisors and One Program Manager for Court Officers Unit	7.0	377,334	
<p>Currently, Social Workers are appearing in Court and are operating in the highly complex legal system with little experience. This often has resulted in inconsistencies and led to multiple continuances and thus time away from providing direct services to children. This action redirects two SW Supervisors from the Children's Shelter to the newly created Court Officers Unit. The remainder of positions are also being requested to staff the Court Officers Unit. The Social Work Supervisors, as Court Officers, would work in partnership with the Social Workers in presenting the Department's social work case to the Court.</p>			
3. Add Four Social Worker IIIs to the Early Intervention Unit	4.0	192,744	
<p>This action adds four Social Worker III positions needed to expand the services of the Early Intervention Unit. This unit, currently staffed by three Social Worker II/III, works with families at the point that their child(ren) is/are taken into protective custody and brought to the Children's Shelter. Whenever possible, this unit intervenes to return the child(ren) to the family with the provision of intensive services to stabilize and strengthen the family's situation. The expansion of the intensive intervention services would permit more children and families to be "diverted" from the Children's Shelter and from the child welfare system.</p>			
4. Add Five Unclassified Social Worker IIIs for Continuing Court Services Bureau		240,730	
<p>Continuing Court Services Bureau has historically had high caseloads and workers have been over the caseload standard. This has resulted in a high staff turnover rate. This action is necessary to reduce overtime usage, and the utilization of extra help, as well as to bring the number of cases assigned to social work staff more in line with the caseload standard. These positions are being requested as unclassified in anticipation of the implementation of the KinGAP program which will likely reduce the CWS caseload.</p>			
5. Status Offender Services Contracts		511,031	
<p>During last year's Budget Hearing, the Board of Supervisors approved a one-time augmentation for the Status Offender Services Contracts. This request is to continue funding the SOS contractors so that they may continue to provide emergency shelter services and enhanced status offender crisis counseling services to juveniles and their families.</p>			
6. Services Programs Revenue			(4,839)
<p>These revenues are from various specialized Social Services programs.</p>			
7. Move Social Worker to School-Linked Services Program	-1.0	(58,704)	
<p>This position was added as a result of the deletion of a Psychiatric Social Worker in the Mental Health Department, as part of the MidYear budget adjustment for the Health and Hospital System. The transmittal indicated that the position was for the School-Linked Services Program, but it was mistakenly added to the Social Services Agency. This action removes the position so that it can be added in the School-Linked Services Program.</p>			
Subtotal	10.0	1,552,251	(4,839)
Total Recommendation	436.2	41,551,741	3,772,872

SSA Nutrition Services To The Aged — Budget Unit 0509

Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
4890	SSA Nutrition Services To The Aged	3,713,505	4,785,853	4,785,853	4,842,097	56,244	1
	Total Expenditures	3,713,505	4,785,853	4,785,853	4,842,097	56,244	1%



SSA Nutrition Services To The Aged — Budget Unit 0509 Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
4890	SSA Nutrition Services To The Aged	2,123,939	2,929,354	2,929,354	2,664,429	(264,925)	-9
	Total Revenues	2,123,939	2,929,354	2,929,354	2,664,429	(264,925)	-9%

SSA Nutrition Services To The Aged — Cost Center 4890 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	8.0	4,785,853	2,929,354
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		60,077	
Internal Service Funds Adjustment		(3,833)	
Other Required Adjustments			(264,925)
	Subtotal	4,842,097	2,664,429
Recommended Changes for FY 2001			
Total Recommendation	8.0	4,842,097	2,664,429

SSA Categorical Aids Payments — Budget Unit 0511 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
4901	SSA Categorical Aids Payments	115,877,774	140,736,377	125,625,105	150,223,251	9,486,874	7
	Total Expenditures	115,877,774	140,736,377	125,625,105	150,223,251	9,486,874	7%

SSA Categorical Aids Payments — Budget Unit 0511 Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
4901	SSA Categorical Aids Payments	107,350,747	125,268,377	110,268,377	132,700,260	7,431,883	6
	Total Revenues	107,350,747	125,268,377	110,268,377	132,700,260	7,431,883	6%



SSA Categorical Aids Payments — Cost Center 4901

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget		140,736,377	125,268,377
Board Approved Adjustments During FY 2000		(15,111,272)	(15,000,000)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			
		20,078,365	22,431,883
	Subtotal	145,703,470	132,700,260
Recommended Changes for FY 2001			
1. Out Of Home Placement Reserve		3,000,000	
<p>This recommendation establishes a \$3,000,000 reserve for Out-of Home Placement solutions. The goal would be to achieve a reduction in the Children Shelter population and to improve the number, type and level of out-of-home placements that would be available for children. Social Workers would have more choices and more appropriate placement opportunities. Social Services had proposed several specific items in their requested budget, a reserve has been established to fund some of them. The requested proposals included augmentations to all levels of out of home placements: foster homes, Foster Family Agencies (FFA), and group homes. It included also the expansion of the Wrap Around program by 20 beds. The SSA original request totaled a net of \$5,568,949. The \$50 monthly supplement for foster parents, \$900,000 has been recommended for one-time funding. This leaves \$4,668,949 from the original request and the \$3,000,000 reserve available for these purposes.</p>			
		900,000	
2. Foster Parent Supplement			
<p>The Board of Supervisors approved a one-time \$50 supplement for FY 2000 for foster parents, in recognition of the additional cost that foster parents incur above the amount the state authorizes for foster children. The county continues to work at the state level and legislatively to get the actual cost of raising foster children recognized by the state. Due to the lack of success so far, this one-time augmentation of \$50 a month will continue for FY 2001.</p>			
		619,781	
3. Augment Welfare Reform Reserve			
<p>The Welfare Reform Reserve is being increased by \$619,781 for a total of \$3,000,000. This reserve is available to the Board to cover services and costs that can not be met with other state and federal public assistance programs and revenues. This reserve was originally implemented to address concerns from the implementation of the Federal Welfare Reform legislation. These funds have been used to provide additional services to the working poor and other low income residents of Santa Clara county, since it was established in FY 1998.</p>			
	Subtotal	0.0	0
		4,519,781	
Total Recommendation		150,223,251	132,700,260



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

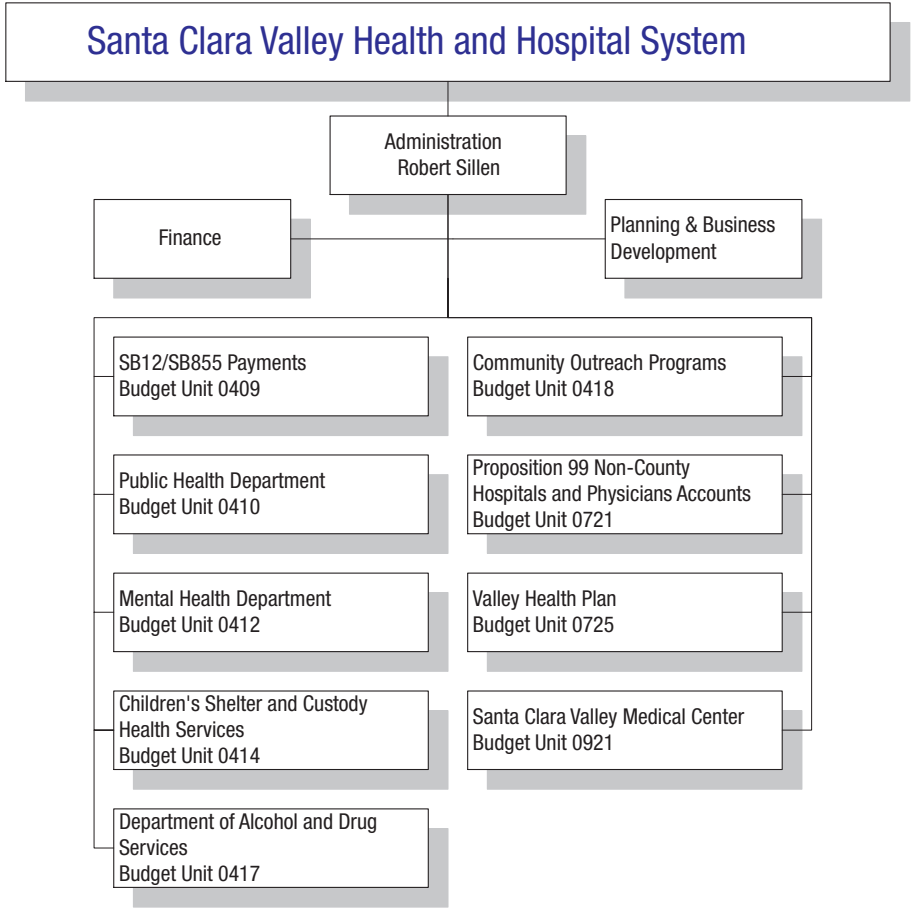
- ◆ SB 12/SB 855 Payments
- ◆ Public Health Department
- ◆ Mental Health Department
- ◆ Children's Shelter and Custody Health Services
- ◆ Department of Alcohol and Drug Services
- ◆ Community Outreach Programs
- ◆ Prop 99 Non-County Hospital and Physician Funds
- ◆ Valley Health Plan
- ◆ Santa Clara County Valley Medical Center



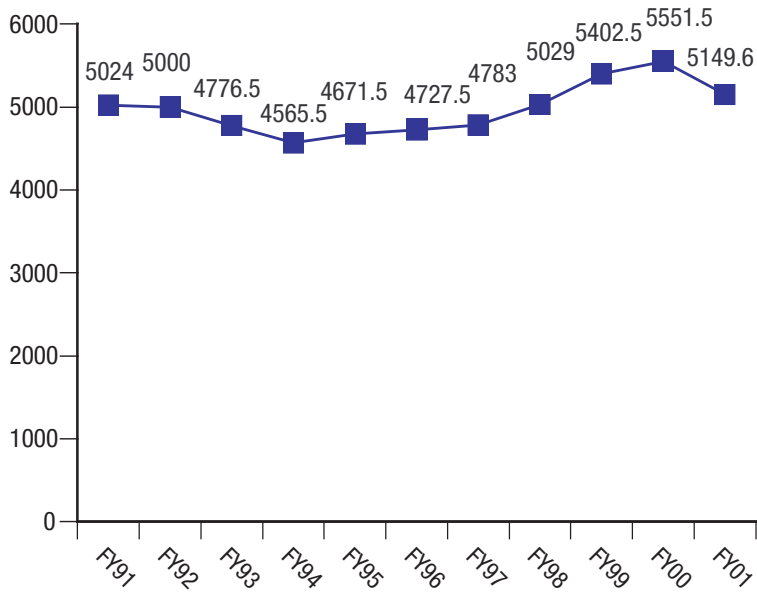
Cost: \$864,157,367



Staff: 5149.6



10-Year Staffing Trend



Expenditures by Department

BU	Department Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
0409	SB12/SB855 Funds	94,612,178	103,571,593	103,571,593	115,478,924	11,907,331	11
0410	Public Health	50,657,441	58,041,112	62,145,388	64,080,638	6,039,526	10
0412	Mental Health	111,508,497	129,224,288	135,010,215	142,068,779	12,844,491	10
0414	Children's Shelter & Custody Health Services	108,746	47,470	101,276	1,005	(46,465)	-98
0417	Bureau Of Drug And Alcohol Programs	21,627,466	27,562,443	30,784,828	28,903,472	1,341,029	5
0418	Community Outreach Programs			351,888	4,697,285	4,697,285	
0721	Prop 99 Non-County Hospital Fund	1,384,374	817,726	817,726	1,000,000	182,274	22
0725	Valley Health Plan	34,835,115	35,038,194	35,486,194	35,453,890	415,696	1
0921	Valley Medical Center	502,824,705	431,454,156	444,689,175	472,473,374	41,019,218	10
	Total Expenditures	816,174,148	785,756,982	812,958,283	864,157,367	78,400,385	10%

Revenues by Department

BU	Department Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
0409	SB12/SB855 Funds	93,520,953	103,571,593	103,571,593	115,478,924	11,907,331	11
0410	Public Health	28,985,335	30,682,006	31,838,575	30,381,772	(300,234)	-1
0412	Mental Health	91,639,997	101,868,946	105,682,512	107,885,114	6,016,168	6
0414	Children's Shelter & Custody Health Services	150,536	100,000	100,000	100,000		
0417	Bureau Of Drug And Alcohol Programs	15,836,690	16,577,146	19,386,562	16,221,222	(355,924)	-2
0418	Community Outreach Programs				250,000	250,000	
0721	Prop 99 Non-County Hospital Fund	1,384,371	817,726	817,726	1,000,000	182,274	22
0725	Valley Health Plan	36,631,801	35,051,543	35,499,543	35,494,189	442,646	1
0921	Valley Medical Center	614,240,049	424,772,819	463,329,713	465,792,041	41,019,222	10
	Total Revenues	881,005,361	713,441,779	760,226,224	772,603,262	59,161,483	10%

SB12/SB855 Funds — Budget Unit 0409

Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
4322	SB12 Payments	1,765,056	1,495,593	1,495,593	1,495,593		
4324	SB 855 Funds	92,847,122	102,076,000	102,076,000	113,983,331	11,907,331	12
	Total Expenditures	94,612,178	103,571,593	103,571,593	115,478,924	11,907,331	11%



SB12/SB855 Funds — Budget Unit 0409
Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
4322	SB12 Payments	(673,831)	1,495,593	1,495,593	1,495,593		0
4324	SB 855 Funds	(92,847,122)	102,076,000	102,076,000	113,983,331	11,907,331	12
	Total Revenues	(93,520,953)	103,571,593	103,571,593	115,478,924	11,907,331	11 %

SB12 Payments — Cost Center 4322
Major Changes to the Budget

	Positions	Appropriations	Revenues
SB-12 Tobacco Tax Payments (Fund Number 0018)			
FY 2000 Approved Budget		1,495,593	1,495,593
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			0
	Subtotal	1,495,593	1,495,593
Recommended Changes for FY 2001			
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 2000 Approved Budget		102,076,000	102,076,000
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		11,907,331	11,907,331
	Subtotal	113,983,331	113,983,331
Recommended Changes for FY 2001			
Total Recommendation		113,983,331	113,983,331



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; responding to disasters and disease outbreaks and epidemics; and providing a support system for all components of the Emergency Medical Services from prevention through rehabilitation. 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;
- ◆ information, education, and mobilization about public health issues; and
- ◆ promotion of active collaboration among all agencies delivering emergency medical care.

- ◆ Enhance 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.
- ◆ Improve effectiveness and efficiency of efforts that directly address the community's emergency health needs.



Cost: \$64,080,639

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; and to ensure the highest level of emergency medical care.

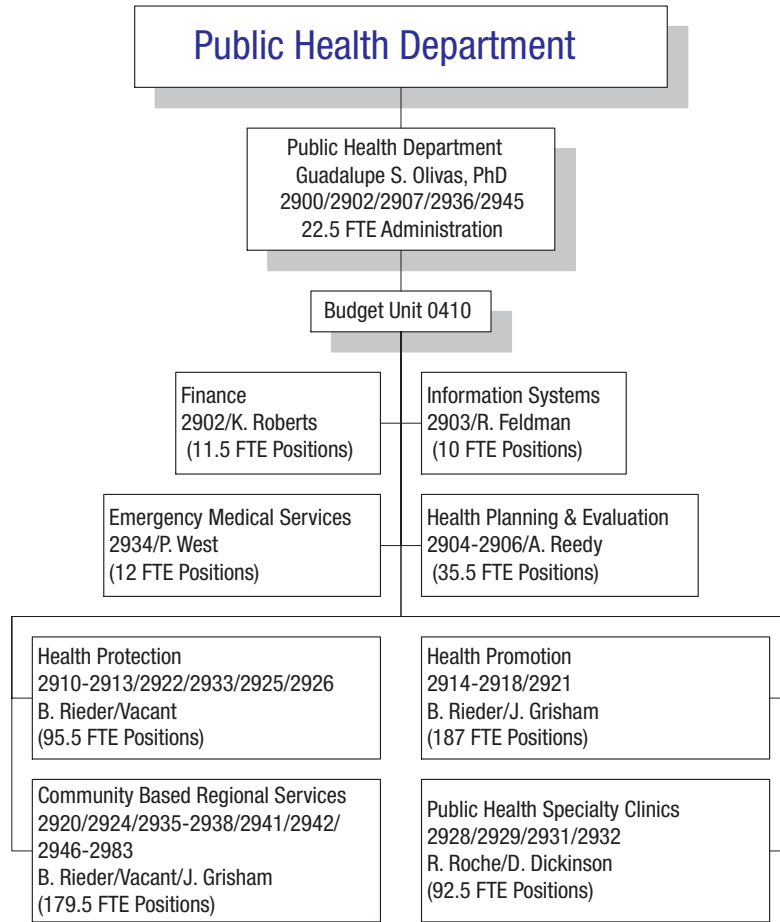
Goals

The goals of the Department of Public Health are to:

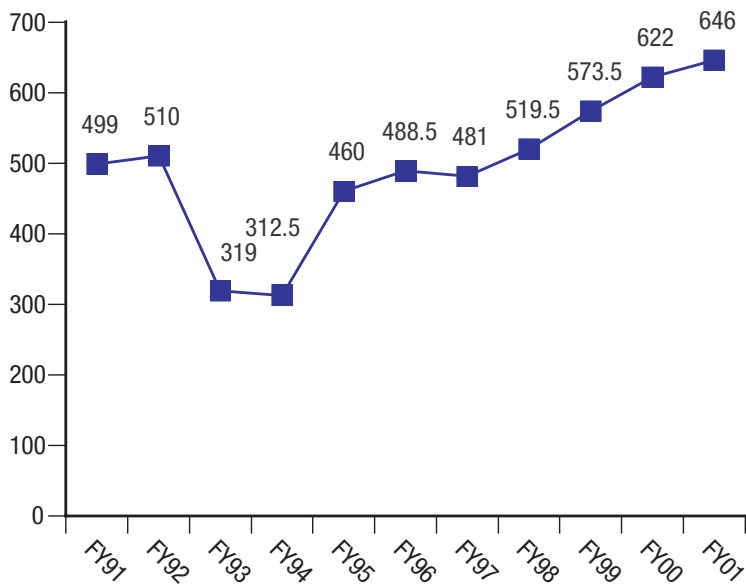
- ◆ Create a work environment in which all staff work toward continuous quality improvement for desired outcomes.



Staff: 646



10-Year Staffing Trend



Department of Public Health Overview

The Department of Public Health has five Divisions:

Health Planning and Evaluation Division: Information Systems, Data Management, and Community-wide/Department-wide Planning and Evaluation.

Health Promotion Division: Access to Care, Outreach, Provider Relations, Nutrition & Wellness, Children's Health & Prevention, and Maternal, Child & Adolescent Health Coordination.

Health Protection Division: Communicable Disease Control and Surveillance and Education, Public Health Laboratory and Pharmacy.

Community-Based Regional Services: Multidisciplinary services coordinated and delivered at six regional sites by multidisciplinary teams.

Emergency Medical Services : Agency that is responsible for 24-hour oversight, evaluation and improvement of the EMS/Trauma System in Santa Clara County.

Improving the health of the public requires active community ownership and commitment. The Department works in partnership with community agencies, leaders, interest groups and representatives of high risk population groups.

The Department provides the community with scientific knowledge and data to use in developing community-based health plans. It sets high standards of competence and practice that are both scientifically supported and relevant to the protection and promotion of the health of the public.

Since public health problems are multi-dimensional, the Department works to develop creative solutions from a wide range of community resources in collaboration with diverse partners.

FY 2000 Accomplishments

Community Assessment, Planning & Partnerships

- ◆ Produced Children & Youth Health Status Report.
- ◆ Developed Five-Year Maternal, Child & Adolescent Health Plan for improving the health of women and children.
- ◆ Garnered foundation funding of more than \$3 million for community planning efforts such as Violence Prevention, Adolescent Pregnancy Prevention, and Traffic Safety.
- ◆ Studied the cultural and health beliefs of tuberculosis patients to enhance cultural competency in providing health care to those affected by tuberculosis.
- ◆ Produced comprehensive plan for HIV/AIDS Community and Tuberculosis Strategic Plan.

Evaluation and Data Management

- ◆ Implemented a department-wide system of collecting standardized measures of service encounters and staff productivity.
- ◆ Completed Year 2000 preparedness for more than 45 public health data information systems; and replaced more than 400 computers for Year 2000 compliance.
- ◆ Developed plan and tested feasibility for a Public Health Integrated Information Systems to measure and evaluate outcomes across systems.

Cultural Diversity

- ◆ Established aDAPT (a Diversity Action Planning Team) and completed the assessment and establishment of recommendations for cultural competence in Public Health.

Highlights

- ◆ Provided 225,000 Public Health Nursing case management services to Santa Clara County residents.



- ◆ Served more than 14,500 WIC program participants.
- ◆ Provided services to 375 persons with known or suspected tuberculosis (TB) disease and over 3,000 people with latent TB infection, and over 400 children infected with TB.

Emergency Medical Services (EMS)

- ◆ Responded to over 75,000 EMS requests for assistance in 1999.
- ◆ Enabled the treatment of 4,831 patients at the County's three trauma centers. 97% of these patients survived their injuries (42.8% vehicle accidents, 20% gunshot or stabbing incidents).
- ◆ Completed the Request for Proposals (RFP) to solicit bids for Advanced Life Support Transportation component process that includes participation from all stakeholders such as City Managers, Fire Departments, healthcare providers and the public at large.

FY 2001 Planned Accomplishments:

- ◆ Improve infrastructure in critically needed areas, especially information systems, community assessment and data management capabilities to continue the departmental focus on data driven decision-making.
- ◆ 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.
- ◆ Improve the delivery of services through assessment, planning and implementation of a diversity initiative to enhance department-wide cultural competence.
- ◆ Fully implement the contract for emergency ambulance service.
- ◆ Position the Emergency Medical Services Agency as a resource of research, educational and industry information.



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, focusing on prevention strategies, and continuing the County's Comprehensive Performance Management (CPM) efforts.

Administrative Support Infrastructure

Background

The Public Health Department (PHD) has an annual budget of \$60 million, which includes 25-30 Federal, State and private grants. Most of these come with performance issues. The performance monitoring would need a dedicated staff to ensure full compliance.

The Department has more than 100 contracts. The processing of these contracts results in approximately 70 Board transmittals and numerous other service agreements on an annual basis.

The Department has one Senior Health Care Analyst and one Associate Management Analyst to provide budgeting assistance for all Public Health Regions and programs, monitoring of performance issues, transmittal processing works, analytical activities, and various other support tasks. The level of complexity and amount of work in each of these areas can be most demanding.

Recommendation

Add 1.0 FTE Management Analyst (B1P). The new position will improve administrative support areas such as budgeting, cost control, performance evaluation, and analytical activities.

Total Cost: \$65,207

Reflects 10 months funding for FY 2001

Public Health Integrated Health System

Background

During the last budget process, the Board approved funding of \$350,000 to allow the Department to begin building a centralized system that will link all its databases in an integrated way, and will enable different systems to process and share client data using a standard specification. The standard, named Common Application Tracking System (CATS), has been developed by the California State Health Department over the last eight years.

The Department has accomplished the following major tasks:

- ◆ Completed the database design specifications of the system.
- ◆ Established a network system with internet access.
- ◆ Produced a "Quality of Data Matrix" that enables integration with data warehousing efforts.
- ◆ Established policies and procedures relating to the sharing of client data.
- ◆ Completed analysis of the system capacity such as sharing from existing individual systems.
- ◆ Studied the CATS specifications and applied them comprehensively.

The Department is now ready to move into the next logical phase of the project that involves the construction of a common Client Index, and the sharing of crucial client information with programs. Major tasks include definition of specifications, infrastructure, population of the database, unduplicated client count, data retrieval, data capturing, and interfaces.

Funding for the project was reviewed and recommended by the Information Technology Committee (ITEC).

Recommendation

To continue this project and protect the first year's investment, the County Executive recommends funding for the project's second year.

Total Cost: \$456,000 (one-time)

California Children Services (CCS) – Mandated Infrastructure

Background

Based on the current caseload of 7,417 active cases, the program needs a minimum of 1.0 FTE Medical Social Worker and 0.5 FTE Nutritionist to be in compliance with the State required staffing standards. Such non-compliance would result in the County losing the Enhanced Case Management Budget that funds 6.0 FTE nursing positions in Fiscal Year 2000. This budget is specific for nurses and designated health professionals to provide intensive case management to the CCS Medi-Cal children, and is 100% reimbursed by State/Federal funds.

CCS has more than 55 computers. 30 systems are connected to the WAN/LAN (Wide Area Network/Local Area Network) and require access to at least five network applications by all 32 staff at CCS administration. In Fiscal Year 1000, CCS received and processed 11,015 service requests and 28,730 claims. CCS's daily operation is 95% automated. It is essential that CCS applications and networks receive adequate and timely technical support to ensure the highest quality of service to clients, and to prevent delays in case processing and non-compliance with the State's strict mandated time lines.

A needs assessment survey of 750 CCS children receiving therapy services indicated that 48% of 750 have one or more nutritional risks such as underweight, feeding problems, and dental problems. At present, an extra help nutritionist provides needed services to only 33 (9% of 360) children with cerebral palsy.

Recommendation

To insure an adequate and appropriate delivery of CCS services to a most disadvantaged and fragile group of children with disabilities, the County Executive recommends:

- ◆ Add 1.0 FTE Medical Social Worker (Y03) to meet the State required staffing standards; to provide consultation and technical assistance to the CCS Case Management Team; and to coordinate transition services for children and families.
- ◆ Add 1.0 FTE Department Information Systems Analyst (G40) dedicated to CCS applications and networks, to provide direct support to CCS Administration and Medical Therapy Program.
- ◆ Add 0.5 FTE Public Health Nutritionist (R24) to provide technical assistance and consultation to the CCS Medical Case Management Team on nutrition and feeding related issues.

For fiscal year 2001, the new positions require a total appropriation of \$161,979 to be offset by revenue of \$121,180, for a net county cost of \$40,799. On an annualized basis, a total appropriation of \$189,433 is required, offset by revenue of \$141,719, for a net County cost of \$47,714.

Total Cost: \$161,979

Reflects 10 months funding for FY 2001; revenue offsets \$121,180 of cost

Public Health Pharmacy's Drug Cost

Background

The Public Health Pharmacy provides pharmacy services to numerous organizations and clients: TB Clinic, Refugee Health Clinic, PACE Clinic, correctional facilities, Ryan White Program, State Pediatric Vaccine Program, VMC Pediatric Clinics, Influenza Immunization Program, and Investigational Drug Studies. It is anticipated that there will be an increase in the Pharmacy expenditures related to an estimated 8% inflation rate in pharmaceutical costs, and to a 7.5% increase in volume of prescriptions issued from the Public Health clinics, correctional facilities and AIDS Drug Administration Program (ADAP). Revenues offset most of these costs, but some are not recoverable.

Recommendation

The County Executive recommends an additional appropriation of \$80,401 for Public Health Pharmacy to reflect the current inflation rate in drug costs and increases in volume of prescriptions needed for disease control in high-risk patients.

Total Cost: \$80,401

Immunization Clinic's Revenue Loss

Background

The County's goal is to ensure that 90% of all children in Santa Clara County be fully immunized. A total of 67,322 clients were served in 1999. This target will become difficult to achieve in the future due to consecutive significant cuts in State and Federal funds: a 20% reduction in 1997 and a 30% reduction in 1998. Administrative streamlining and a reduction in discretionary services allowed the department to absorb these cuts without staff reductions. However, the recent 10% cut in funding from the State Department of Health Services, Immunization Branch, will necessitate the elimination of a Registered Nurse position, and thereby reduced service to 7,840 clients per year.

Recommendation

Delete 1.0 FTE Clinical Nurse III (S75).

Immunization is an important public health service. It is the primary responsibility of the State and Federal governments to ensure adequate funding of the service. The County Executive recommends no replacement of the lost revenue.

Total Cost: \$0

Revenue and expense will be reduced by \$82,000

Tuberculosis Medication Compliance Assurance

Background

Tuberculosis (TB) continues to be a significant public health problem in Santa Clara County. Despite a model program, there was only a slight drop in the TB rate in 1999. The Department provides case management for 377 people with active or suspected TB and follow up services for approximately 1,200 individuals under treatment for latent TB infection. Each case results in an investigation that may involve up to 15 household contacts, and potentially numerous other contacts if follow up is directed to school, worksite, or jail. Intensive monitoring and follow up are needed for extended periods of time to insure control of the disease through adequate medication adherence. Without appropriate drug treatment and compliance, there is a significant risk of developing multi-drug resistant strains of the disease, which is most dangerous and costly.

Recommendation

Add 2.0 FTEs Public Health Nurse II (S48) for medication compliance activities.

Total Cost: \$143,134

Reflects 10 months funding for FY 2001

Foster Care Health Program Expansion

Background

Many of the foster care children have serious health and developmental issues due to their abusive situations. The current unit of 3 Public Health Nurses (PHNs) and a clerk is inadequate to assure that an estimated 3,000 foster care children receive prevention, early intervention, and treatment services for medical, dental, developmental, behavioral, and nutritional problems.

In 1999, the children in foster care receive home visits and case management from two PHNs (the other one is at the Children's Shelter) who received 325 referrals during the year. Each PHN is carrying a caseload of 80 very complex and high intensity cases.

Recommendation

- ◆ Add 5.0 FTEs Public Health Nurse II (S48) to augment the existing Child Health and Disability Prevention (CHDP) Program. The new positions will provide coordination and pertinent information sharing with other Departments as well as assuring access to care for the foster care children.
- ◆ Add 1.0 FTE Program Manager I (B3P) to provide appropriate oversight for staff, reports, quality assurance and evaluation.
- ◆ Add 1.0 FTE Medical Admitting Clerk (D15) to provide clerical support and data entry for the program, which is necessary for program evaluation.

For Fiscal Year 2001, the new positions require a total appropriation of \$470,985 to be offset by CHDP revenue of \$310,083 for a total net county cost of \$160,902. On an annualized basis, a total appropriation of \$550,813 is required, offset by CHDP revenue of \$362,639 for a net County cost of \$188,174.

Total Cost: \$470,985

Reflects 10 months funding for FY 2001; revenue offsets \$310,083 of total cost



Emergency Medical Services (EMS)

Compliance and Monitoring Strategy

During the fiscal year 2000 budget process, the Board approved a staff position to ensure the system be diligently monitored for compliance with agreements and standards of service. The anticipated outcome was twofold: reduction of County's legal and financial risk, and improved service delivery.

The EMS Division has made some progress in both areas of compliance and monitoring. The new staff has been instrumental in enabling the system to improve its disaster response readiness, and to begin a joint collaborative effort with providers and first responders in developing an interlocking data system that will provide valuable data essential to the EMS compliance and monitoring strategy. However, the Division has discovered that the complexity of the EMS system, involving more than 100 agencies and 2,500 pre-hospital care practitioners, requires more resources than currently available. Much remains to be done in areas such as monitoring of the patient care provided by the contract provider, development of an agency policy relating to the facility diversion issue, review and verification of the contract provider's late responses, monitoring of all EMS training classes for quality assurances, and evaluation of designated trauma centers.

Recommendation

The County Executive recommends an appropriation of \$258,198 to the EMS budget to ensure the County meets its statutory and regulatory requirements in the areas of compliance and monitoring of the system. The recommended actions include:

- ◆ One-time funding for audit contracts to ensure providers' compliance with terms of their contracts. The cost is \$50,000.
- ◆ One-time funding for the design, development and implementation of a comprehensive data collection system essential to monitor EMS provider's performance and contract compliance. The cost is \$50,000.

- ◆ One-time funding providing resources for EMS to evaluate the trauma centers and other components of the system. The cost is \$37,000.
- ◆ Addition of 1.0 FTE Health Program Specialist (B19) to provide ongoing maintenance and management of the Division's pre-hospital patient information repositories that includes the Trauma, Cardiac Arrest, and Pre-Hospital patient registries. The position will ensure that routine monitoring and evaluation is done on the trauma centers.
- ◆ Addition of 1.0 FTE Management Aide (B1W) to provide staff support to the administrative and management staff. The position will be fully funded by increased annual assessment of ambulance permit fees.

For Fiscal Year 2001, the new positions and one-time projects require a total appropriation of \$258,198 to be fully offset by SB 12 revenues and Ambulance fees. On an annualized basis, a total appropriation of \$141,740 is required that will also be fully offset by SB 12 revenues and Ambulance fees.

Total Cost: \$258,198

\$137,000 one-time; revenue fully offsets all costs

Support of Community Clinics

Background

Last year, the Board approved funding of \$270,000 to support Mayview Community Clinic, Planned Parenthood Mar Monte Clinic, and Gardner Family Health Network as a result of their revenue losses related to Managed Care and Welfare Reform. These Clinics have received County funding to provide primary care services to County residents for many years. Together with Santa Clara Valley Health and Hospital System, they form the core of the County's safety-net for primary care in Santa Clara County.

It is anticipated that the Clinics continue to experience financial difficulties through next year due to increases in the uninsured population, decreases in Medi-Cal enrollees, escalating cost of maintaining current service levels in the Bay Area.

Recommendation

Recognizing the special relationship and the important role these Clinics play in the County's health care system, the County Executive recommends support funding for the Clinics for another year.

Total Cost: \$270,000 (one-time)

TB & Refugee Clinic Pharmacy's Drug Cost

Background

The TB and Refugee Clinic anticipates that there will be a cost increase in its pharmaceutical expenditures. The increase is attributed to the following:

- ◆ 7% inflation rate in pharmaceutical costs
- ◆ 7% increase in volume of prescriptions issued by the Clinic's physicians
- ◆ 10% cost increase resulted from the Pharmacy's periodic replacement of old drugs with new ones that were proven to be safer, better, and more tolerable.
- ◆ Tuberculosis can be treated, but only if the patient adheres to a strict medication regime. Any failure would result in the case becoming resistant to the medication. A replacement of the drug by a new one is necessary. Repeated failures would lead to a potentially dangerous multi-drug resistant condition. The treatment of these cases is costly as it often involves complex and expensive medication

therapies. Last year, the TB and Refugee Clinic experienced a 100% increase of multi-drug resistant cases over the prior year. If the trend continues, there could be significant cost increases in the Clinic's pharmacy expenditures.

Recommendation

The County Executive recommends an additional appropriation of \$180,000 for TB and Refugee Pharmacy to reflect the current inflation rate in drug costs, increases in volume of prescriptions needed for disease control, replacement of old drugs by new ones, and costs related to the TB medications required to treat multi-drug resistant cases.

Total Cost: \$180,000

Public Health — Budget Unit 0410 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
2900	Public Health Administration	7,922,304	10,807,709	14,443,536	13,324,951	2,517,242	23
2909	Central Services	18,831,263	23,060,257	25,784,403	27,786,257	4,726,000	20
2925	Support Services	1,951,771	2,145,437	2,180,768	2,567,962	422,525	20
2928	Ambulatory Care	7,522,567	8,857,945	6,344,044	6,874,004	(1,983,941)	-22
2934	Emergency Medical Services	2,274,949	2,329,804	2,550,994	1,978,659	(351,145)	-15
2936	Region 1	1,419,569	1,352,284	1,352,284	1,316,182	(36,102)	-3
2945	Region 2	2,836,426	2,922,909	2,921,409	3,065,277	142,368	5
2954	Region 3	2,311,495	2,065,763	2,068,948	2,278,003	212,240	10
2962	Region 4	914,988	1,187,579	1,187,577	1,347,937	160,358	14
2970	Region 5	2,276,379	2,352,844	2,352,844	2,423,907	71,063	3
2978	Region 6	853,814	958,581	958,581	1,080,283	121,702	13
Total Expenditures		50,657,441	58,041,112	62,145,388	64,080,638	6,039,526	10%

Public Health — Budget Unit 0410 Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
2900	Public Health Administration	3,608,766	3,643,082	4,665,199	4,423,519	780,437	21
2909	Central Services	18,364,606	19,362,965	21,510,947	21,171,110	1,808,145	9
2925	Support Services	1,304,545	1,255,000	1,290,331	1,290,331	35,331	3
2928	Ambulatory Care	3,665,847	4,240,383	2,008,332	1,731,884	(2,508,499)	-59
2934	Emergency Medical Services	2,396,272	2,165,576	2,348,766	1,749,928	(415,648)	-19
2936	Region 1	24,020					0
2945	Region 2	500					0
2970	Region 5		15,000	15,000	15,000		0
2978	Region 6	244					0
Total Revenues		28,985,335	30,682,006	31,838,575	30,381,772	(300,234)	-1%

Public Health Administration — Cost Center 2900 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	72.1	10,807,709	3,643,082
Board Approved Adjustments During FY 2000	8.5	3,635,827	1,022,117
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	3.0	40,293	
Internal Service Funds Adjustment		1,738,208	
Other Required Adjustments		(3,419,913)	(241,680)



Public Health Administration — Cost Center 2900
Major Changes to the Budget (Continued)

	Subtotal	Positions	Appropriations	Revenues
Recommended Changes for FY 2001		83.6	12,802,124	4,423,519
1. Add 1.0 FTE Management Analyst (B1P)		1.0	65,207	
<p>The current staff level of the Department's centralized Administrative Support Unit is insufficient to meet a workload that has increased substantially due to numerous new grants and significant budget augmentations during the last two Fiscal Years. The new position will provide the support and capacity required by the unit.</p>				
			456,000	
2. Fund the Second Year of the Integrated Health System				
<p>This is a five-year technology project that began in Fiscal Year 2000. The goal is to fully integrate the Department's stand-alone databases, to significantly enhance its computer network, and to effectively enable the sharing of client data across independent systems. The Department has completed the design and development of a central common database, the establishment of the essential network environment, and multiple feasibility studies relating to database program capability, input, and data retrieval. The funding of the project's second year will allow the Department to begin the deployment of its system that includes the following:</p> <ul style="list-style-type: none"> ◆ Installation of network equipment for pilot users ◆ Populating the central database with 30% of client data from existing databases ◆ Development of client information retrieval function at pilot sites. 				
	Subtotal	1.0	522,827	0
Total Recommendation		84.6	13,324,951	4,423,519



Central Services — Cost Center 2909

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	278.0	23,060,257	19,362,965
Board Approved Adjustments During FY 2000	5.9	2,724,146	2,147,982
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-9.8	1,182,991	
Internal Service Funds Adjustment		377,792	
Other Required Adjustments		(253,151)	(689,093)
Subtotal	274.1	27,092,035	20,821,854
Recommended Changes for FY 2001			
1. Augment Child Health & Disability Prevention (CHDP) Program	7.0	470,985	310,083
<p>Recently, the California Department of Health Services has provided additional funding to local Child Health and Disability Prevention (CHDP) for its expansion to assure that an estimated 3,000 foster care children receive prevention, early intervention and treatment services for medical, dental, developmental, behavioral, and nutritional problems. The recommended action adds the following position:</p> <ul style="list-style-type: none"> ◆ 5.0 FTEs Public Health Nurse II (S48) to complement the current unit of three PHNs ◆ 1.0 FTE Program Manager I (B3P) to provide oversight to the program ◆ 1.0 FTE Medical Admitting Clerk (D15) position to provide additional clerical support to the CHDP unit. 			
2. California Children Services - Mandated Infrastructure	2.3	161,979	121,180
<p>This action adds the following positions:</p> <ul style="list-style-type: none"> ◆ 1.0 FTE Medical Social Worker (Y03) to meet the State required staffing standards; to provide consultation and technical assistance to the CCS Case Management Team; and to coordinate transition services for children and families ◆ 1.0 FTE Department Information Systems Analyst (G40) dedicated to CCS applications and networks, to provide direct support to CCS Administration and Medical Therapy Program ◆ 0.5 FTE Public Health Nutritionist (R24) to provide technical assistance and consultation to the CCS Medical Case Management Team on nutrition and feeding related issues. 			
3. Delete 1.0 FTE Registered Nurse II	-1.0	(81,876)	(82,007)
<p>The Immunization program received funding reductions in Fiscal Year 1997 and 1998. No staff reduction occurred because of possible reductions in the Clinic's services and supplies. But the recent 10% cut in funding from the State Department of Health Services now necessitates the deletion of a Registered Nurse position.</p>			
4. Add 2.0 FTEs Public Health Nurse II	2.0	143,134	
<p>The new positions will provide intensive monitoring and follow up needed for extended periods of time to insure control of tuberculosis through adequate medication adherence. Without appropriate drug treatment and compliance, there is a significant risk of developing multi-drug resistant strains of the disease, which would result in very costly treatments and most dangerous scenarios for infected individuals.</p>			
Subtotal	10.3	694,222	349,256
Total Recommendation	284.4	27,786,257	21,171,110



Support Services — Cost Center 2925

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	13.5	2,145,437	1,255,000
Board Approved Adjustments During FY 2000		35,331	35,331
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.5	306,793	
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal	15.0	2,487,561	1,290,331
Recommended Changes for FY 2001			
1. Augment Public Health Pharmacy		80,401	
This action provides funding to Public Health Pharmacy to meet an increased cost in its pharmaceutical expenditures due to			
<ul style="list-style-type: none"> ◆ 8% inflation rate in pharmaceutical costs, and ◆ 7.5% increase in volume of prescriptions issued from the Public Health clinics, correctional facilities and AIDS Drug Administration Program (ADAP). 			
Subtotal	0.0	80,401	0
Total Recommendation	15.0	2,567,962	1,290,331

Ambulatory Care — Cost Center 2928

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	90.5	8,857,945	4,240,383
Board Approved Adjustments During FY 2000	1.2	(2,513,901)	(2,232,051)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		414,770	
Internal Service Funds Adjustment			
Other Required Adjustments		(334,810)	(276,448)
Subtotal	91.7	6,424,004	1,731,884
Recommended Changes for FY 2001			
1. Support of Community Clinics		270,000	
this action continues the one-time supplemental funding for Mayview, Planned Parenthood Mar Monte, and Gardner Family Health network Clinics. 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 Tuberculosis and Refugee Clinic's Pharmacy		180,000	
This action provides funding to TB and Refugee Clinic Pharmacy to meet an increased cost in its pharmaceutical expenditures due to			
<ul style="list-style-type: none"> ◆ 7% inflation rate in pharmaceutical costs ◆ 7% increase in volume of prescriptions issued by physicians ◆ 10% cost increase resulted from the Pharmacy's periodic replacement of old drugs with new ones that were proven to be safer and more effective. 			
Subtotal	0.0	450,000	0
Total Recommendation	91.7	6,874,004	1,731,884



Emergency Medical Services — Cost Center 2934

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	10.0	2,329,804	2,165,576
Board Approved Adjustments During FY 2000		221,190	183,190
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		87,840	
Internal Service Funds Adjustment			
Other Required Adjustments		(918,373)	(857,040)
Subtotal	10.0	1,720,461	1,491,726
Recommended Changes for FY 2001			
1. Augment Emergency Medical Services	2.0	258,198	258,202
This action provides funding for the following:			
<ul style="list-style-type: none"> ◆ Add 1.0 FTE Health Program Specialist (B19) position and 1.0 FTE Management Aide (B1W) ◆ \$50,000 one-time cost for audit contracts to fund outside legal services needed to support County Counsel as well as independent financial auditing services, both of these services needed for the contracting phase of the EMS Request for Proposal process. ◆ \$50,000 one-time cost for a data management project for the creation of a central data repository for information being collected by EMS, County Communications, Fire Departments, transport providers and hospitals to support contract compliance monitoring and performance outcomes. ◆ \$37,000 one-time cost for a trauma designation project that will allow the reevaluation of the County's three Trauma Centers by the American College of Surgeons as required by County and State regulations. 			
Subtotal	2.0	258,198	258,202
Total Recommendation	12.0	1,978,659	1,749,928

Region 1 — Cost Center 2936

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	19.0	1,352,284	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	(36,102)	
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal	17.0	1,316,182	
Recommended Changes for FY 2001			
Total Recommendation	17.0	1,316,182	



Region 2 — Cost Center 2945

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	43.5	2,922,909	
Board Approved Adjustments During FY 2000		(1,500)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-0.5	143,868	
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal	43.0	3,065,277	
Recommended Changes for FY 2001			
Total Recommendation	43.0	3,065,277	

Region 3 — Cost Center 2954

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	30.5	2,065,763	
Board Approved Adjustments During FY 2000		3,185	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	209,055	
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal	31.5	2,278,003	
Recommended Changes for FY 2001			
Total Recommendation	31.5	2,278,003	

Region 4 — Cost Center 2962

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	16.0	1,187,579	
Board Approved Adjustments During FY 2000	0.6	(2)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.2	310,391	
Internal Service Funds Adjustment		(32,031)	
Other Required Adjustments		(118,000)	0
Subtotal	17.8	1,347,937	
Recommended Changes for FY 2001			
Total Recommendation	17.8	1,347,937	



Region 5 — Cost Center 2970 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	35.5	2,352,844	15,000
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	70,376	
Internal Service Funds Adjustment		687	
Other Required Adjustments			0
Subtotal	33.5	2,423,907	15,000
Recommended Changes for FY 2001			
Total Recommendation	33.5	2,423,907	15,000

Region 6 — Cost Center 2978 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	15.5	958,581	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		126,202	
Internal Service Funds Adjustment		(4,500)	
Other Required Adjustments			0
Subtotal	15.5	1,080,283	
Recommended Changes for FY 2001			
Total Recommendation	15.5	1,080,283	



Mental Health Department Mission

The mission of the Department of Mental Health is to enable individuals in our community 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.

- ◆ To improve mental health response to children and adolescents at-risk of and in out-of-home placement.
- ◆ To alleviate human resource needs of the public mental health system.

We believe that:

- ◆ All people have the right to mental health and well being;
- ◆ All people must be treated with fairness, respect, and dignity in a culturally and linguistically competent way within their communities;
- ◆ Clients and their families will be involved in the development, implementation and evaluation of their treatment;
- ◆ The system of care has a structure and process for ensuring access to needed services for potential and current clients;
- ◆ All people must have access to the highest quality and most effective services.



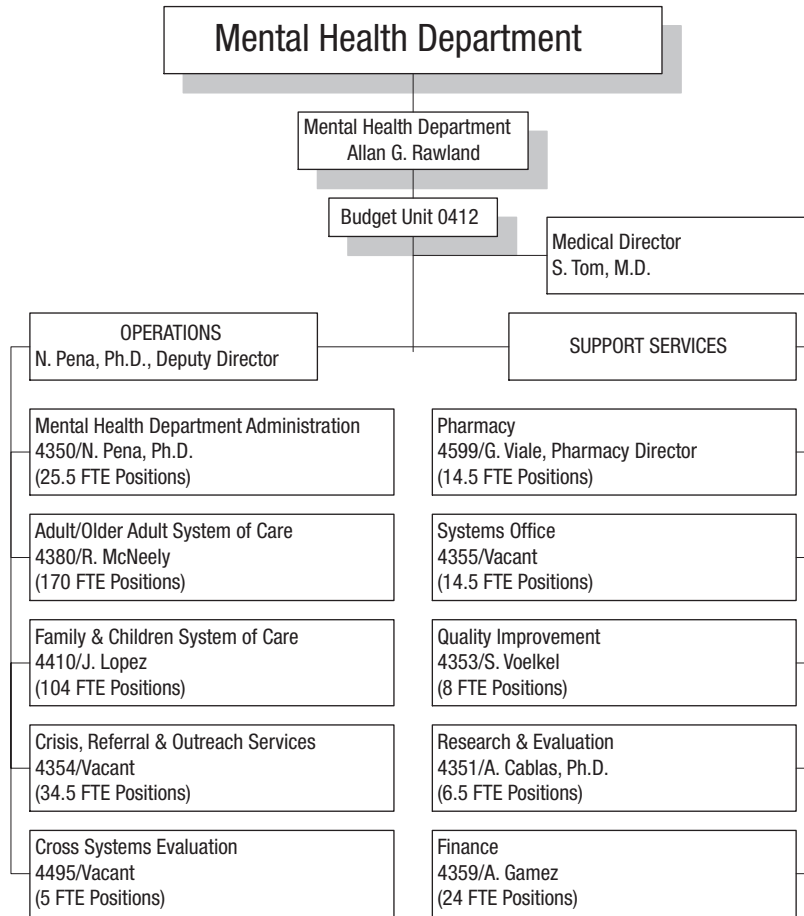
Cost: \$142,068,779

Priority goals

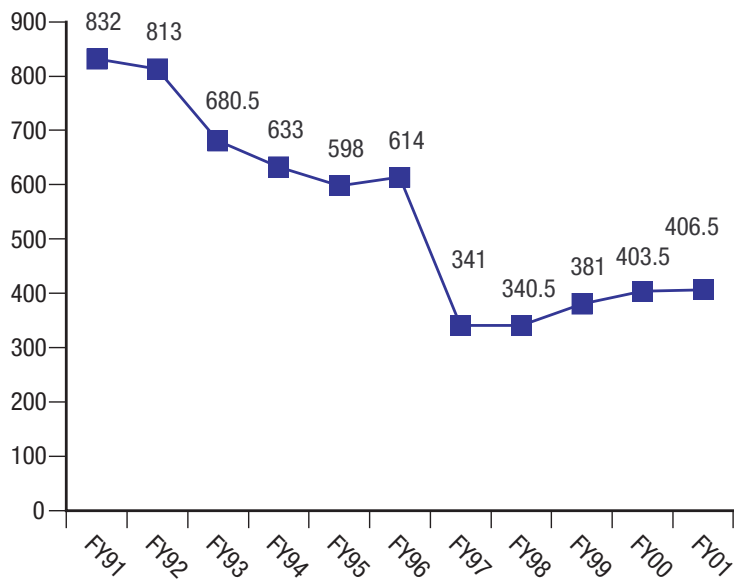
- ◆ To improve local community-based services to Seriously Mentally Ill (SMI) adult and older adult clients.
- ◆ To address the service needs of episodic, non-Seriously Mentally Ill adult and older adult clients.
- ◆ To provide adequate service for adult and older adult clients involved in the criminal justice system.
- ◆ To improve services for transition-age youth.



Staff: 406.5



10-Year Staffing Trend



Mental Health Department Overview

The Mental Health Department of the Santa Clara Valley Health and Hospital System provides services for County residents experiencing mental illness and/or serious emotional disturbance through an array of County-operated and contracted programs. Together, these programs (which range from case management to long term hospital care) create **Systems of Care** for clients of all ages experiencing mental health problems. Services are provided in several languages by staff skilled at using the individual's culture as a foundation for service delivery.

The Mental Health Department is committed to providing a continuum of care for individuals experiencing serious emotional disturbance and mental illness. These **Systems of Care** contain specialized services developed for three age groups: 1) children, adolescents, and their families; 2) adults; and 3) older adults.

Family & Children's Services

There are numerous programs for families and children experiencing mental illness, including outpatient care, specialized programs for youth incarcerated within Juvenile Hall and the Ranches, and programs specific to the unique needs of children and adolescents placed in the County-operated Children's Shelter. In addition, the Mental Health Department offers school-based mental health treatment for emotionally disturbed children, and services for children and adolescents with mental illness or serious emotional disturbance who meet Special education eligibility criteria and are entitled for services under Special Education AB 3632 legislation.

Within the Family and Children's (F&C) Services System of Care, **outpatient services** are provided by a network of County and contract agencies located throughout the County. The **Mental Health Clinic at Juvenile Hall** provides crisis evaluation, medication and brief treatment to incarcerated youth and youth placed in the Ranch programs on a 24-hour/day basis. **Specialized Services to Juvenile Probation Youth** in outpatient programs serve the needs of mentally ill juvenile

offenders with serious emotional disturbances via intensive case management and clinical outpatient services. The **Children's Shelter program** provides mental health crisis, medication, and brief treatment services to children and youth in temporary custody. **School-based services** consist of intensive outpatient services located on school sites, providing over 1300 hours per week of direct service time. **Wraparound Services** are provided for youth at-risk of out-of-home placement in mental health institutions, allowing them to remain in their natural home or foster home with services "wrapped" around the child and family.

School Day Treatment Programs located in both public and non-public school settings are open to special education students in need of mental health treatment. **Residential Day Treatment Services** (Rate Classification Level or RCL-14) are provided to seriously emotionally disturbed youth placed in group homes.

Adult and Older Adult Services

Numerous strategies are employed to provide appropriate levels of care to adults and older adults with mental illness within the community setting, as alternatives to higher levels of care. This outpatient continuum of care encompasses the use of Service Teams, transition programs for mentally ill young adults and homeless individuals, vocational and residential services, and money management services.

The 24-hour continuum of care includes crisis residential services, several hospitalization diversion programs; and IMD and state hospitalization services for those requiring long term psychiatric care in a locked facility.

Outpatient Programs. Clients identified as seriously mentally ill (SMI) are geographically assigned to **Service Teams** that serve as the single point of responsibility for these clients. Service Teams provide outpatient mental health services such as crisis intervention; individual, group, and family therapy; assessments, evaluations, medication support services, rehabilitation; and case management and money management services. A



Young Adult Transition Team has been developed to aid SMI young adults between the age of 18 and 24 with the stresses of coping with the responsibilities of life in an adult world. **Vocational Services** are provided to the mentally ill to rehabilitate them to learn job skills necessary to obtain gainful employment. **Day Treatment Services** and the **Partial Hospitalization Program** are designed to maintain the individual in a community setting and to serve clients at risk of psychiatric hospitalization. **Supported Housing programs** provide long-term transitional affordable housing options to SMI individuals and the **Shelter Plus** and **Homeless Shelter** programs serve to provide shelter housing and link individuals with service providers to obtain permanent housing, and to aid mentally ill homeless persons to transition off the streets and into assisted housing. **Adult Jail Services** provides outpatient and inpatient mental health services to both men and women at the Main Jail and at the Elmwood facility. **The Custody Intensive Alternatives Program** (IAP) diverts non-violent mentally ill adults from jail.

Residential and Inpatient Programs. The Supplemental Rates Beds (Crossroads) and IMD/State Hospital Diversion programs aid those transitioning back into the community from locked settings, by providing intensive residential services targeted to severe behavioral problems of SMI clients.

Emergency Psychiatric Services offers emergency psychiatric evaluation and short-term (up to 23-hour) crisis stabilization services to individuals experiencing acute psychiatric episodes who are gravely disabled or pose a threat to themselves or to others. Acute Psychiatric services are available at Barbara Aarons Pavilion for those requiring hospitalization beyond the 23-hour stabilization period. Both of these programs are provided through Valley Medical Center.

Transitional residential services provide rehabilitation services in non-institutional settings to individuals at risk of hospitalization. **Institutions for Mental Disease** (IMDs) programs provide locked skilled nursing care for clients requiring a longer-term program to regain stability. All clients in IMDs are placed under conservatorship, and their progress is followed by Service Teams. **State Hospital placement** is reserved for individuals displaying such severe symptoms of mental illness that they are unmanageable in locked IMDs, such as: sexual

predators, violent offenders, arsonists, those at risk of self-injury, and individuals with concurrent significant medical problems. **Neurobehavioral programs** serve those who are disabled due to a brain injury, particularly those with a tendency to “act out” physically and verbally, whose needs cannot be managed effectively in a conventional skilled nursing facility.

Referral, Crisis and Information Services

A new division to the Department, these services provide access to the mental health system through the 24-hour Mental Health and Call Center, and through mobile and telephone crisis services. The Department also manages the Department of Alcohol & Drug Services’ Gateway Program, an access and referral system to substance abuse services.

The Mental Health Call Center and Authorization Unit operates 24 hours per day, provides phone response in three languages (English, Spanish and Vietnamese), and receives roughly 10,000 calls per year from members of the community, referring providers, health plans, and County agencies. The Call Center provides mental health information and community service referrals, screens for financial eligibility of Medi-Cal recipients, verifies client services information, determines urgency of mental health need and provides linkage to appropriate mental health services, such as Mental Health Service Teams, outpatient services, or Emergency Psychiatric Services. **Suicide and Crisis Services** operates a 24-hour telephone crisis line and suicide prevention service, staffed with almost 100 highly trained volunteers, and is privately funded through a generous grant from the Morrison Trust. The **Mobile Mental Health Team** is a collaborative effort between San Jose Police Department and the Mental Health Department designed to provide crisis intervention response to police requests in targeted areas within San Jose, in order to provide linkage to services for clients at high risk of incarceration due to mental illness. **Gateway** is the point of entry into the Department of Drug and Alcohol’s system of care, and provides telephone screening and service authorization, as well as information and referral services.



Mental Health Department Performance Plan

PRIORITY GOAL ONE

To improve local community-based services to Seriously Mentally Ill (SMI) adult and older adult clients.

Background

In FY 1999 and FY 2000 the Board of Supervisors approved the Department's Redesign/Reinvestment Plan. The Plan commits to the reduction of State Hospital placements by 30 beds, and to the reinvestment of \$3.2 million in resources into an array of local, community-based service options. The Department intends to have completed full implementation of approximately 34 distinct program components by the end of FY 2001, thus expanding service capacity and quality of service for the County's most seriously and persistently ill adult and older adult clients.

Central to the plan are the Department's 33 County and contract service teams that provide outpatient services to a total population of approximately 7,200 SMI adult/older adult clients. They are critical in the effort

to divert clients from high-cost State hospital and acute hospital care to community-based services, and to meet the demands of the new service components.

The 24-hour locked Institute for Mental Disease (IMD) capacity is another essential part of the Redesign/Reinvestment Plan. Currently, the Department has budgeted for 202 beds for individuals who require psychiatric and skilled nursing care in locked facilities. These beds constitute an important treatment resource for patients who would otherwise require placement in a State hospital or acute care setting.

The past decade has shown vast improvements with regard to medication treatment of severe mental illness. New antipsychotic and antidepressant medications have much more tolerable side effects and better efficacy. They improve patient's compliance and adherence to medication regimes, and result in less acute hospitalizations and emergency crisis interventions.

Summary of Improvement Strategies and Recommendations

Improvement Strategies	Net General Fund Cost	Net Positions	Recommended	
			Yes	No
Improve the Adult/Older Adult System of Care				
1 Complete Year Three Implementation of FY 98/99 Redesign/Reinvestment Plan. Invest \$3.2 million in resources to new local programs and expansion of existing programs	\$0	0.0	X	
2 Add funding to provide psychotropic medications for insured and uninsured clients	\$519,908	0.0	X	
3 Add 0.5 FTE Pharmacist (R27) to address increased pharmacy demands and reduce utilization of extra help	\$41,560	0.5		N/A
Improve performance of Service Teams which provide medication, counseling, case management and money management services to seriously mentally ill adults and older adults				
4 Review and improve current service team outpatient treatment model	\$0	0.0	X	
5 Increase system capacity in service teams to serve an additional 600 seriously mentally ill clients	\$960,092	9.5		X
6 Add contract monitoring resource to provide program monitoring and technical assistance to service teams	\$67,012	1.0		X



Summary of Improvement Strategies and Recommendations

Improvement Strategies		Net General	Net	Recommended	
		Fund Cost	Positions	Yes	No
Centralize and improve 24-hour care management system					
7	Restructure and redirect staff responsibilities for placement and monitoring of adult and older adult clients placed in 24-hour programs through the addition of clerical support to provide client tracking and data entry for new Medi-Cal billing, and psychiatric nursing support to assess and coordinate care for medically fragile system clients	\$52,707	2.0		X
8	Increase IMD/Subacute service capacity for clients transitioning from state hospital and acute hospital care to community-based services	\$1,090,000	0.0		X

Performance Impact

Impact of the Overall Plan

Over the past two years, there have been increasing demands on outpatient Service Teams to meet the needs of adult/older adult clients with more intensive service requirements, while also meeting the service needs of clients who do not suffer from a serious mental illness. The strategies outlined above will improve the performance of the system to respond to the most ill, through consolidation of care management and discharge planning to a centralized team, thus freeing up critical outpatient clinical and case management resources on service teams. In addition, through expansion of the service teams and refinement of the service team model, the department will be better able to provide more options for adult and older adult clients. The addition of pharmacy resources will ensure that system clients receive the most effective, state-of-the-art medicine available to treat serious mental illness.

County Executive's Recommendation

The County Executive fully supports the overall plan of Priority Goal 1 as it advances the Board of Supervisors' priorities by addressing adequate infrastructure support to the Department's critical services, focusing on prevention strategies, exploring new initiatives, and ensuring all people access to the highest quality and most effective mental health services. However, due to the County's limited financial resources, we believe it is prudent to recommend only the following:

Strategy 1 - Complete Year Three Implementation of the Redesign/Reinvestment Plan. The impact of this strategy will be far-reaching and will increase available treatment and residential support for the most severely mentally ill adult and older adult clients; as well as to less ill adults, older adults, and children. Specifically,

expected outcomes are to reduce out-of-county locked institutional placements for the most severely mentally ill; provide increased local treatment and supported residential options; improve community functioning through additional local resources; to reduce emergency and acute hospitalization of the most severely mentally ill; and to establish consumer-run support resources. This strategy will achieve the fulfillment of the Department's three-year commitment to establish all 34 components outlined in the Redesign/Reinvestment Plan.

Strategy 2 - Add Funding to Provide Psychotropic Medications for Insured and Uninsured Clients. This strategy will have a direct impact on the quality of life and service outcomes of 650 seriously mentally ill clients, thus providing them with new state-of-the-art medicines which are much more tolerable with respect to side effects, thus improving medication and treatment compliance. The Department estimates, based on State-wide trends, that approximately 20% of our 7500 adult/older adult client population will depend on the public system for their medication (as opposed to using private pharmacies), and will require the new medicines. This strategy will make these medicines available to these insured and uninsured clients.

Strategy 3 - Add .5 FTE Pharmacist (R27) to Address Increased Pharmacy Demands. This request of the extra help Pharmacist's conversion to a coded position will be considered in June 2000 as part of the overall County-wide extra help strategy.

Strategy 4 - Review and Improve Current Service Team Outpatient Treatment Model. The Department has completed an analysis of the current service team treatment model for the treatment of seriously mentally ill adult and older adult clients. Input has been gathered from many stakeholders – consumers, family members,



service providers, psychiatrists, and quality improvement staff. Changes have been identified which will improve service by developing practice guidelines, enhancing training, streamlining documentation, and developing specialized teams to better meet the service needs of special populations of serious mentally ill clients, such as young adults, those with co-occurring problems (substance abuse and mental illness), those involved with the criminal justice system, and those at highest risk of needing hospital care.

- ◆ Potential LPS (Lanterman-Petris-Short Act) reform (AB 1800) with possible revisions to include involuntary outpatient treatment.
- ◆ Increased indigent, “safety-net” service demand; change in MediCal beneficiary mental health benefit; reduction of Medi-Cal client population.
- ◆ Lack of availability of low-cost housing and other residential facilities, for clients who need least restrictive community based settings, resulting in threat to client stability and rise in 24-hour treatment utilization.

Conditions Affecting Performance

- ◆ Changes in demand for State hospital service for suspects found incompetent to stand trial (e.g., Murphy conservatorships).

Key Performance Indicators

Linked to Strategy		12/99 Baseline	FY 2001 Goal
1	State hospital census	34 beds	23 beds
1	New components implemented	17	34
2	Clients receiving new psychotropic medications ^a	850	1,500
2	Uninsured clients on psychotropic medications ^a	198	350
3	Pharmacy extra help hours (per year) ^b	2,159	N/A
5	Service team caseload (# of clients served per team) ^c	226	226
5	Service team capacity ^c	7,200	7,200
5	Adults/older adults receiving monthly services ^c	85%	85%
7	Discharge Planning Medi-Cal Review	\$0	\$0
7	Specialty medical assessments ^d	0	0
8	IMD budgeted capacity ^e	202	202

- a. 1,500 clients will benefit from the new drugs, of whom 350 are uninsured clients. These new medications have proven to keep patients more stable with fewer side effects. They improve patients' compliance and adherence to medication regimes, and result in reduced hospitalizations and crisis interventions.
- b. If Strategy 3 was funded, the Department would be able to reduce its pharmacy extra help hours from 2,159 to 1,119 on an annual basis.
- c. If Strategy 5 was funded, the Department would reduce caseload over-capacity to 100-200 clients per team, enabling service teams to increase the frequency of monthly client contact to 95% of clients receiving at least one visit per month. In addition, the teams would be able to provide services to additional 600 Seriously Mentally Ill clients.
- d. If Strategy 7 was funded, the number of specialty medical assessments would be approximately 50.
- e. If Strategy 8 was funded, the IMD budgeted capacity would increase by 25 beds. The improvement would allow the Department to divert additional patients from the State Hospital and other costly acute psychiatric facilities.



PRIORITY GOAL TWO

To address the service needs of episodic, non-Seriously Mentally Ill (SMI) adult and older adult clients.

Background

With the 1998 consolidation of outpatient fee-for-service Mental Health Medi-Cal services under the administration of the County Mental Health Department, there has been a significant increase in the number of clients requesting outpatient services who do not fit the profile of persistent and serious mental illness. The consolidation redefined the target population of public mental health systems to include adults and older adults who meet medical necessity for specialty mental health services. Clinical eligibility was broadened to include individuals who experience impairment in functioning due to treatable psychiatric diagnoses. While the Department received funding to

pay for fee-for-service (FFS) outpatient and medication services to Medi-Cal beneficiaries, many of these providers have indicated unwillingness to participate as providers due to low reimbursement rates, which are below the Bay Area regional average. In addition, the services offered through the network of independent providers offers an appropriate, cost-effective service for both Medi-Cal beneficiaries and uninsured clients who experience periodic mental health problems. By expanding the services and raising the rates, the Department will be able to preserve the contract and County agency service team model of care for the most seriously mentally ill who require multidisciplinary treatment.

Summary of Improvement Strategies and Recommendations

	Improvement Strategies	Net General	Net	Recommended	
		Fund Cost	Positions	Yes	No
1	Establish increased outpatient capacity for uninsured and Medi-Cal clients in need of medical support and clinical outpatient care, and increase the rates to be at parity with current Bay Area County rates	\$163,750	0.0	X	

Performance Impact

Impact of the Overall Plan

The above strategy will allow the Department to maintain and expand services to non-seriously mentally ill adult and older adult clients, who otherwise would utilize services designed for seriously mentally ill clients. The Department will utilize the cost-effective fee-for-service independent provider network (established through consolidation of the Medi-Cal fee-for-service system) to serve an additional 350 clients with and without third-party insurance. The current waiting time for an intake appointment will drop from the current average of 21 days to less than 14 days; and the Department will retain a network of qualified independent professionals through provision of market rates for service.

County Executive's Recommendation

The County Executive fully supports and recommends the Department's proposed plan of Priority Goal 2 as it advances the Board of Supervisors' priorities by

ensuring all people access to the highest quality and most effective mental health services. In addition, the strategy will alleviate the service team's over-capacity by reducing the non-SMI clients' utilization of the team's services.

Conditions Affecting Performance

- ◆ Reduction in Medi-Cal beneficiary population in Santa Clara County.
- ◆ Increased demand for "safety-net" services for uninsured clients.
- ◆ Increased demand for intensive outpatient service team resources for the most Seriously Mentally Ill clients.



Key Performance Indicators

Linked to Strategy		12/99 Baseline	FY 2001 Goal
1	Call Center referrals to provider network	3,737	4,000
1	Call Center waiting period from non-emergency referrals to appointment	21 days	14 days
1	Average fee-for-service rates paid by County (in 15-minute increments)	\$23	\$45



PRIORITY GOAL THREE

To provide adequate service for adult and older adult clients involved in the criminal justice system.

Background

In the last several years, the Mental Health Department, family partners, and community stakeholders have recognized the importance of addressing the needs of adults involved in the criminal justice system who have mental health and substance abuse problems. In Fiscal Year 98/99 the Board approved funding of the Custody Intensive Alternative Program (IAP) which offers treatment alternatives to incarceration, with the intent of decreasing jail bed day use by mentally ill individuals and recidivism of these individuals into the criminal justice system. The program includes three distinct services: Intensive Community Case Management and

Treatment, a Structured Day Program which operates five days per week including one weekend day, and a Transitional Residential Program which includes eight dedicated beds to be occupied by individuals over a 6-9 month period. In addition to this new program, the Department participates in the Drug Treatment Court through a redirection of clinical staff and provides mental health clinicians to perform assessment and linkage services. Finally, the Department has also dedicated key management resources to a collaboration between the Department and the San Jose Police Department to provide intensive training to police officers on mental health issues. Each of these efforts will be the focus of improvement efforts in the coming year.

Summary of Improvement Strategies and Recommendations

	Improvement Strategies	Net General Fund Cost	Net Positions	Recommended	
				Yes	No
1	Continue collaboration with San Jose Police to train police officers in mental health issues	\$0	0.0	X	
2	Continue implementation of Intensive Custody Alternatives Program (Fiscal Year 98/99 budget augmentation)	\$0	0.0	X	
3	Establish a Dual Diagnosis Service Team to address service and needs of 1,000 clients referred through Drug Treatment Court	\$243,094	4.5		X
4	Continue advocacy at state level for funding of mentally ill offender crime reduction grant.	\$0	0	X	

Performance Impact

Impact of the Overall Plan

Successful implementation of the above strategies is expected to expand and improve Department efforts to develop intervention strategies that are effective and targeted to the criminal justice-involved mentally ill. These strategies will fully implement a continuum of community-based care for this special population, and will position the Department and partner agencies to successfully compete for additional State funding which is anticipated to become available for this target population. Full services will include a specialized Dual Diagnosis Integrated Treatment Team; the IAP Case Management Team, Day Service, and Residential Service; Mobile Crisis Services; and a trained police intervention team. All of these strategies are expected to have a collective impact on services to over 300 adults with criminal justice involvement.

County Executive's Recommendation

The County Executive fully supports the overall plan of Priority Goal 3 as it advances the Board of Supervisors' priorities by exploring and promoting new initiatives to divert clients from the Criminal Justice System and treat these clients more effectively in other rehabilitative settings. However, due to the County's limited financial resources at the present, we believe it is prudent to recommend only strategies one, two, and four.

Conditions Impacting Performance

- ◆ Increased indigent "safety-net" service demand.
- ◆ Changes in demand for State Hospital services to felony suspects judged Incompetent to Stand Trial (i.e. Murphy Conservatorships).



- ◆ Continued shortage of low-cost housing for clients with minimal income, resulting in threat to stability and potential rise in 24-hour treatment utilization.
- ◆ Potential LPS (Lanterman-Petris-Short Act) reform with possible revision to include involuntary outpatient treatment.

Key Performance Indicators

Linked to Strategy		12/99 Baseline	FY 2001 Goal
1	San Jose Police Department Collaborative Training (Crisis Intervention Team)	4	8
2	IAP Case Management Clients Served	10	200
2	IAP Residential Clients Served	18	20
3	Dual Diagnosis Court Assessments ^a	70	70

a. If Strategy 3 was funded, the number of assessments would increase to 200.

PRIORITY GOAL FOUR

To improve services for transition-age youth.

Background

In mid-1995, a Young Adult Transition Team (YATT) was formed to begin addressing the unique needs of youth, aged 17 to 24, with severe mental illness. This specialty team was created to work with youth who needed transitional services as they moved from total legal dependency to expected autonomy, from services being provided to them and their families to being served as legal adults. While legally adults, their devel-

opmental lack of readiness for assuming adult roles conflicts with the somewhat arbitrary withdrawal of institutional supports as they reach the age of 18. The needs of mentally ill transition-age youth are unique and distinct from those of children or adults with severe mental illness. In addition to behavioral and psychiatric problems, there are also developmental, physical, social, educational, cultural and legal issues unique to this transition age.

Summary of Improvement Strategies and Recommendations

	Improvement Strategies	Net General	Net	Recommended	
		Fund Cost	Positions	Yes	No
1	Adopt a philosophy and establish best practice standards that are consistent for adults and children that foster independence and responsibility	\$0	0.0	X	
2	Expand specialized service delivery in Young Adult Transitions Team through increased funding made available through Health Trust	\$0	0.0	X	
3	Utilizing existing funds, improve and increase linkages and resources for transition age youth (i.e., develop a 6 to 10 bed transitional housing, increase housing, employment and vocational opportunities)	\$0	0.0	X	
4	Purchase services of an IMD level of care that has staffing to address the unique needs of transition age youth, utilizing existing funds	\$0	0.0	X	

Performance Impact

Impact of the Overall Plan

The strategies outlined above will allow the department to establish a continuum of specialized services and expertise to ensure optimal service outcomes for this unique population of young adults. It will establish service that addresses the treatment, case management, legal, housing and social issues of this group of clients.

County Executive's Recommendation

The County Executive fully supports and recommends the Department's proposed plan of Priority Goal 4 as it advances the Board of Supervisors' priorities by 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.

Conditions Impacting Performance

- ◆ Reduction in Medi-Cal beneficiary population.
- ◆ Increased indigent "safety-net" service demand.
- ◆ Continued shortage of low-cost housing for clients with minimal income resulting in threat to stability and rise in 24-hour treatment utilization.
- ◆ Potential LPS reform with possible revision to include involuntary outpatient treatment.



Key Performance Indicators

Linked to Strategy		12/99 Baseline	FY 2001 Goal
2	Provide intensive case management services to address unique needs of youth aged 18-24 years	70 ^a	80
3	Specialized residential treatment		
4	Reduce number of youth requiring hospitalization at higher levels of psychiatric care		

a. This data reflects unduplicated clients; the client is only counted once even if the client is receiving multiple services.

PRIORITY GOAL FIVE

To improve mental health response to children and adolescents at-risk of and in out-of-home placement.

Background

Over the past two fiscal years, priority has been given to addressing the inter-agency system of County-funded services targeted to children who require out-of-home placement. The problems of the system have included an increase in the number of children awaiting appropriate foster care and group home placements in

Juvenile Hall and the Children's Shelter, and the need for increased specialized treatment resources for youth who are removed from home or who are at-risk of removal from home. Many of these youth are entitled to services under Special Education AB 3632 legislation. To improve the treatment system of services available to these youth, the Department has identified the following improvement strategies.

Summary of Improvement Strategies and Recommendations

	Improvement Strategies	Net General Fund Cost	Net Positions	Recommended	
				Yes	No
1	Increase services for uninsured children at-risk of out-of-home placement provided by culturally proficient system of care programs	\$300,000	0.0		X
2	Continue Juvenile Justice expansion of services, including new Transition Program and Ranch Adjustment Program	\$153,534	7.0		X
3	Increase capacity of AB 3632 Special Education Case Management Team responsible for assessment and case management of children/adolescents and wraparound programs under AB 3632 entitlements	\$0	1.0	X	
4	Add Contract Monitoring resource to provide program monitoring, technical assistance and provider care coordination for outpatient service contractors within the Children's Program	\$67,012	1.0		X
5	Create an intensive specialized Sex Offender Program for the treatment of 35 child/adolescent sexual offenders referred through the Probation Department and the Social Services Agency	\$309,750	0.0		X
6	Implement services at the newly-acquired Behavioral Health Center (Charter Facility)	TBD	TBD		N/A

Performance Impact

Impact of the Overall Plan

The strategies listed above will significantly improve the system of care for this high-risk group of youth by

- ◆ ensuring service availability for youth without insurance,
- ◆ developing service designed to support incarcerated youth to successfully transition them back to their homes,
- ◆ increasing the resource for assessment service to Special Education youth, and

- ◆ creating new treatment placements and services for severely disturbed youth referred by Social Services and Probation.

County Executive's Recommendation

The County Executive fully supports the overall plan of Priority Goal 5 as it advances the Board of Supervisors' priorities by ensuring all children access to the highest quality and most effective mental health services regardless of ability to pay, creating conditions that permit at-risk youth to lead safe and healthy lives, addressing adequate infrastructure support to the Department's critical services, focusing on prevention strategies, and exploring new mental health initiatives to divert juvenile delinquents from the Criminal Justice System and treat these children more effectively in other rehabilitative settings.



Due to the County's limited financial resources at the present, we believe it is prudent to recommend only Strategy 3 -Increase capacity of AB 3632 Special Education Case Management Team responsible for assessment and case management of children/adolescents and wraparound programs under AB 3632 entitlements.

Referrals from school districts to the Department for AB 3632 services have increased substantially. In response, the Department has utilized three extra help staff to provide mandated case management services. This has created a lack of continuity of care for adolescents and their families. A permanent coded position

will provide for stable and uninterrupted case management services to eligible youth placed out-of-home and to their families.

Conditions Impacting Performance

- ◆ A continued increase in the demand for service by youth without mental health third party insurance.
- ◆ An increase in youth placed out-of-home through Social Services and Probation.
- ◆ Reduction in available group and foster home resources for youth placed out-of-home.

Key Performance Indicators

Linked to Strategy		12/99 Baseline	FY 2001 Goal
1	Increase service capacity to uninsured children within System of Care programs ^a	0	0
2	Ranch specialized Aftercare Transition Services ^b	0	0
2	Ranch recidivism rate ^b	30-40%	30-40%
5	Waiting period for Sex Offender Program ^c	3-6 months	3-6 months
6	Youth in Shelter and Juvenile Hall awaiting RCL - 14 placement ^d	25	TBD
6	Youth placed out-of-county in RCL - 14 mental health programs	10	TBD

- a. If Strategy 1 was funded, the Department would be able to provide mental health services to 200 uninsured children. Services will be to prevent more restrictive levels of care for children at-risk of out-of-home care or in out-of-home care.
- b. If Strategy 2 was funded, the Department would provide a 10-week aftercare mental health service in-home and in the community to 480 minors released from the Ranches. This service would ensure that juveniles connect with appropriate community resources in order to reduce re-incarceration. The Department believes the program could reduce the recidivism rate to 5-10% from the current 30-40% rate.
- c. If Strategy 5 was funded, adjudicated adolescent youth who are court-mandated for sex offender treatment services would wait approximately 8 weeks for services instead of the current 3-6 months.
- d. The Department is currently planning services at the newly-acquired Behavioral Health Center. It is anticipated that a significant reduction in the waiting time for youth in Shelter and Juvenile Hall, and in the number of youth placed out-of-county can be achieved.



PRIORITY GOAL SIX

To alleviate human resource needs of the public mental health system.

Background

There is a significant need across various service and administrative units of the Mental Health Department for additional human resources and infrastructure improvements in order to meet the growing needs of the mental health system. In particular, the pool of qualified mental health professionals has been steadily decreasing state-wide over the last ten years, forcing mental health providers to compete for this scarce resource. Mental health provider-based internship training develops the skill set required to serve clients of the public mental health system. Since 1990, the Mental Health Department has allocated resources to address this issue by recruiting and training interns from a variety of mental health disciplines. Unfortunately, an unmet human resource need still exists in the mental health system among both County and contract

programs. The Department expects this trend to continue and others to arise unless improvement strategies are implemented that affect local and state human resource development.

In addition to training and recruitment needs, the Department continues to require additional human resources in various areas of administrative and program support. As the Department has grown significantly in the past several years, there has not been the necessary corresponding growth in human resources to manage the increased workloads across various units. The specific strategies below will significantly improve departmental performance in the areas of contracts monitoring and administration, Management & Information Systems support, as well as financial and clerical support.

Summary of Improvement Strategies and Recommendations

	Improvement Strategies	Net General Fund Cost	Net Positions	Recommended	
				Yes	No
1	Develop a comprehensive system-wide internship collaborative which will link and strengthen existing internship programs, and will expand funds for the addition of 50 stipends for interns placed in department programs through university intern programs.	\$181,013	1.0		X
2	Improve Infrastructure/Contracts Administration – Add support for the increasing administrative demands on contract administration unit responsible for contract development, production, and maintenance of over 45 contracts w/agencies (143 programs Short- Doyle/Medi-Cal with 32 contractors) and 160 service agreements.	\$70,670	1.0		X
3	Improve Infrastructure/Outpatient Technology Support - Add 1.0 DISA to support more than 250 new users to be brought onto the network if one-time expenditure request is approved.	\$68,487	1.0		X
4	Improve Infrastructure/Contract Monitoring for Adult and Older Adult Services to provide additional program monitoring, technical assistance and provider care coordination for outpatient service contractors.	\$67,012	1.0		X
5	Improve Infrastructure/Contract Monitoring for Family & Children's Services to provide additional program monitoring, technical assistance and provider care coordination for outpatient service contractors.	\$67,012	1.0		X
6	Financial Management Support- Add 1.0 Sr. Health Care Analyst to increase financial management support to program evaluation and monitoring efforts, financial status projections and other support functions.	\$44,639	1.0		X



Summary of Improvement Strategies and Recommendations

	Improvement Strategies	Net General	Net	Recommended	
		Fund Cost	Positions	Yes	No
7	Financial Management Support- Add 1.0 Sr. Health Care Analyst to increase financial management support to program evaluation and monitoring efforts, financial status projections and other support functions.	\$70,671	1.0		X
8	Clerical Support for Administration of Staff Development & Training – Add one position to provide clerical support to the senior managers with responsibility for department-wide staff development and system-wide training collaboration, as well as to support the Ethnic Services Coordinator.	\$44,539	1.0		X
9	Improve Infrastructure/Quality Improvement Expansion – increase staff by 1.0 PSW/MFCC for Medicare and Short Doyle Medi-Cal auditing activities and critical incident follow-up; and .5 Advanced Clerk Typist to support increase in compliance training, credentialing, auditing and policy/procedure tasks support.	\$87,267	1.5		X
10	Administration Reception - Add 1.0 Receptionist to provide clerical reception for new Administration offices to be relocated to 828 S. Bascom.	\$46,328	1.0		X
11	Section 8103 - Firearms Prohibition Reporting - Add 0.5 FTE Advanced Clerk Typist to Acute Psychiatric Services program to meet the reporting requirements of the new regulation related to prevention of certain psychiatric patients from accessing firearms.	\$20,255	0.5	X	

Performance Impact

Impact of the Overall Plan

The strategies outlined above will significantly improve the efficiency of department operations in multiple areas of performance, including: human resource recruitment and retention, staff development, contract monitoring and administration, finance, quality improvement, and clerical support, as well as overall environmental quality and technological efficiency. These improvements are expected to combine with budget-neutral efficiency improvement changes proposed for this fiscal year (transmittal pending) to positively effect department performance in the measurable ways outlined below.

County Executive's Recommendation

The County Executive fully supports the overall plan of Priority Goal 6 as it advances the Board of Supervisors' priorities by addressing adequate infrastructure support to the Department's critical services. However, due to the County's limited financial resources at the present, we believe it is prudent to only recommend Strategy 11- Adding 0.5 FTE Advance Clerk Typist to Acute Psychiatric Services to meet the new Firearms Prohibition Reporting regulation.

Section 8103 of the Welfare and Institutions Code (WIC) requires that the Department of Justice receive notification of all patients placed on a 72-hour holds (5150 WIC) and/or 14-day certifications (5250 WIC) to prevent such patients from accessing firearms. The patients must be notified both verbally and in writing that they will be unable to purchase firearms for a specified period of time and that they have due process rights to a hearing if they object to the prohibition. The new regulation significantly increases the clerical workload for the psychiatric inpatient units and Emergency Psychiatric Services. The new regulatory mandates include the processing of 14-day certifications, temporary conservatorship paperwork, data gathering, collating and reporting of denial of patients' rights, interface with County Counsel and Superior Court, and firearms prohibition information gathering and reporting to the California Department of Justice for each patient.

Conditions Impacting Performance

- ◆ Difficulties in hiring of qualified professional staff.
- ◆ Unanticipated reduction in Medi-Cal beneficiary client population.



- ◆ Unanticipated new legislative, regulatory, or compliance requirements.

Key Performance Indicators

Linked to Strategy		12/99 Baseline	FY 2001 Goal
1	Number of Interns Employed in County-operated Mental Health Programs ^a	28	28
3	Department Network Users ^b	134	134
4	Department Compliance Plan ^c	None	None
4 & 5	Outpatient Contract Monthly Performance Reports ^d	None	None
8	Comprehensive Staff Development Calendar and Training ^e	None	None

- If Strategy 1 was funded, the Department could increase the number of interns employed by County-operated Mental Health programs to 78.
- If Strategy 3 was funded, the Department would be able to provide network support to an additional 250 users
- If Strategy 4 was funded, a Compliance Plan would be implemented.
- If Strategies 4 and 5 were funded, the Department could produce approximately 45 reports per month.
- If Strategy 8 was funded, an employee training calendar would be in place.



Mental Health — Budget Unit 0412 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
4350	Bureau Administration	7,237,430	12,282,013	11,908,925	15,488,093	3,206,080	26
4355	Mental Health Information Systems	1,506,331	1,508,965	1,713,865	1,684,994	176,029	12
4380	Adult/Older Adult Services	52,488,954	57,989,169	57,601,434	57,317,968	(671,201)	-1
4401	Access Program	155,733	133,177	203,177	197,217	64,040	48
4410	Family And Children Services	22,408,337	27,657,957	33,058,005	33,757,445	6,099,488	22
4440	North County Region	52,148	2,781	2,781	2,204	(577)	-21
4460	West Valley Region	106,245					
4480	San Jose Region	125,693	19,449	19,449	28,664	9,215	47
4500	South County Region	16,181			989	989	
4560	Inpatient Emergency Psychiatric Services	3,736,724	3,784,792	3,784,792	3,884,403	99,611	3
4570	Children's Intensive Services	9,863	1,615	1,615	1,558	(57)	-4
4580	East Valley Pavilion	63,286					
4590	Acute Psychiatric Services	14,607,759	15,623,264	16,495,066	17,599,647	1,976,383	13
4599	Pharmacy Services	8,993,813	10,221,106	10,221,106	12,105,597	1,884,491	18
	Total Expenditures	111,508,497	129,224,288	135,010,215	142,068,779	12,844,491	10%

Mental Health — Budget Unit 0412 Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
4350	Bureau Administration	91,441,934	101,458,824	105,682,512	107,818,100	6,359,276	6
4355	Mental Health Information Systems	(3,019)					0
4380	Adult/Older Adult Services	88,089	168,186			(168,186)	-100
4410	Family And Children Services	55,036	241,936		67,014	(174,922)	-72
4480	San Jose Region	249					0
4580	East Valley Pavilion						0
4599	Pharmacy Services	57,708					0
	Total Revenues	91,639,997	101,868,946	105,682,512	107,885,114	6,016,168	6%



Bureau Administration — Cost Center 4350

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	72.2	12,282,013	101,458,824
Board Approved Adjustments During FY 2000		(373,088)	4,223,688
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	9.8	613,850	
Internal Service Funds Adjustment		1,088,623	
Other Required Adjustments		1,701,695	846,567
Subtotal	82.0	15,313,093	106,529,079
Recommended Changes for FY 2001			
1. Mental Health Pharmacy's Medi-Cal Revenue			1,277,771
This accounts for the Medi-Cal revenue that will partially offset the Mental Health Pharmacy's recommended augmentation of \$2,034,605 that is budgeted in the cost center 4599.			
2. Increase Rate for Fee-For-Service Outpatient Providers		175,000	11,250
This action enhances the Department's private fee-for-service provider network by			
<ul style="list-style-type: none"> ◆ increasing rates paid to the providers from the current \$23 to \$45 per visit; and ◆ increasing the network's capacity to serve 333 non-Seriously Mentally Ill clients without third party insurance in need of outpatient medication support and clinical outpatient treatment. 			
Subtotal	0.0	175,000	1,289,021
Total Recommendation	82.0	15,488,093	107,818,100

Mental Health Information Systems — Cost Center 4355

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	14.5	1,508,965	
Board Approved Adjustments During FY 2000		204,900	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		129,551	
Internal Service Funds Adjustment		5,025	
Other Required Adjustments		(163,736)	0
Subtotal	14.5	1,684,705	
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		289	0
Subtotal	0.0	289	0
Total Recommendation	14.5	1,684,994	



Adult/Older Adult Services — Cost Center 4380 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	204.5	57,989,169	168,186
Board Approved Adjustments During FY 2000		(387,735)	(168,186)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-15.0	(588,222)	
Internal Service Funds Adjustment		97,788	
Other Required Adjustments		206,968	0
Subtotal	189.5	57,317,968	
Recommended Changes for FY 2001			
Total Recommendation	189.5	57,317,968	

Access Program — Cost Center 4401 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	2.0	133,177	
Board Approved Adjustments During FY 2000		70,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		(8,998)	
Internal Service Funds Adjustment		3,038	
Other Required Adjustments			0
Subtotal	2.0	197,217	
Recommended Changes for FY 2001			
Total Recommendation	2.0	197,217	

Family And Children Services — Cost Center 4410 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	99.2	27,657,957	241,936
Board Approved Adjustments During FY 2000	4.3	5,400,048	(241,936)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-0.5	484,559	
Internal Service Funds Adjustment		454,462	
Other Required Adjustments		(306,593)	0
Subtotal	103.0	33,690,433	
Recommended Changes for FY 2001			
1. Add 1.0 Psychiatric Social Worker II (Y41)	1.0	67,012	67,014
This provides the Department the capacity needed to respond to increased referrals from school districts for AB 3632 services for children and adolescents in out-of-home placement and wraparound programs.			
Subtotal	1.0	67,012	67,014
Total Recommendation	104.0	33,757,445	67,014



North County Region — Cost Center 4440

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget		2,781	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		(577)	
Other Required Adjustments			0
	Subtotal	2,204	
Recommended Changes for FY 2001			
Total Recommendation		2,204	

San Jose Region — Cost Center 4480

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget		19,449	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		9,215	
Other Required Adjustments			0
	Subtotal	28,664	
Recommended Changes for FY 2001			
Total Recommendation		28,664	

South County Region — Cost Center 4500

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget			
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		989	
Other Required Adjustments			0
	Subtotal	989	
Recommended Changes for FY 2001			
Total Recommendation		989	



Inpatient Emergency Psychiatric Services — Cost Center 4560 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget		3,784,792	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		118,679	
Other Required Adjustments			0
	Subtotal	3,903,471	
Recommended Changes for FY 2001			
	Subtotal	(19,068)	0
Total Recommendation		3,884,403	

Children's Intensive Services — Cost Center 4570 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget		1,615	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		(57)	
Other Required Adjustments			0
	Subtotal	1,558	
Recommended Changes for FY 2001			
Total Recommendation		1,558	

Acute Psychiatric Services — Cost Center 4590 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget		15,623,264	
Board Approved Adjustments During FY 2000		871,802	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		1,084,326	0
	Subtotal	17,579,392	



Acute Psychiatric Services — Cost Center 4590

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Recommended Changes for FY 2001			
1. Add 0.5 Advanced Clerk Typist		20,255	
<p>This action increases the current 0.5 FTE Advanced Clerk Typist code to a full code. The recommended position will provide additional and essential support to the existing 1.0 FTE Legal Clerk position. This is necessary due to the increase in workload needed to meet the newly-legislated Section 8103 of the Firearms Prohibition Reporting regulation requiring considerable effort to track and process a substantial amount of paperwork. The positions are reflected in the SCVMC budget.</p>			
	Subtotal	0.0	20,255
			0
Total Recommendation		17,599,647	

Pharmacy Services — Cost Center 4599

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	14.5	10,221,106	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		87,315	
Internal Service Funds Adjustment		(1,712)	
Other Required Adjustments		1,209	0
	Subtotal	14.5	10,307,918
Recommended Changes for FY 2001			
1. Mental Health Pharmacy's Cost Increase		1,797,679	
<p>This provides funding for the Pharmacy to meet its increased costs as a result of</p> <ul style="list-style-type: none"> ◆ 2% annual increase in volume of prescriptions issued by physicians ◆ 6% inflation rate in pharmaceutical costs ◆ replacement of old drugs by new ones proven to be safer, better and more tolerable. The average cost difference between the old and new drugs is 14%. <p>The total cost of \$2,034,605 is offset by</p> <ul style="list-style-type: none"> ◆ Pharmacy Indigent Care credit of \$236,926 for services provided to the indigent population ◆ Medi-Cal revenue of \$1,277,771 that is budgeted in the cost center 4350. 			
	Subtotal	0.0	1,797,679
			0
Total Recommendation	14.5	12,105,597	



Children's Shelter and Custody Health Services Mission

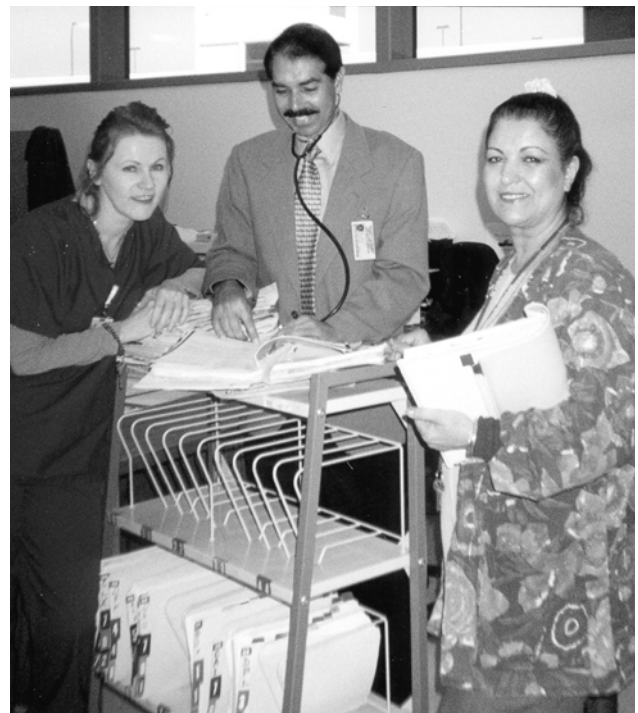
The multidisciplinary medical and mental health practitioners at the Children's Shelter, Juvenile Hall, Juvenile Ranches, Main Jail, Elmwood Detention Facility and the Correctional Center for Women provide medical and mental health care services to all children and adults residing in the County Custody Facilities. The health care services focus is on the prevention of illness, control of preexisting pathologies, and the restoration to health once a juvenile or adult detainee becomes ill.

Goal

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.

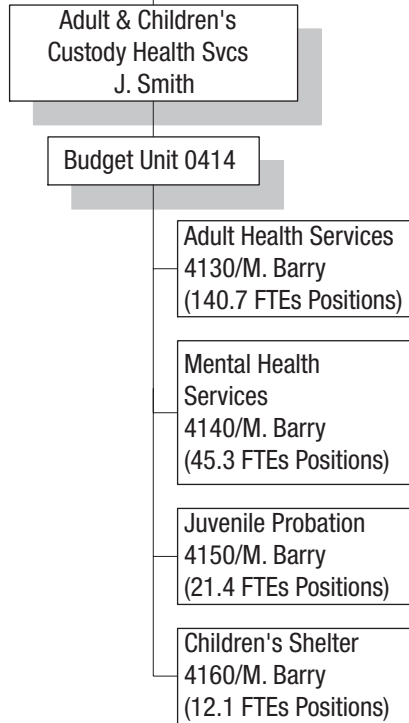


Cost: \$0

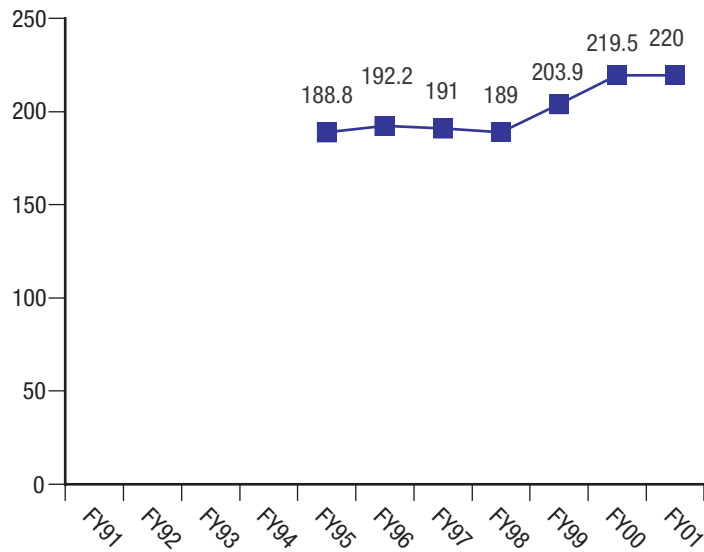


FTEs: 220

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.

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 2000 Accomplishments

- ◆ Screened all minors who entered Juvenile Hall, Juvenile Ranches and the Children's Shelter for the need for Hepatitis A and Hepatitis B vaccines, and provided the vaccinations to all minors indicating need.

- ◆ Augmented professional nursing services at the Juvenile Ranches to provide health coverage for minors, 16 hours a day, 7 days a week.
- ◆ Augmented physician/NP/PA clinic services at the Juvenile Ranches with the establishment of weekly onsite medical clinics through the use of the School Linked Services Mobile Van.
- ◆ Initiated conduction of hearing screenings on all children admitted to the Children's Shelter.
- ◆ Continued to implement the In-Custody Tuberculosis Prevention Program through the screening of 2,390 children at the Juvenile Hall, Juvenile Ranches and the Children's Shelter, and the screening of 65,000 adults in the Jail Facilities.
- ◆ Expanded the Inmate Self Administration of Medications by 25%. Inmates who meet selected program criteria are permitted to carry their own prescriptions and medicate themselves according to the prescriptive guidelines.
- ◆ In conjunction with the Mental Health Department, developed and implemented the Intensive Alternatives Program (jail diversion) for inmates with serious mental illnesses.
- ◆ Established a process for inmates to receive discharge medications when transferring from County Jail Facilities to community treatment programs.
- ◆ Initiated screening of all female inmates for sexually transmitted diseases, and provided treatment and referral to those diagnosed with STDs.

Fiscal Year 2001 Planned Accomplishments

- ◆ Establish the provision of on-site pharmaceutical services at Juvenile Hall, Juvenile Ranches and the Children's Shelter to improve the quality of service provision to the minors detained in these facilities.
- ◆ Establish on-site medical and mental health services at the Work Furlough Program and the Women's Residential Center.

- ◆ Expand the array of suicide prevention activities conducted in the Adult Custody Facilities to minimize suicide attempts and suicide incidents in the Jails.
- ◆ Continue collaboration with the Public Health Department in the implementation and expansion of the New Beginnings Program which provides focused health screening and testing of women who have been arrested and released to the community.
- ◆ Collaborate with designated County agencies to insure the continued expansion of the Intensive Alternatives Program (Jail Diversion).
- ◆ Continue to pursue Correctional Treatment Center Licensing activities with designated County agencies and the State Department of Health Services.



Children's Shelter and Custody Health Services County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for the Children's Shelter and Custody Health Services Department advance the Board of Supervisors' priorities by ensuring adequate infrastructure support to critical services, improving accountability and the quality of services, and continuing the County's commitment to provide access to high quality health care for all residents.

Expansion of the Children's Shelter and Juvenile Hall Medical Services

Background

Currently there are no on-site pharmacy services provided at Juvenile Hall, the three Juvenile Ranches or at the Children's Shelter. Physicians from two separate areas, Medical and Mental Health, evaluate and prescribe medications for the same minors, but maintain two separate medical records. Potential drug interactions are not evaluated, and physician-ordering practices are not monitored. The Department has carefully assessed the situation and determined that the lack of pharmacy oversight for the appropriateness of prescriptions ordered by different physicians has become a significant risk management issue. Therefore, it is requested that there be a pharmacist available on-site to perform the oversight function. The position's duties include reviewing the appropriateness of drug regimen, reviewing drug interactions, and performing inventory checks on controlled medications.

Recommendation

Add 1.0 FTE Pharmacist for the pharmaceutical oversight of physician-ordering practices.

Total Cost: \$86,908

Reflects 10 months funding for FY 2001; cost is fully offset by reimbursement from the Social Services Agency (BU 501) and the Probation Department (BU 246)

Strengthening Main Jail Mental Health's Administrative Infrastructure

Background

In addition to the supervision of the clinical staff, the Quality Improvement (QI) Manager of the Main Jail Mental Health Division is also responsible for maintaining statistical data, preparing reports for various agencies, responding to mandated surveys, and coordinating with the Department of Correction on administrative and regulatory matters. Recent increased responsibilities have made it difficult to meet all the administrative demands. There is a Mental Health Program Supervisor position that has been vacant since May 1998. The Department has deemed that the creation of a Senior Health Care Analyst position in exchange for the vacant position is an appropriate solution to meet the essential ongoing administrative activities.

Recommendation

The County Executive concurs with the Department's analysis, and recommends the addition of a Senior Health Care Analyst position and the deletion of a Mental Health Program Supervisor position to provide support to the QI Manager.

Total Cost: (\$19,068)

The saving is credited to the Department of Corrections' budget (BU 240)

Strengthening Main Jail Medical's Clerical Infrastructure

Background

The clerical workload in the Main Jail Medical Division has grown substantially due to the increase in health services provided to the inmates and the demands imposed on the staff for medical record information from various attorneys and courts. The Administrative Support Officer position has been vacant since September 1999. The Nurse Managers at the Main Jail and Elmwood agree to assume the vacant position's



responsibilities to facilitate the deletion of the position in exchange for 1.5 FTEs of Medical Unit Clerk to meet the existing needs.

Recommendation

The County Executive concurs with the Department's analysis, and recommends the addition of 1.5 FTEs of Medical Unit Clerk and the deletion of an Administrative Support Officer position to strengthen the clerical infrastructure at the Main Jail Medical.

Total Cost: \$2,659

Fully offset by reimbursement from the Department of Corrections

Enhancing Main Jail Mental Health Services

Background

The need for mental health services in the Main Jail continues to grow substantially. In the current Fiscal Year, the crisis intervention services have increased by 68%, and caseloads for the mental health clinicians have increased by 20%.

Due to the increased volume of service provision, follow up services for inmates, subsequent to initial evaluation, now extend from three weeks to seven weeks. During this period of time, a significant number of the chronically mentally ill have required acute inpatient service provision.

Recommendation

Add 0.5 FTE Psychiatrist to ensure assessment, evaluation and treatment of inmates within appropriate time frame. The position is fully offset by a reduction in appropriations for services and supplies.

Total Cost: \$0

Work Furlough & Women's Residential Center

Background

No on-site medical or mental health services are currently provided at the Work Furlough Program or the Women's Residential Center. The recent significant

increase in the population with chronic medical and mental health conditions indicate the necessity to provide ongoing health care services at these facilities.

A nurse practitioner and a mental health clinician will conduct an on-site one day per week at each facility. All inmates' medications will be reviewed by these providers. Designated clinicians will also provide health education to both the inmates residing and staff working at the facilities.

A total of 1.1 FTEs will be needed to initiate this program. Because the number of hours needed for each classification is less than the smallest coded position, all requests are for extra help or per diem clinicians. They are as follows:

- ◆ 0.2 FTE per diem Clinical Nurse III (S99)
- ◆ 0.4 FTE per diem Nurse Practitioner (S41)
- ◆ 0.1 FTE Marriage Family Child Counselor (P96)
- ◆ 0.1 FTE Physician (P41)
- ◆ 0.1 FTE Pharmacist (P40)
- ◆ 0.2 FTE Medical Unit Clerk (D02)

In addition, there will be costs related to pharmaceuticals and minor equipment: \$15,000 for ongoing expense, and \$25,000 for one-time expense related to the purchase of start-up medical equipment.

Recommendation

The County Executive recommends the creation of the new program to ensure continuity of health care services for inmates transferred to the Work Furlough Program and the Women's Residential Center.

Total Cost: \$100,000

\$25,000 one-time; all costs fully offset by reimbursement from the Probation Department

Children's Shelter & Custody Health Services — Budget Unit 0414

Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
4130	Adult Custody Medical Services Program	(67,875)	(88,122)	1,276	1,006	89,128	-101
4140	Adult Custody Mental Health Services Program	13,469	35,592		(1)	(35,593)	-100
4150	Juvenile Probation Services	13,260					
4160	Children's Shelter Services	149,892	100,000			(100,000)	-100
4542	Y2K Compliance Cost			100,000			
Total Expenditures		108,746	47,470	101,276	1,005	(46,465)	-98%

Adult Custody Medical Services Program — Cost Center 4130

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	140.7	(88,122)	
Board Approved Adjustments During FY 2000		89,398	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		1,153,300	
Internal Service Funds Adjustment		(1,153,569)	
Other Required Adjustments			0
Subtotal	140.7	1,007	
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		(2,659)	0
1. Add/Delete Action		2,658	
This action adds 1.0 FTE Medical Unit Clerk (D02) positions and deletes 1.0 Administrative Support Officer (B1V) as part of a staff reorganization to strengthen the clerical infrastructure of the Main Jail Medical in response to increased requests for medical information from the offices of the District Attorney, Public Defender, and the Superior and Municipal Courts.			
Subtotal	0.0	(1)	0
Total Recommendation	140.7	1,006	

Adult Custody Mental Health Services Program — Cost Center 4140

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	47.6	35,592	
Board Approved Adjustments During FY 2000		(35,592)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.3	208,516	
Internal Service Funds Adjustment		(208,516)	
Other Required Adjustments			0



Adult Custody Mental Health Services Program — Cost Center 4140

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Subtotal	45.3		
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		19,068	
		(19,068)	
1. Add/Delete Action			
This action adds a Health Care Analyst (B6X) and deletes a Mental Health Program Manager (B72) as part of a staff reorganization to strengthen the administrative infrastructure of the Main Jail Mental Health Division in the areas of statistical data, reports, surveys, and coordination with outside agencies.			
		(1)	
2. Add 0.5 FTE Psychiatrist (P56)			
This action adds 0.5 FTE Psychiatrist position to the Main Jail Mental Health Services Division for the following:			
◆ To reduce the waiting period between follow-up visits for mental health patients from 3 weeks to 7 weeks.			
◆ To allow mental health clinicians opportunity to prioritize the urgency of the requested referrals based on order of clinical urgency, instead of chronological order. This is to ensure referrals that demand immediate response to insure patient safety, i.e., suicide prevention be attended before requests that are of a less urgent nature.			
Subtotal	0.0	(1)	0
Total Recommendation	45.3	(1)	

Juvenile Probation Services — Cost Center 4150

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	20.0		
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	0.9	352,911	
Internal Service Funds Adjustment		(356,026)	
Other Required Adjustments		3,115	0
Subtotal	20.9		
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		–	–
Reimbursement for Pharmacy Services at Sheltert		(43,453)	0
Medical/Mental Health Services at Work Furlough		(50,000)	0
Women's Residential Center		(50,000)	0
1. Pharmacy Augmentation at Children's Shelter	0.5	43,453	
This action provides the essential pharmacy oversight for the appropriateness of prescriptions ordered by different physicians for the prevention of any potential adverse drug interactions that would jeopardize the safety and well-being of the Juvenile Hall minors.			
		100,000	
2. Work Furlough Health Services Provision			
This action provides funding for the following:			
◆ \$60,000 for 1.1 extra help FTEs to initiate the program. The classifications include Clinical Nurse III, Nurse Practitioner, MFCC, Physician, Pharmacist, and Medical Unit Clerk.			
◆ \$25,000 for the purchase of start-up medical equipment.			
◆ \$15,000 for the program's ongoing needs related to services and supplies.			
Subtotal	0.5	0	0
Total Recommendation	21.4	0	



Children's Shelter Services — Cost Center 4160 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	14.0	100,000	100,000
Board Approved Adjustments During FY 2000		(100,000)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.4	31,269	
Internal Service Funds Adjustment		(32,883)	
Other Required Adjustments		1,614	0
Subtotal	11.6		100,000
Recommended Changes for FY 2001			
Internal Service Fund Adjustments			
Reimbursement for Pharmacy Services		(43,454)	0
1. Add 0.5 Pharmacist to Children's Shelter Medical	0.5	43,454	
This action provides the essential pharmacy oversight for the appropriateness of prescriptions ordered by different physicians for the prevention of any potential adverse drug interactions that would jeopardize the safety and well-being of the Children's Shelter minors.			
Subtotal	0.5	0	0
Total Recommendation	12.1	0	100,000

Y2K Compliance Cost — Cost Center 4542 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget			
Board Approved Adjustments During FY 2000		100,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(100,000)	0
Subtotal			
Recommended Changes for FY 2001			
Total Recommendation			



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

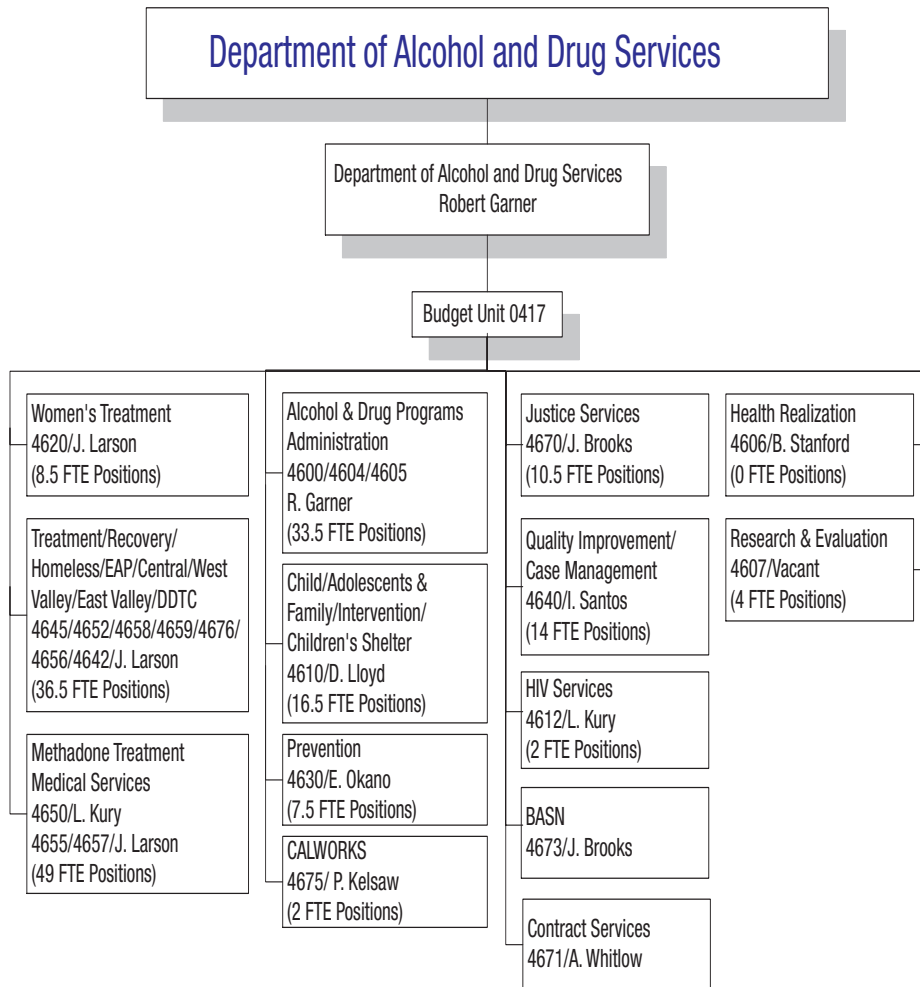
- ◆ To develop comprehensive, integrated systems of care which are client-based and outcome-focused.
- ◆ To provide a climate in the community which supports a broad understanding of and a willingness to commit resources to the prevention and treatment of substance abuse.
- ◆ To develop a learning organization in which every action forms the basis for learning, improvement, and positive growth and change.



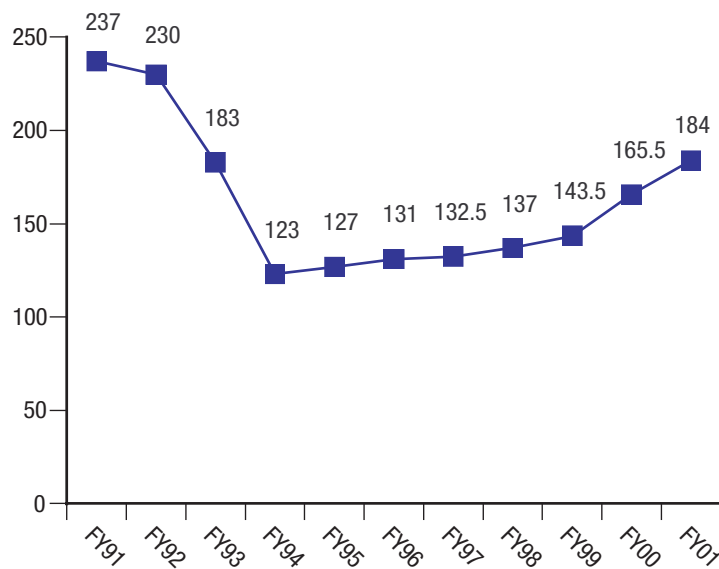
Cost: \$28,903,472



Staff: 184



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, Assessment and Referral)
- ◆ Employee Assistance Program
- ◆ Adult System of Care: Outpatient Services, Narcotic Treatment, and Residential programs
- ◆ Justice Services: Drug Treatment Court, Bay Area Services Network (BASN)
- ◆ Children, Adolescents, and Family Services: Outpatient Services and Juvenile Treatment Court
- ◆ Quality Improvement/System of Care Coordination
- ◆ Drinking Driver programs

- ◆ Social Services/Child Welfare Dependency Drug Treatment Court, CalWORKs
- ◆ Research Institute: Evaluation and Research
- ◆ Learning Institute: Training and Community Education.

Fiscal Year 2000 Accomplishments

- ◆ Developed the Adolescent Day Treatment program.
- ◆ Implemented the Dependency Drug Treatment Court program.
- ◆ Expanded Perinatal Services.
- ◆ Implemented new Mentoring Services.

Fiscal Year 2001 Planned Accomplishments

- ◆ Continue the development of the Adolescent Day Treatment program.
- ◆ Implement the CalWORKs Treatment System.
- ◆ Expand Women's Services.
- ◆ Expand Health Realization Services.

The County Executive's recommendation is to maintain the current level budget for Fiscal Year 2001.



Bureau Of Drug And Alcohol Programs — Budget Unit 0417 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
4600	Bureau Administration	2,730,065	4,237,827	5,118,394	4,178,493	(59,334)	-1
4607	Reasearch and Evaluation			58,852	274,980	274,980	
4610	Children, Adolescent & Family Services Adm		2,099,108	2,554,750	2,106,284	7,176	
4612	Muriel Wright Program		176,044	276,044	179,670	3,626	2
4620	Women's Services		801,690	1,100,948	846,195	44,505	6
4630	Prevention Services	1,862,636	2,005,320	2,416,923	2,147,460	142,140	7
4640	Residential Administration	492,761	1,045,675	1,043,144	1,164,894	119,219	11
4642	Homeless Project	313,546	314,914	314,914	283,322	(31,592)	-10
4645	Treatment & Recovery Administration		582,058	607,113	835,359	253,301	44
4650	Methadone Treatment/Medical Services Admin	877,006	1,381,828	1,438,465	1,561,968	180,140	13
4652	Central Center	612,822	589,664	589,664	608,067	18,403	3
4654	East Valley Clinic	366,841			7,726	7,726	
4655	Central Valley Clinic	1,558,871	1,517,157	1,536,474	1,672,959	155,802	10
4656	North County Center	852,360	153,669	179,669	265,309	111,640	73
4657	South County Clinic	491,184	581,186	582,674	504,635	(76,551)	-13
4658	Stride Clinic	502,769	418,967	418,967	528,162	109,195	26
4659	West Valley Center	1,628,283	403,869	419,869	342,541	(61,328)	-15
4670	Justice Services	520,121	2,645,895	2,997,029	2,638,299	(7,596)	
4671	Contract Services	7,885,339	7,613,453	8,118,205	7,752,002	138,549	2
4673	Justice Outpatient	877,312	994,119	1,012,730	994,119		
4675	Calworks Program	55,550			11,028	11,028	
Total Expenditures		21,627,466	27,562,443	30,784,828	28,903,472	1,341,029	5%

Bureau Of Drug And Alcohol Programs — Budget Unit 0417 Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
4600	Bureau Administration	11,087,405	12,263,522	13,575,712	11,810,462	(453,060)	-4
4610	Children, Adolescent & Family Services Adm		238,123	693,765	184,845	(53,278)	-22
4612	Muriel Wright Program			100,000	220,149	220,149	
4620	Women's Services		1,231,393	1,732,661	1,363,331	131,938	11
4630	Prevention Services	261,140	260,000	295,000	321,278	61,278	24
4640	Residential Administration	92					
4642	Homeless Project	155,749	153,809	153,809	153,809	0	
4650	Methadone Treatment/Medical Services Admin	218,882	220,149	220,149	0	(220,149)	-100
4652	Central Center	41,590	30,000	30,000	21,000	(9,000)	-30



Bureau Of Drug And Alcohol Programs — Budget Unit 0417

Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
4654	East Valley Clinic						
4655	Central Valley Clinic	741,016	455,500	455,500	443,500	(12,000)	-3
4656	North County Center	1,199,716	20,000	20,000	18,000	(2,000)	-10
4657	South County Clinic	224,727	105,500	105,500	105,500		
4658	Stride Clinic	46,252	20,000	20,000	18,000	(2,000)	-10
4659	West Valley Center	445,046	25,000	25,000	28,000	3,000	12
4670	Justice Services	135,849	505,000	891,705	500,000	(5,000)	-1
4671	Contract Services	222,426					
4673	BASN	1,056,800	1,049,150	1,067,761	1,033,348	(15,802)	-2
	Total Revenues	15,836,690	16,577,146	19,386,562	16,221,222	(355,924)	-2%

Bureau Administration — Cost Center 4600

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	30.6	4,237,827	12,263,522
Board Approved Adjustments During FY 2000	0.7	880,567	1,312,190
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.2	42,232	
Internal Service Funds Adjustment		405,415	
Other Required Adjustments		(1,387,548)	(1,765,250)
	Subtotal	4,178,493	11,810,462
Recommended Changes for FY 2001			
Total Recommendation	33.5	4,178,493	11,810,462

Research and Evaluation — Cost Center 4607

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget			
Board Approved Adjustments During FY 2000	2.5	58,852	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.5	216,128	
Internal Service Funds Adjustment			
Other Required Adjustments			0
	Subtotal	274,980	
Recommended Changes for FY 2001			
Total Recommendation	4.0	274,980	



Children, Adolescent & Family Services Adm — Cost Center 4610 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	16.5	2,099,108	238,123
Board Approved Adjustments During FY 2000		455,642	455,642
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		52,887	
Internal Service Funds Adjustment		4,289	
Other Required Adjustments		(505,642)	(508,920)
Subtotal	16.5	2,106,284	184,845
Recommended Changes for FY 2001			
Total Recommendation	16.5	2,106,284	184,845

Muriel Wright Program — Cost Center 4612 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	2.0	176,044	
Board Approved Adjustments During FY 2000		100,000	100,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		3,626	
Internal Service Funds Adjustment		(100,000)	
Other Required Adjustments			120,149
Subtotal	2.0	179,670	220,149
Recommended Changes for FY 2001			
Total Recommendation	2.0	179,670	220,149

Women's Services — Cost Center 4620 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	8.0	801,690	1,231,393
Board Approved Adjustments During FY 2000		299,258	501,268
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	0.5	30,312	
Internal Service Funds Adjustment		(328,363)	
Other Required Adjustments		43,298	(369,330)
Subtotal	8.5	846,195	1,363,331
Recommended Changes for FY 2001			
Total Recommendation	8.5	846,195	1,363,331



Prevention Services — Cost Center 4630 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	7.5	2,005,320	260,000
Board Approved Adjustments During FY 2000		411,603	35,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		43,880	
Internal Service Funds Adjustment		(8,343)	
Other Required Adjustments		(305,000)	26,278
Subtotal	7.5	2,147,460	321,278
Recommended Changes for FY 2001			
Total Recommendation	7.5	2,147,460	321,278

Residential Administration — Cost Center 4640 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	14.0	1,045,675	
Board Approved Adjustments During FY 2000		(2,531)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		121,377	
Internal Service Funds Adjustment		373	
Other Required Adjustments			0
Subtotal	14.0	1,164,894	
Recommended Changes for FY 2001			
Total Recommendation	14.0	1,164,894	

Homeless Project — Cost Center 4642 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	4.5	314,914	153,809
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-0.5	(31,592)	
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal	4.0	283,322	153,809
Recommended Changes for FY 2001			
Total Recommendation	4.0	283,322	153,809



Treatment & Recovery Administration — Cost Center 4645 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	7.5	582,058	
Board Approved Adjustments During FY 2000		25,055	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.5	233,156	
Internal Service Funds Adjustment		9,090	
Other Required Adjustments		(14,000)	0
Subtotal	10.0	835,359	
Recommended Changes for FY 2001			
Total Recommendation	10.0	835,359	

Methadone Treatment/Medical Services Admin — Cost Center 4650 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	19.7	1,381,828	220,149
Board Approved Adjustments During FY 2000	1.3	56,637	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		123,369	
Internal Service Funds Adjustment		134	
Other Required Adjustments			(220,149)
Subtotal	21.0	1,561,968	
Recommended Changes for FY 2001			
Total Recommendation	21.0	1,561,968	

Central Center — Cost Center 4652 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	9.0	589,664	30,000
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		21,089	
Internal Service Funds Adjustment		(2,686)	
Other Required Adjustments			(9,000)
Subtotal	9.0	608,067	21,000
Recommended Changes for FY 2001			
Total Recommendation	9.0	608,067	21,000



East Valley Clinic — Cost Center 4654 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget			
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		7,726	
Other Required Adjustments			0
	Subtotal	7,726	
Recommended Changes for FY 2001			
Total Recommendation		7,726	

Central Valley Clinic — Cost Center 4655 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	21.0	1,517,157	455,500
Board Approved Adjustments During FY 2000		19,317	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		143,264	
Internal Service Funds Adjustment		(6,779)	
Other Required Adjustments			(12,000)
	Subtotal	1,672,959	443,500
Recommended Changes for FY 2001			
Total Recommendation	21.0	1,672,959	443,500

North County Center — Cost Center 4656 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	2.0	153,669	20,000
Board Approved Adjustments During FY 2000		26,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.5	111,000	
Internal Service Funds Adjustment		640	
Other Required Adjustments		(26,000)	(2,000)
	Subtotal	265,309	18,000
Recommended Changes for FY 2001			
Total Recommendation	3.5	265,309	18,000



South County Clinic — Cost Center 4657 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	8.0	581,186	105,500
Board Approved Adjustments During FY 2000		1,488	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(78,092)	
Internal Service Funds Adjustment		53	
Other Required Adjustments			0
Subtotal	7.0	504,635	105,500
Recommended Changes for FY 2001			
Total Recommendation	7.0	504,635	105,500

Stride Clinic — Cost Center 4658 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	4.0	418,967	20,000
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	80,547	
Internal Service Funds Adjustment		28,648	
Other Required Adjustments			(2,000)
Subtotal	5.0	528,162	18,000
Recommended Changes for FY 2001			
Total Recommendation	5.0	528,162	18,000

West Valley Center — Cost Center 4659 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	6.0	403,869	25,000
Board Approved Adjustments During FY 2000		16,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(61,328)	
Internal Service Funds Adjustment			
Other Required Adjustments		(16,000)	3,000
Subtotal	5.0	342,541	28,000
Recommended Changes for FY 2001			
Total Recommendation	5.0	342,541	28,000



Justice Services— Cost Center 4670 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	8.4	2,645,895	505,000
Board Approved Adjustments During FY 2000	1.2	351,134	386,705
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	0.9	112,959	
Internal Service Funds Adjustment		32,752	
Other Required Adjustments		(504,441)	(391,705)
Subtotal	10.5	2,638,299	500,000
Recommended Changes for FY 2001			
Total Recommendation	10.5	2,638,299	500,000

Contract Services — Cost Center 4671 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget		7,613,453	
Board Approved Adjustments During FY 2000		504,752	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		208,627	
Other Required Adjustments		(574,830)	0
Subtotal		7,752,002	
Recommended Changes for FY 2001			
Total Recommendation		7,752,002	

Justice Outpatient — Cost Center 4673 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget		994,119	1,049,150
Board Approved Adjustments During FY 2000		18,611	18,611
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(18,611)	(34,413)
Subtotal		994,119	1,033,348
Recommended Changes for FY 2001			
Total Recommendation		994,119	1,033,348



Calworks Program — Cost Center 4675
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	2.0		
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		11,028	
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal	2.0	11,028	
Recommended Changes for FY 2001			
Total Recommendation	2.0	11,028	



Community Outreach Programs Mission

The mission of the Community Outreach Programs Department is to help schools, County departments, nonprofit agencies and the community design, implement and coordinate a responsive system of service delivery on school sites, and to improve the health and well-being of low-income families in Santa Clara County through increased enrollment and retention in Medi-Cal coverage.

Goals

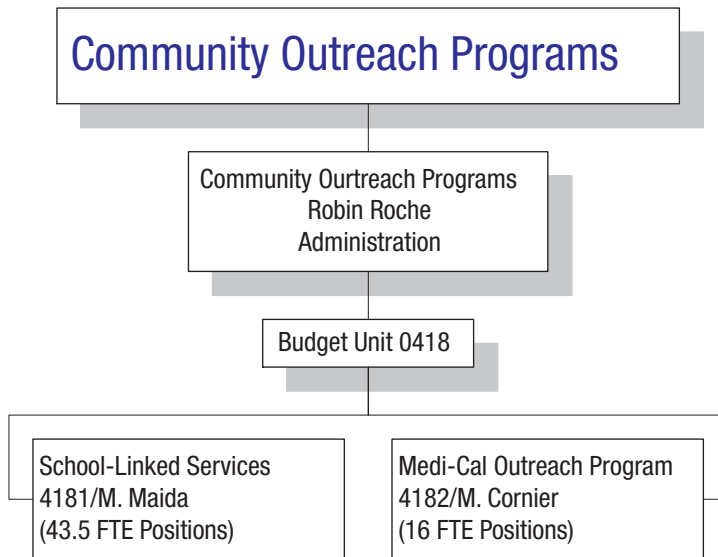
- ◆ Strengthen the link between schools, families and available resources
- ◆ Build upon existing multi-disciplinary teams in school sites
- ◆ Broker additional services based on the identified assets/needs of the community
- ◆ Increase enrollment activities to additional eligible individuals
- ◆ Retain Medi-Cal enrollees



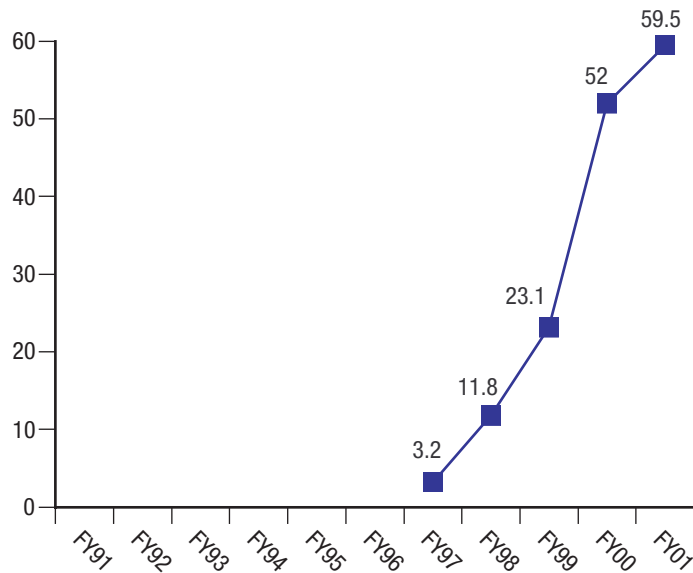
Cost: \$4,697,285



Staff: 59.5



10-Year Staffing Trend



Community Outreach Programs Overview

The Community Outreach Programs Department is new this year, created to reflect these General Fund expenses separately from the SCVMC Enterprise Fund. The Recommended Budget includes 6.5 positions which were added to the School-Linked Services Program by the Board of Supervisors at the FY 2000 Mid-year Budget Review, as well as the transfer into School-Linked Services of six positions previously in the Mental Health Department.

The department is comprised of the School-Linked Services (SLS) and Medi-Cal Outreach (MO) programs. Formerly, these two programs were part of the SCVMC Enterprise Fund.

School-Linked Services Program

School-linked Services was established in 1994 with the intent of coordinating services for children and families on school sites. The program is recognized for its unique ability to strengthen the link between schools, families, and available local resources. In 1998, the SLS program took a cluster approach to service delivery, focusing on elementary schools that feed into one identified high school in order to provide continuous services throughout the child's development. Fiscal Year 2000 has been focused on structural and service improvements which will allow the program to serve clients in the most efficient and effective ways possible.

Time spent on school site screenings has been particularly beneficial, and has led to program improvements as well as increased staff morale.

Medi-Cal Outreach Program

In Fiscal Year 1998, the Board of Supervisors approved one-time funding for a six month Medi-Cal Outreach pilot project to conduct community outreach and enrollment for Medi-Cal applicants. The program is jointly administered by the Public Health Department, Community Outreach Programs, and the Social Services Agency. The program has retained ongoing funding, and costs are now partially offset by State grants.

In June 1998, the Medi-Cal Outreach Project incorporated the Health Families Program into its scope of activities. The staff in the project conduct community outreach for the residents of Santa Clara County who are potentially eligible for these programs and assist them with the application process. They also conduct follow-up outreach to individuals who have been denied benefits or who are at risk due to incomplete documentation.

The outreach workers, financial counselors and eligibility workers are outstationed at clinics, community-based organizations, schools and faith-based organizations allowing community residents a "one-stop" service when applying for these programs.

FY 2000 Accomplishments

- ◆ Identified key "best practices" components necessary to maximize program effectiveness
- ◆ Following up on the expansion of the Mobile Medical Unit to 19 sites in Fiscal Year 1999, established a waiting list for a new Mobile Medical Unit expected to begin operation in Fall, 2000
- ◆ Expanded summer prevention groups, increasing participation of youth by 400%
- ◆ Developed implementation plans for a centralized enrollment and referral system to ensure efficient referrals and non-duplication of effort among County Departments.

FY 2001 Planned Accomplishments:

- ◆ Continue efforts toward use of best practices, focusing on prevention/early intervention
- ◆ Hire trainer for staff to learn national best practice standards
- ◆ Launch into additional planned school clusters
- ◆ Begin research study with Stanford University



- ◆ Improve enrollment in Medi-Cal Managed Care Programs
- ◆ Continue outreach activities to immigrant populations targeting Latinos and Asian Pacific Islanders



Community Outreach Programs County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for the Community Outreach Programs are intended to advance the Board of Supervisors' priority of focusing on Prevention Strategies. Community Outreach Programs are designed to expand health care services, enable at-risk youth to be safe and healthy, and use local community, self-identified needs assessments to allocate funds for prevention and early intervention programs.

Move Social Worker from Social Services Agency to School-Linked Services Program

As part of the Fiscal Year 2000 Mid-year budget review, the Board approved an Add/Delete action adding one Social Worker II to School-Linked Services, and deleting one Psychiatric Social Worker in the Mental

Health Department. However, the Social Worker II was added to the Social Services Agency in error. This action corrects the salary ordinance. An offsetting reduction is shown in the Social Services Agency.

Anticipated Outcome

As a result of adding one Social Worker II to the School-Linked Services Program, staff will have greater flexibility to expand the scope of direct service to include assessment, program planning and other intensive interventions not previously possible.

The anticipated outcome of an expanded scope of services directly benefits the Cluster I (Alum Rock) area through provision of student and family groups.

Total Cost: \$58,706

Community Outreach Programs — Budget Unit 0418 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
4181	School-Linked Services			351,888	3,806,436	3,806,436	
4182	Medi-Cal Outreach				890,849	890,849	
Total Expenditures		0	0	351,888	4,697,285	4,697,285	0%

Community Outreach Programs — Budget Unit 0418 Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
4182	Medi-Cal Outreach				250,000	250,000	0
Total Revenues					250,000	250,000	0%



School-Linked Services — Cost Center 4181 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget			
Board Approved Adjustments During FY 2000	6.5	351,888	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	36.0	2,629,203	
Internal Service Funds Adjustment			
Other Required Adjustments		766,641	0
Subtotal	42.5	3,747,732	
Recommended Changes for FY 2001			
1. Add One Social Worker II	1.0	58,704	
This position is moved to School-Linked Services from the Social Services Agency (SSA). An Add/Delete action adding one Social Worker II and deleting a Psychiatric Social Worker in the Mental Health Department was approved by the Board in March, but the salary ordinance put it in SSA in error. This action corrects the March salary ordinance.			
Subtotal	1.0	58,704	0
Total Recommendation	43.5	3,806,436	

Medi-Cal Outreach — Cost Center 4182 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget			
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	16.0	776,301	
Internal Service Funds Adjustment			
Other Required Adjustments		114,548	250,000
Subtotal	16.0	890,849	250,000
Recommended Changes for FY 2001			
Total Recommendation	16.0	890,849	250,000



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 2001 actual allocations of funds. Fund 15, the Non-County hospitals and physicians fund is budgeted for \$600,000 in revenues and expenses, a \$21,038 decline from Fiscal Year 2000. Fund 17, the Emergency Medical Services Non-County account is budgeted at \$400,000, an increase of \$203,312 over Fiscal Year 2000. The amounts are based on the Fiscal Year 2000 actuals to date.



Cost: \$1,000,000

Prop 99 Non-County Hospital Fund — Budget Unit 0721 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
7000	Prop 99 Non-County Hospital Fund	1,384,374	817,726	817,726	1,000,000	182,274	22
	15 Prop 99 Non-County Hospital Fund	837,635	621,038	621,038	600,000	(21,038)	-3
	17 AB-75 CHIP Physicians	546,739	196,688	196,688	400,000	203,312	103
	Total Expenditures	1,384,374	817,726	817,726	1,000,000	182,274	22%



Prop 99 Non-County Hospital Fund — Budget Unit 0721
Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
7000	Prop 99 Non-County Hospital Fund	1,384,374	817,726	817,726	1,000,000	182,274	22
	15 Prop 99 Non-County Hospital Fund	837,635	621,038	621,038	600,000	(21,038)	-3
	17 AB-75 CHIP Physicians	546,739	196,688	196,688	400,000	203,312	103
	Total Revenues	1,384,374	817,726	817,726	1,000,000	182,274	22%

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 2000 Approved Budget		621,038	621,038
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(21,038)	(21,038)
Subtotal		600,000	600,000
Recommended Changes for FY 2001			
Fund Subtotal		0.0	600,000
AB-75 CHIP Physicians (Fund Number 0017)			
FY 2000 Approved Budget		196,688	196,688
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		203,312	203,312
Subtotal		400,000	400,000
Recommended Changes for FY 2001			
Fund Subtotal		0.0	400,000
Total Recommendation		1,000,000	1,000,000



Valley Health Plan Mission

The mission of the Valley Health Plan is to improve the health and satisfaction of its membership and to support the mission of the Santa Clara Valley Health and Hospital System.

Goals

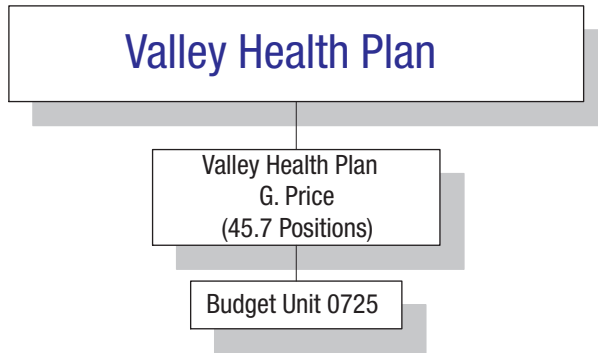
- ◆ Increase member enrollment
- ◆ Continue implementing a quality improvement program for all VHP network providers and to report progress to the Health and Hospital Committee
- ◆ Continually improve staff performance and linkage to CPM
- ◆ Implement a compliance program for the entire VHP network
- ◆ Improve VHP information systems reporting and operations
- ◆ Remain cost competitive and financially viable



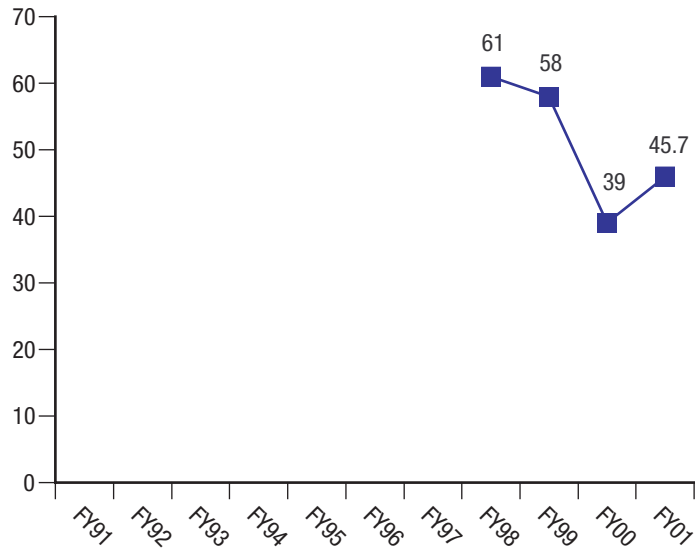
Cost: \$3,453,890



Staff: 45.7



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 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 (SCFHP). 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 2000 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 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 2001 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 implement financial policies to improve efficiency, reduce outside costs by implementing finance department recommendations for contracting and claims procedures, and continue to monitor the financial health of the VHP network.
- ◆ 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 continue restructuring VHP information systems to improve tracking and reporting of encounters and other data.



- ◆ To remain cost competitive and financially viable through implementing Information Systems (IS) procedures to manage risk pool payouts, improve capitation check and eligibility list generation, and procedure encounter data reports for management and clinical decision support.



Valley Health Plan

County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for the Valley Health Plan (VHP) are focused on meeting the Board's priorities in the areas of providing access to high quality health care for all residents, regardless of the ability to pay. The recommendations also focus on enhancing the County's fiscal integrity and accountability and continuous quality improvement.

Budget Assumptions

Medi-Cal Managed Care (MCMC) Enrollment

In Fiscal Year 2000, the Medi-Cal Managed Care program was budgeted at a net loss of \$315,601. For Fiscal Year 2001, this number has **improved** to a net gain of \$362,501, a turnaround of \$678,102. This represents a revenue increase of \$94,780, and reduced expenditures of \$583,322.

The number of Medi-Cal lives for Fiscal Year 2001 is forecast at 25,000, down from 26,500 forecast in Fiscal Year 2000. Though the 26,500 forecast was met through January, the year end enrollment is projected to be closer to 25,000. This forecast is based on continuing downward trends in Medi-Cal memberships statewide. Enrollment statewide has been declining for the past six months due to state coding changes which have classified cases pending redetermination of eligibility to "disenrollments."

Commercial (County) Enrollment

In Fiscal Year 2000, the Managed Care Commercial program was budgeted at a net gain of \$328,951. For Fiscal Year 2001, this number has reversed itself, and will now be budgeted as a loss of \$322,202. Expenditures for personnel are increasing by \$264,814, and health care costs by \$634,205. Revenues are increasing, but not at the rate of the expenditures. The Recommended actions are designed to increase revenues in future years.

The number of commercial lives are forecast at 8,000, up from 6,500 in Fiscal Year 2000. Commercial enrollment has been slowly but steadily rising, and VHP hopes to acquire additional group accounts and also offer insurance to the In Home Health Services employees sometime during Fiscal Year 2001.

The net position for Valley Health Plan as a whole is budgeted at a positive \$40,299, an increase of \$26,949 over last year, or 200%.

Add Positions for Improved Customer and Provider Relations

The County Executive recommends the addition of 3 positions for purposes of better managing the expanding number of contracts and customers of the Valley Health Plan. These positions, completely offset by funds from the projected FY 2001 operating margin, include:

Add One Program Manager II

This position will focus on consolidation of the contract management function with the existing VHP Provider Relations Department. This position will be responsible for developing a system for managing over 70 provider, ancillary, service and group contracts.

Anticipated Outcomes

Improved management of reserve pools, rate changes, amendments, compliance and coordination with Provider Relations in training and communication. The end result should be an increase in membership.

Total Cost \$81,182

Add One Member Services Representative

This position is required to handle the increase in member calls, member education, mailings and problem resolution for an expected increase of 1,500 members.

Anticipated Outcomes

Improved customer service, especially important as membership is increasing. Improved efficiency, as the manager has been spending time on member services.

Total Cost \$45,398

Add One Receptionist

This position is required to handle the significant increase in walk-in traffic experienced at Valley Health Plan. Currently, the telephones are staffed with a person borrowed from another program, which is relocating. Customers have been using an answering machine at times.

Anticipated Outcomes

Telephone service will improve, and customers will be more satisfied.

Total Cost \$40,094

Transfer Three Positions from SCVMC Planning and Marketing

When Managed Care was initially implemented with the Two-Plan model for Medi-Cal in 1995, these positions were budgeted in SCVMC Planning and Marketing. Currently, staff work to transfer the costs from one place to another. This appropriation will eliminate the need for additional work and will accurately reflect the departmental budget.

- ◆ Add One Assistant Director, Managed Care Program
- ◆ Add One Senior Health Care Analyst
- ◆ Add One Secretary II

Anticipated Outcomes

Greater efficiency and accuracy in accounting and budgeting.

Total Cost \$281,778

Offset by a reduction in transfer expenses to SCVMC

Add and Delete Positions

With the deletion of 1.32 FTEs, VHP requests the addition of 2 unfunded positions to allow greater flexibility in staffing. The deleted positions are not being utilized to provide services, and are no longer required.

- ❖ Delete One Administrator, Valley Health Plan
- ❖ Delete One Assistant Head Nurse
- ❖ Add One Accountant Assistant
- ❖ Add One Associate Management Analyst B

Total Savings (\$174,388)

Valley Health Plan Fund 0380

	Medi-Cal Managed Care	Commercial (County)	Total
I. FTEs & Statistics			
FTEs	23.2	15.9	39.1 ^a
Average Monthly Enrollment	25,000	8,000	33,000
II. OPERATIONS			
Revenues			
County	–	10,962,739	10,962,739
Medi-Cal Managed Care	24,531,450	–	24,531,450
Total Revenue	24,531,450	10,962,739	35,494,189
Operating Expenses			
Payroll	1,457,178	986,849	2,444,027
Health Care Costs	21,059,076	9,976,092	31,032,315
Other	242,163	322,000	564,163
Transfers	1,204,563	–	1,204,563
County Overhead	208,822	–	208,822
Total Expenses	24,168,949	11,284,941	35,453,890
Gain (Loss)	362,501	(322,202)	40,299
Projected County Subsidy	–	–	–
Net Position	362,501	(322,202)	40,299

a. The additional 6.6 positions shown in the budget are unfunded.

Valley Health Plan — Budget Unit 0725 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
7250	Valley Health Plan	34,835,115	35,038,194	35,486,194	35,453,890	415,696	1
	Total Expenditures	34,835,115	35,038,194	35,486,194	35,453,890	415,696	1%

Valley Health Plan — Budget Unit 0725 Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
7250	Valley Health Plan	36,631,801	35,051,543	35,499,543	35,494,189	442,646	1
	Total Revenues	36,631,801	35,051,543	35,499,543	35,494,189	442,646	1%



Valley Health Plan — Cost Center 7250

Major Changes to the Budget

	Positions	Appropriations	Revenues
VHP-Valley Health Plan (Fund Number 0380)			
FY 2000 Approved Budget	39.0	35,038,194	35,051,543
Board Approved Adjustments During FY 2000		448,000	448,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		81,056	
Internal Service Funds Adjustment		168,193	
Other Required Adjustments		(406,803)	(5,354)
Subtotal	39.0	35,328,640	35,494,189
Recommended Changes for FY 2001			
1. Add/Delete Administrative Positions	0.7	(174,388)	
<p>Four position adjustments are made to better reflect the services being delivered by the personnel in the department. The following positions are added:</p> <ul style="list-style-type: none"> ◆ 1 FTE Accountant Assistant ◆ 1 FTE Associate Management Analyst B <p>The following positions are deleted:</p> <ul style="list-style-type: none"> ◆ .32 FTE Administrator, Valley Health Plan ◆ 1 FTE Assistant Head Nurse <p>The net cost savings is attributable to adding the additional codes as "unfunded." Savings from future vacancies will fund the positions. Both of the deleted positions are vacant.</p>			
2. Transfer Positions from Santa Clara Valley Medical Center	3.0	32,970	
<p>Three positions are transferred into Valley Health Plan from the Planning and Marketing Division of Valley Medical Center. These positions have all been operating as employees of Valley Health Plan, and this action will accurately reflect the appropriate assignment of costs and positions.</p> <ul style="list-style-type: none"> ◆ Add One Assistant Director, Managed Care Programs (B89) ◆ Add One Senior Health Care Analyst (B6X) ◆ Add One Secretary II (D19). 			
3. Add One Program Manager II	1.0	81,180	
<p>A Program Manager is requested to consolidate the contract management function with the existing Provider Relations Department. This position will develop a system for managing the large contract inventory, work with staff to handle provider issues, training and communications that are often connected to the over 70 contractual agreements with providers and Valley Health Plan.</p>			
4. Add Two Positions for Member and Provider Services	2.0	85,488	
<p>One Receptionist (D17) and one Member Services Representative (D25) are requested to handle telephone and walk-in traffic experienced by VHP. In addition, the Member Services Representative will work on member education, mailings and problem resolution for the expected increase of 1,000 to 1,500 VHP members.</p>			
5. Additional Funds for Member Services		100,000	
<p>New regulatory language must be inserted into the Valley Health Plan documents which describe benefits or services. An additional appropriation of \$100,000 will be used to make these revisions, and to develop and produce new health education, marketing and promotional materials to assist VHP in acquiring new group accounts and meeting revenue projections.</p>			
Subtotal	6.7	125,250	0
Total Recommendation	45.7	35,453,890	35,494,189



Santa Clara Valley Medical Center

Mission

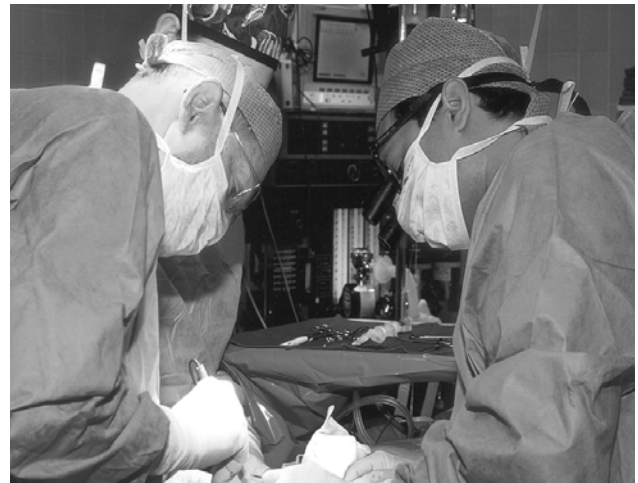
The mission of Santa Clara Valley Medical Center is to provide:

- ◆ 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

- ◆ Plan for flexible facility uses in the future.



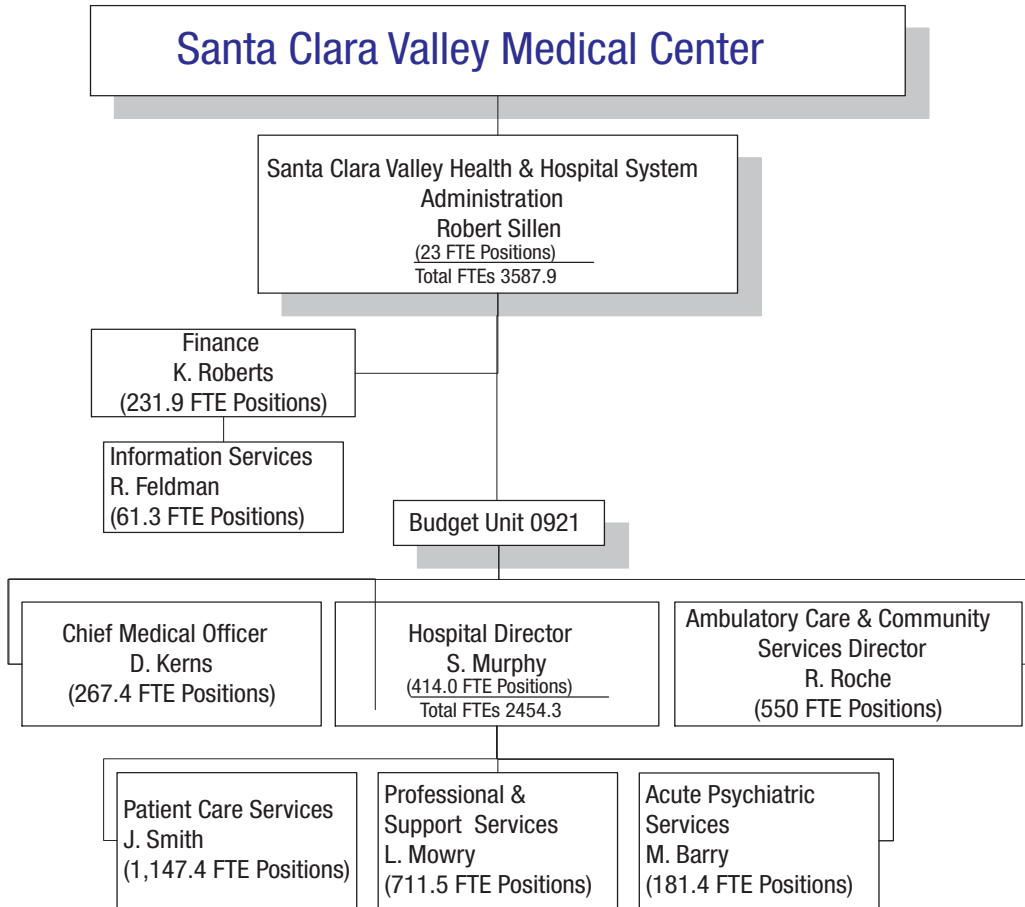
Cost: \$472,473,374



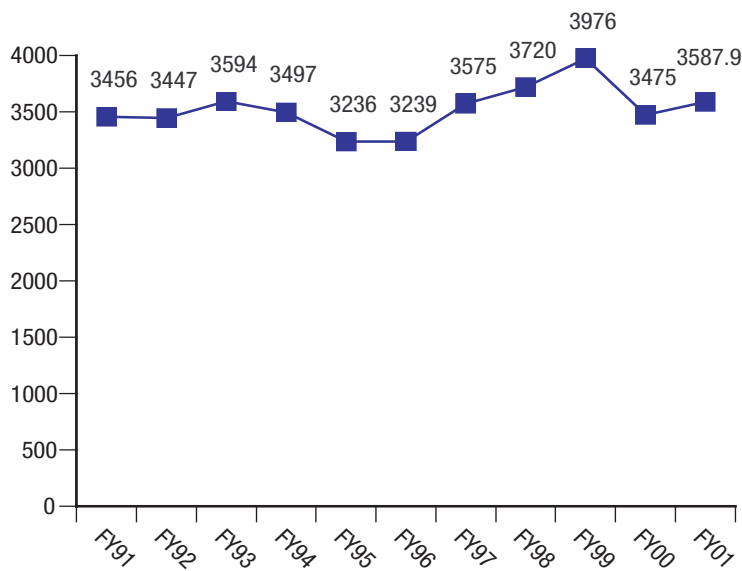
Staff: 3,587.9

Goals

- ◆ Pursue Santa Clara Valley Medical Center's (SCVMC's) 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



10-Year Staffing Trend



Santa Clara Valley Medical Center

Overview

Santa Clara Valley Medical Center (SCSCVMC) is a public hospital operated by the County of Santa Clara. Founded in 1876, SCSCVMC has maintained a long tradition of service to the people of Santa Clara County. Each year, SCSCVMC provides more than 20,057 admissions for inpatient care and over 530,000 outpatient visits. SCSCVMC has maintained its Open Door Policy to provide high quality, cost-effective healthcare to all residents regardless of ability to pay. SCSCVMC is affiliated with the Stanford University School of Medicine, and with schools of nursing, allied health professional training and research centers in the San Francisco Bay Area.

In addition to the primary care level of service, SCSCVMC provides sophisticated specialty medical programs, many of which are locally available only at SCSCVMC. 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 Lifelight Helicopter Station; a Level III Neonatal Intensive Care Unit; and a High Risk Pregnancy Program which cares for the most critical cases from SCSCVMC and other area hospitals.

In addition to SCVMC, 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.

The New Main Hospital facility has been open since January, 1999. 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 Labor and Delivery Room (LDR) suites for Maternity Care. Total active acute care licensure for SCSCVMC 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 bears the cost of these services.

Valley Medical Foundation, a private, independent corporation established in 1988 and associated with SCSCVMC, raises funds to support health and hospital system operations.

Fiscal Year 2000 Accomplishments

- ◆ **Y2K.** Achieved successful transition into Y2K by redesigning the Emergency Incident Command system, performing windows NT roll-out, infrastructure upgrade, and upgrade of Unity, Oscar, and Diamond information systems, and testing and upgrading facility systems and biomedical equipment.
- ◆ **Marketing.** Expanded public-private partnership relationships bringing SCSCVMC's private insurance to 19% of its patient days and 18% of its patient visits.
- ◆ **Financial.** Projecting a year end contribution margin in excess of \$20 million.
- ◆ **Emergency Care.** Developed and opened an Express Admission Unit which reduced the time for admitting Emergency Room patients on the evening shift, generated additional revenue, and improved patient satisfaction.
- ◆ **Facilities.** Completed construction and activated the 100,000 square foot Administrative Office Building at 2523 Enborg Lane.



- ◆ **Information.** Designed and implemented the SCSCVMC Website which describes SCSCVMC's clinical programs, residency programs, provides maps, directions, referral information, and job postings/bulletins.
- ◆ **Planning.** Developed a Strategic Business Development Plan and a Strategic Facilities Plan to guide SCSCVMC's future success.
- ◆ **Customer Service.** Received Management Excellence Award from California Association of Public Hospitals for Customer Service/Values program. Implemented a Customer Service Department for complaint resolution and system improvement through customer service improvement initiatives. Expanded the Performance to Values training to 10 additional departments. Developed an SCSCVMC Appearance and Dress Code Policy, and a Customer Service Values newsletter (Heartbeat) for improved internal communication.
- ◆ **Referral Center.** Reorganized the referral center services to facilitate referrals from private physicians into the SCSCVMC ambulatory network.
- ◆ **Ambulatory Care.** Opened the Columbia Neighborhood School-Based Clinic to serve the Columbia Neighborhood Center in Sunnyvale.
- ◆ **Ambulatory Care.** Improve access to primary care and selected specialty services for improved customer satisfaction and quality of service.
- ◆ **Information Services.** Implement the Shared Medical Systems (SMS) Core System in accordance with the schedule, replace the niche information systems which are obsolete, sub-optimally functional, or no longer receive vendor support.
- ◆ **Outreach.** Outreach to eligibles to increase enrollment of Santa Clara County residents in Healthy Families, MediCal, and other programs to increase the number of sponsored patients in the SCSCVMC network.
- ◆ **Facilities.** Continue development of facility improvement efforts related to seismic compliance (H-1, ancillary and services buildings), the new Valley Health Center at Franklin-McKinley, and the Medical Office Building (MOB).

Fiscal Year 2001 Planned Accomplishments

- ◆ **Emergency Services.** Implementation of processes and structural changes to improve access to emergency care and service in the Emergency Department. This will be achieved through completion of the work currently in progress by a multidisciplinary, interdepartmental redesign team.
- ◆ **Customer Service.** Continued implementation of the Customer Service/Values program, including development of the evaluation tool, staff training, refinement of the new complaint management process, and a variety of operational enhancements to service delivery.
- ◆ **Recruitment and Retention.** Develop and implement recruitment and retention strategies required to assure an adequate supply of well-qualified staff to support SCVMC's programs. This will be done in collaboration with internal and external stakeholders.



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.

Budget Summary

The Recommended Budget for Budget Unit 921, Santa Clara Valley Medical Center (SCVMC) maintains the current level of services, and also recommends appropriations to address an increase in the average daily census. In addition, where expenditures can be reduced, a small number of support positions are recommended be added. Where possible, additional revenues have been budgeted, but the net revenues for SCVMC are down by approximately \$4.4 million.

The approximate cost to maintain the current service level is an additional \$25 million. To meet this expense, the General Fund Grant to SCVMC is increased by \$12,000,000, offset by newly realized Tobacco Settlement revenues. And, to offset the remainder of the projected shortfall, it is recommended that the projected Enterprise Fund Fiscal Year 2000 operating margin of \$13,838,464 be used. This one-time solution will require that additional funds be utilized to close this gap in the future.

General Fund Grant

In Fiscal Year 2001, the General Fund Grant is increasing by \$5,852,966 over Fiscal Year 2000, to a total of \$36,478,587. This is a 19% increase for the year. The General Fund Grant is the amount contributed as an operating transfer out of the General Fund to the SCVMC Enterprise Fund as revenue.

School-Linked Services Transfer

In the FY 2001 Recommended Budget, the School-Linked Services Program and the Medi-Cal Outreach program have been transferred to the General Fund in

Budget Unit 418, Community Outreach Programs. This transfer moves \$3,982,733 in expenditures and \$250,000 in revenues from the Enterprise Fund to the General Fund. A commensurate reduction in the General Fund grant is reflected in the SCVMC and General Fund budgets.

Changes in the Current Level of Service

Revenues

Revenues in SCVMC are expected to decline in Fiscal Year 2001 due to a number of factors. This decline is primarily due to a reduction in funds available from the SB855 Program, reduced in FY 2001 by a net of \$3,614,000, due to a reduction in Federal Omnibus Budget Reconciliation Act (OBRA) payments. In addition, net patient revenues at the current census level of 266 are down by just short of \$1 million. These and other revenue reductions require an increase in the General Fund grant of \$3,284,118.

Expenses

Expenses related to the current level of service are recommended to increase by \$14,608,390 in personnel and approximately \$10 million in non-personnel expenses. Major areas of expense increase include:

- ◆ Increased cost of salaries and benefits for existing staff: \$14,608,390
- ◆ Pharmaceutical appropriations, related both to volume and drug cost increases: \$5,467,241
- ◆ Radiology services contract: \$1,000,000
- ◆ Maintaining equipment in the New Main Hospital: \$1,229,176
- ◆ Physician-related costs: \$1,527,644
- ◆ Information systems increases, to support the Board-approved core information system replacement project: \$1,132,634



Recommended Additions Due to Increased Census

To provide the required services to an increase of 6,589 patient days per year, an additional 84.8 FTEs are required. These positions are funded by revenues derived from sponsor billings, resulting in revenue in excess of cost equalling \$3,627,735. The 6,589 patient days are the result of a projected census of 284 patients per day, up 18 over the Fiscal Year 2000 census of 266. Of the 84.8 additional FTEs, 58.19 are nurses or are nursing-related. Twenty-four FTEs are added for a variety of support and administrative services; including 6.52 FTEs in respiratory care, 3 janitors, 3 staff in Case Management, and 3.9 in the therapy area. In physician services, an additional 2.6 FTEs are added. Services and supplies are expected to increase by \$2.96 million to accommodate the increased patient load.

New Positions Offset By Revenues

In addition to adding positions as a result of a projected increase in the census, it is recommended that SCVMC add an additional 37.6 FTEs which generate a net General Fund grant **reduction** of \$65,549. Personnel expenses for these recommendations are \$2,526,202, and services and supplies are increasing by \$857,457.

All of the recommended increases are required to meet existing service demands. In most instances, the new positions will allow SCVMC to address current waiting lists, or waiting times for procedures, such as those in renal care, cardiology, ultrasound, mammography, CT scans, bone densitometry, outpatient electro-encephleographs (EEG), and the adaptive driving evaluation program. Increases in the areas of Laboratory Outreach, Lab Outpatient, Obstetrics/Gynecology, OB/GYN Ambulatory, and pediatrics are all attributable to increasing workloads in those departments.

Facility Related Positions

By reducing contract expenses by \$641,575, SCVMC is able to add 8 coded positions, fund 2 existing positions, and unfund 2 positions in the area of facility or infrastructure services. By reducing expenses for outside equipment maintenance, outside building maintenance, outside preventive maintenance and utilities, a net savings of \$23,710 is achieved.

Add Janitors for Administrative Office Building

4 janitors are added to serve the Administrative Office Building (AOB). The \$161,963 cost of these positions is offset by a decrease in rental expenses for 828 South Bascom Avenue, which was formerly occupied by staff now at the AOB.

Positions

Below is a table listing all of the position changes required to implement the Recommended Budget. The total number of positions is up by a net of 112.9 positions, attributable to the following:

- ◆ 18.5 FTEs added at the Mid-Year budget review
- ◆ (47) FTEs moved to Community Outreach Programs, BU 418
- ◆ (4) FTEs transferred to Valley Health Plan
- ◆ 8 FTEs added as a result of annualizing prior year approved positions
- ◆ 84.8 FTEs added as a result of an increased census in the hospital
- ◆ 37.6 FTEs added which are offset by revenues
- ◆ 15 FTEs added to provide services to the facilities and infrastructure at SCVMC.

All recommended positions are subject to appropriate review and confirmation by SCVMC Human Resources Department and the Employee Services Agency.



Positions Recommended for Addition

Program	Code	Position Class	#	Comments
Positions Recommended due to Increased Census				
Inpatient Nursing	Various	Various	45.23	The specific position information will be made available prior to the FY 2001 budget hearings
Nursing Clinical Resources	S75	Clinical Nurse III	1.6	Expand coverage from 1 nurse to 2 from 5 pm to 1 am to support critical care and Emergency Department
	S75	Clinical Nurse III	1.6	Expand coverage from 7 am to 11 pm to support Medical/Surgical and Rehabilitation units
	S93	Health Services Assistant II	3	Expanded coverage to transport patients, deliver supplies
Express Admission	S75	Clinical Nurse III	1	Expand by 2 hours/day, 7 days/week. Provide necessary overlap coverage
Maternal Infant Child Care	S93	Health Services Assistant II	1.6	Required due to increased census
	S75	Clinical Nurse III	2.66	
	D02	Medical Unit Clerk	1.5	
Respiratory Care	R15	Respiratory Care Practitioner	5.52	Inpatient workload
	R17	Supv. Respiratory Care Practitioner	1	
Other Support Services	R29	Pharmacy Technician	2 x 0.5	Two half codes
	H18	Janitor	3	
	S1V	Nurse Anesthetist CRNA	0.5	
	J77	Health Information Tech II	1	
	J69	Health Information Tech I	0.5	
Case Management	S18	Patient Services Case Coordinator	2.5	
	D36	Advanced Clerk Typist	0.5	
Therapies	R38	Speech Pathologist	1.5	
	P9A	Hospital Clinical Psychl	0.4	
	R1A	Occupational Therapist I	0.5	
	R64	Physical Therpay Assistant II	1	
	R11	Physical Therapist I	0.5	
Laboratory Inpatient	R1F	Senior Clinical Laboratory Tech	1.8	
	R74	Senior Lab Assistant	1.8	
Social Services	Y03	Medical Social Worker	1	
Medicine	P41	Physician	1	
		Pediatric Psychiatrist	0.6	
		Psychiatrist	1	
Subtotal Added			84.8	
Positions Added Offset by Revenues				
MICC	S85	LVN	1	Medi-Cal reimbursed
Labor and Delivery	D02	Medical Unit Clerk	2.4	Patients will be registered and billed as outpatients
Renal Care Clinic	D02	Medical Unit Clerk	1	To assist with increased patient volume
	S93	Hospital Services Assistant II	0.5	To assist with increased patient volume
Rental Care Center Expansion	R71	Dialysis Technician	4	Allows department to achieve capacity at 162 patients per month and eliminate transfer of MediCare patients
	H65	Dietary Technician	0.5	
	Y03	Medical Social Worker	0.5	



Positions Recommended for Addition

Program	Code	Position Class	#	Comments
Cardiology	S29	Ultrasonographer	1	Required to meet rising demand and reduce waiting times
	S75	Per Diem Clinical Nurse III	0.25	
Ultrasound	R87	Diagnostic Imaging Technician I	-1	Allows capacity to expand by 1,200 procedures per year, reduces current 6 week backlog
	R88	Diagnostic Imaging Technician II	2	
Mammography	R87	Diagnostic Imaging Technician I	1	Allows outpatient activity to expand by 2,000 exams per year, reduce current 10 week backlog
	J68	Health Information Clerk I/II	0.5	
CT Scans	R87	Diagnostic Imaging Technician I	0.5	Allows a second scanner to operate more than 4 hours per day. Exams will be expedited, and current 25 day waiting period may be reduced
	S75	Clinical Nurse II	1	
	D15	Medical Admitting Clerk	1	
Bone Densitometry	R87	Diagnostic Imaging Technician I	0.5	Current 6 week wait would be reduced, 750 exams added
	J68	Health Information Clerk I/II	0.5	
Pharmacy	R29	Pharmacy Technician	0.5	Positions required for Medication Assistance Program, additional workload
	P40	Pharmacist Specialists	2.35	
	R27	Pharmacists	1.2	
EEG - Outpatient	R99	Clinical Neurophysiologic Tech.	1	Addresses 3 month waiting period and increased outpatient activity
Nutrition/Food Services	H67	Food Service Worker I	1	Offset by increased cafeteria revenues, conversion of extra help positions
Clinical Lab Education	R59	Supervising Clinical Lab Tech	1	Reimbursed by participating hospitals
Laboratory Outreach	C78	Billing Accounts Manager	1	Allows greater marketing of Pathology Department's services outside the County and the HHS.
	R1F	Senior Clinical Laboratory Tech	1	
	R74	Senior Lab Assistant	1	
Lab Outpatient	R1F	Senior Clinical Laboratory Tech	1.2	Related to workload increases
	R74	Senior Lab Assistant	1.2	
Therapies - Adaptive Driving	R1A	Occupational Therapist I	0.5	Will reduce waiting list, which currently exceeds Department of Rehabilitation standard
	R2C	Cert. Occupational Therapy Asst	0.5	
Obstetrics/Gynecology	P41	Physician	0.5	
OB/GYN Ambulatory	P41	Physician	1.5	
		Nurse	1	
		Medical Assistant	1.5	
	D15	Medical Admitting Clerk	0.5	
		Support Staff, various	1.5	
		Pediatric Intensivist	0.5	
Subtotal Added			37.6	
Positions Added with Expenditure Offsets				
Adm Office Buidling	H18	Janitor	4	Offset by reduction in rental expense
Facilities Department	M43	Project Contract Specialist	1	
	K16	Telephone Service Engineer	2	
	K82	Engineer Technician	1	
	L67	Capital Projects Manager III	1	



Positions Recommended for Addition

Program	Code	Position Class	#	Comments
Facilities Dept, cont.	G40	Departmental Information Systems Analyst	1	
	M51	Carpenter	1	
	M59	Electrician	1	
	M68	Painter	1	
	M75	Plumber	1	
	K05	Communications Engineer		Unfund existing position
	N92	Senior Stationary Engineer		Unfund existing position
Human Resources	B42	Personnel Operations Supervisor	1	
Radiology	R95	Nuclear Medical Technologist	0.5	
	R87	Diagnostic Imaging Technician	-0.5	
Systems Administration Add/Delete	G50/G51	Information Systems Technician II/I	4	
	G21	Computer Operator II	-4	
Subtotal Added			15	

Valley Medical Center — Budget Unit 0921 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
6852	SCVMC Hospital Administration	502,824,705	431,454,156	444,689,175	472,473,374	41,019,218	10
	59 VMC Capital Projects	48,169,982	11,935,934	19,553,361	14,173,806	2,237,872	19
	60 VMC Enterprise Fund	450,266,588	419,518,222	425,135,814	458,299,568	38,781,346	9
	Total Expenditures	502,824,705	431,454,156	444,689,175	472,473,374	41,019,218	10%

Valley Medical Center — Budget Unit 0921 Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
6852	SCVMC Hospital Administration	614,240,049	424,772,819	463,329,713	465,792,041	41,019,222	10
	59 VMC Capital Projects	70,120,696	11,935,934	45,208,633	14,173,806	2,237,872	19
	60 VMC Enterprise Fund	535,419,530	412,836,885	418,121,080	451,618,235	38,781,350	9
	Total Revenues	614,240,049	424,772,819	463,329,713	465,792,041	41,019,222	10%



SCVMC Hospital Administration — Cost Center 6852

Major Changes to the Budget

	Positions	Appropriations	Revenues
VMC Capital Projects (Fund Number 0059)			
FY 2000 Approved Budget		11,935,934	11,935,934
Board Approved Adjustments During FY 2000		7,617,427	33,272,699
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(17,246,985)	(31,034,827)
Subtotal		2,306,376	14,173,806
Recommended Changes for FY 2001			
1. Re-budget Fixed Assets and Capital Items		11,867,430	
These funds are required to reflect the re-budgeting of various capital and equipment allocations, which were begun in previous years.			
Subtotal	0.0	11,867,430	0
Fund Subtotal	0.0	14,173,806	14,173,806
VMC Enterprise Fund (Fund Number 0060)			
FY 2000 Approved Budget	3475.0	419,518,222	412,836,885
Board Approved Adjustments During FY 2000		5,617,592	5,284,195
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		(107,377)	
Internal Service Funds Adjustment		498,224	(3,539,796)
Other Required Adjustments		30,923	(2,387,598)
Subtotal	3475.0	425,557,584	412,193,686
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		6,097	0
Increase General Fund Grant Amount			12,000,000
1. Recommended Revenue Adjustments			27,424,549
Revenue adjustments are made to account for changes in revenues from both outside sources such as the Federal and State governments, as well as from sponsor billings.			
2. Fund Increases in Personnel Throughout the System		24,321,924	
This allocation is the net increase required in Salaries and Benefits to fund all of the Recommended actions. This includes actions required to fund the current level of services, as well as increases in the following areas: Census Increase, Positions Offset by Revenues, Positions Added and Funded by Expenditure Reductions.			
3. Net Increase Required in Services and Supplies for SCVMC Recommendations		5,388,439	
The net increase in services and supplies includes line item changes across the board. Included are increases in pharmaceuticals, radiology, equipment maintenance, physician group expenditures, information technology, outside lab expenses, and a variety of other expenditures. One expenditure reduction of \$1.4 million in interest expenses offsets many of the other cost increases. Every effort has been made to minimize the amount of these increases.			
4. Adjust Expenditures Related to Intra-County Services		3,025,524	
These expenditure increases are related to the following areas: telephone services, insurance, internal professional and specialized services, ISD data processing, rents and leases, automobile services, and postage. As in the General Fund, the department works with other County departments to agree on the appropriate level of service to be provided, based on experience to date and future expectations.			
Subtotal	112.9	32,741,984	39,424,549
Fund Subtotal	3587.9	458,299,568	451,618,235
Total Recommendation	3587.9	472,473,374	465,792,041





Santa Clara Valley Medical Center Statement Of Revenues And Expenses Fiscal Year 2001

	SCVMC Enterprise Fund	PSTF	Dontrn.	Rev Bonds	Total Trust Funds	Total SCVMC EF& Trust	VHP	Total EF/Trust & VHP
I. Fte's & Statistics								
Fte's								
Payroll	3,587.9				0.0	3,587.9	39.1	3,627.0
Contract	32.7				0.0	32.7	0.0	32.7
Total	3,615.6	0.0	0.0	0.0	0.0	3,620.6	39.1	3,659.7
Total Patient Days	103,945	0	0	0	0	103,945		103,945
Average Daily Census	284.0	0.0	0.0	0.0	0.0	284.0		284.0
Discharge: Nursery	3,480	0	0	0	0	3,480		3,480
Other	16,785	0	0	0	0	16,785		16,785
Alos: Nursery	2.00	0.00	0.00	0.00	0.00	2.00		2.00
Other	5.50	0.00	0.00	0.00	0.00	5.50		5.50
Outpatient Visits	533,914	0	0	0	0	533,914		533,914
ii. Operations								
Gross Operating Revenue	804,239,341	7,500,000	0	0	7,500,000	811,739,341	35,494,189	847,233,530
Deductions From Revenue								
Sb 855	(39,686,000)	0	0	0	0	(39,686,000)		(39,686,000)
Sb 1255	(44,000,000)	0	0	0	0	(44,000,000)		(44,000,000)
Other Deductions	600,864,423	0	0	0	0	600,864,423		600,864,423
Sb 1732	(7,575,000)					(7,575,000)		(7,575,000)
Total Deductions	509,603,423	0	0	0	0	509,603,423	0	509,603,423
Net Operating Revenue	294,635,918	7,500,000	0	0	7,500,000	302,135,918	35,494,189	337,630,107
Other Operating Revenue								
Realignment	9,539,723	0	0	0	0	9,539,723		9,539,723
Other	24,363,255	0	400,000	0	400,000	24,763,255		24,763,255
Total Other Operating Revenue	33,902,978	0	400,000	0	400,000	34,302,978	0	34,302,978
Interest Income								
Interest Income	0			1,200,000	1,200,000	1,200,000	0	1,200,000
Total Revenue	328,538,896	7,500,000	400,000	1,200,000	9,100,000	337,638,896	35,494,189	373,133,085
Operating Expenses								
Payroll	273,520,023	0	0	0	0	273,520,023	2,444,027	275,964,050
Serv And Supplies	137,997,476	169,716	400,000	0	569,716	138,567,192	31,596,478	170,163,670
County Overhead	5,569,623	0	0	0	0	5,569,623	208,822	5,778,445
Other Charges	18,317,009	0	0	0	0	18,317,009	0	18,317,009
Depreciation	24,100,000	0	0	0	0	24,100,000	0	24,100,000
Transfers	(1,204,563)	0	0	0	0	(1,204,563)	1,204,563	0
Total Expenses	458,299,568	169,716	400,000	0	569,716	458,869,284	35,453,890	494,323,174



Santa Clara Valley Medical Center Statement Of Revenues And Expenses Fiscal Year 2001

	SCVMC Enterprise Fund	PSTF	Dontn.	Rev Bonds	Total Trust Funds	Total SCVMC EF& Trust	VHP	Total EF/Trust & VHP
iii. Gain(Loss)	(129,760,672)	7,330,284	0	1,200,000	8,530,284	(121,230,388)	40,299	(121,190,089)
Operating Transfers								
County Subsidy								
Vlf	46,000,000	0	0	0	0	46,000,000	0	46,000,000
Unreimbursed Services	6,934,000	0	0	0	0	6,934,000	0	6,934,000
Grant	36,478,587	0	0	0	0	36,478,587	0	36,478,587
Subtotal	89,412,587	0	0	0	0	89,412,587	0	89,412,587
Interagency	13,836,464	0	0	0	0	13,836,464	0	13,836,464
Trust Funds								
Pstf	7,330,284	(7,330,284)	0	0	(7,330,284)	0	0	0
Revenue Bond Fund	12,500,000	0	0	(12,500,000)	(12,500,000)	0	0	0
Total Trust Funds	19,830,284	(7,330,284)	0	(12,500,000)	(19,830,284)	0	0	0
Total Transfers	123,079,335	(7,330,284)	0	(12,500,000)	(19,830,284)	103,249,051	0	103,249,051
Operating Gain (Loss)	(6,681,337)	0	0	(11,300,000)	(11,300,000)	(17,981,337)	40,299	(17,941,038)



Santa Clara Valley Medical Center Revenue And Expense Summary
Enterprise Fund Only

	TOTAL		DIFFERENCE	
	FY 99/00	FY 00/01	AMOUNT	%
I. FTE'S & Statistics				
FTE'S				
Payroll	3,458.2	3,587.9	129.7	3.6%
Contract	32.7	32.7	0.0	0.0
Total	3,491	3,616	125	3.6%
Total Patient Days	97,356	103,945	6,589	6.8%
Average Daily Census	266.0	284.0	18.0	0.1
Discharge Nursery	3,480	3,480	0	0.0%
Discharge Other	16,577	16,785	208	1.3%
Alos: Nursery	2.00	2.00	0.00	0.00
Other	5.45	5.50	0.05	0.01
Outpatient Visits	533,200	533,914	714	0.1%
ii. Operations				
Gross Operating Revenue	583,868,645	804,239,341	220,370,696	37.7%
Deductions From Revenue				
Sb 855	(43,300,000)	(40,836,000)*	3,614,000	-8.3%
Sb 1255	(44,000,000)	(44,000,000)	0	0.0%
Other Deductions	396,334,110	600,864,423	204,530,313	51.6%
Sb 1732	(7,475,918)	(7,575,000)	(99,082)	1.3%
Total Deductions	301,558,192	508,453,423*	208,045,231	69.0%
Net Operating Revenue	282,310,453	295,785,918*	12,325,465	4.4%
Other Operating Revenue				
Realignment	9,039,723	9,539,723	500,000	5.5%
Other	23,672,346	24,363,255	690,909	2.9%
Total Other Operating Revenue	32,712,069	33,902,978	1,190,909	3.6%
Interest Income	0	0		
Total Revenue	315,022,522	329,688,896*	13,516,374	4.3%
Operating Expenses				
Payroll	251,515,915	273,214,301*	22,004,108	8.7%
Serv And Supplies	127,019,026	137,855,202*	10,978,450	8.6%
County Overhead	4,354,615	5,569,623	1,215,008	27.9%
Other Charges	20,396,891	18,154,165*	(2,079,882)	-10.2%
Depreciation	22,444,620	24,100,000	1,655,380	7.4%
Transfers	(1,453,363)	(1,204,563)	248,800	-17.1%
Total Operating Expenses	424,277,704	457,688,728*	34,021,864	8.0%
iii. Gain (Loss)	(109,255,182)	(127,999,832)*	(20,505,490)	18.8%



Santa Clara Valley Medical Center Revenue And Expense Summary
Enterprise Fund Only

	TOTAL		DIFFERENCE	
	FY 99/00	FY 00/01	AMOUNT	%
Operating Transfers				
County				
Vlf	42,400,000	45,408,858*	3,600,000	8.5%
Unreimbursed Services	9,980,000	6,934,000	(3,046,000)	-30.5%
Grant	30,625,621	35,308,889*	5,852,966	19.1%
Subtotal	83,005,621	87,651,747*	6,406,966	7.7%
Interagency	0	13,836,464	13,836,464	0.0%
Trust Funds				
Pstf	7,067,900	7,330,284	262,384	3.7%
Revenue Bond Fund	12,500,000	12,500,000	0	0.0%
Total Trust Funds	19,567,900	19,830,284	262,384	1.3%
Total Transfers	102,573,521	121,318,495*	20,505,814	20.0%
Operating Gain (Loss)	(6,681,661)	(6,681,337)	324	0.0%



Santa Clara Valley Medical Center

CONSOLIDATED

(ENTERPRISE & TRUST FUNDS/EXCLUDES VHP FUND)

	T O T A L		D I F F E R E N C E	
	FY 99/00	FY 00/01	AMOUNT	%
I. FTE's & Statistics				
FTE's				
Payroll	3,458.2	3,587.9	129.7	3.6%
Contract	32.7	32.7	0.0	0.0%
Total	3,491	3,616	125	3.6%
Total Patient Days	97,356	103,945	6,589	6.8%
Average Daily Census	266.0	284.0	18.0	0.1
Discharge: Nursery	3,480	3,480	0	0.0%
Discharge: Other	16,577	16,785	208	1.3%
ALOS: Nursery	2.00	2.00	0.00	0.00
Other	5.45	5.50	0.05	0.01
Outpatient Visits	533,200	533,914	714	0.1%
ii. Operations				
Gross Operating Revenue	591,087,137	811,739,341	220,652,204	37.3%
Deductions From Revenue				
SB 855	(43,300,000)	(39,686,000)	3,614,000	-8.3%
SB 1255	(44,000,000)	(44,000,000)	0	0.0%
Other Deductions	396,334,110	600,864,423	204,530,313	51.6%
SB 1732	(7,475,918)	(7,575,000)	(99,082)	1.3%
Total Deductions	301,558,192	509,603,423	208,045,231	69.0%
Net Operating Revenue	289,528,945	302,135,918	12,606,973	4.4%
Other Operating Revenue				
Realignment	9,039,723	9,539,723	500,000	5.5%
Other	24,072,346	24,763,255	690,909	2.9%
Total Other Operating Revenue	33,112,069	34,302,978	1,190,909	3.6%
Interest Income	2,300,000	1,200,000	(1,100,000)	-47.8%
Total Revenue	324,941,014	337,638,896	12,697,882	3.9%
Operating Expenses				
Payroll	251,515,915	273,520,023	22,004,108	8.7%
Serv And Supplies	127,569,618	138,567,192	10,997,574	8.6%
County Overhead	4,354,615	5,569,623	22,004,108	8.7%
Other Charges	20,396,891	18,317,009	(2,079,882)	-10.2%
Depreciation	22,444,620	24,100,000	1,655,380	7.4%
Transfers	(1,453,363)	(1,204,563)	248,800	-17.1%
Total Operating Expenses	424,828,296	458,869,284	34,040,988	8.0%
iii. Gain (Loss)	(99,887,282)	(121,230,388)	(21,343,106)	21.4%
Operating Transfers				
County				
VLF	42,400,000	46,000,000	3,600,000	8.5%



Santa Clara Valley Medical Center

CONSOLIDATED

(ENTERPRISE & TRUST FUNDS/EXCLUDES VHP FUND)

	T O T A L		D I F F E R E N C E	
	FY 99/00	FY 00/01	AMOUNT	%
Unreimbursed Services	9,980,000	6,934,000	(3,046,000)	-30.5%
Grant	30,625,621	36,478,587	5,852,966	19.1%
Subtotal	83,005,621	89,412,587	6,406,966	7.7%
Interagency	0	13,836,464	13,836,464	0.0%
Trust Funds				
PSTF	0	0	0	0.0%
Revenue Bond Fund	0	0	0	0.0%
Total Trust Funds	0	0	0	0.0%
Total Transfers	83,005,621	103,249,051	20,243,430	24.4%
Operating Gain (Loss)	(16,881,661)	(17,981,337)	(1,099,676)	6.5%





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

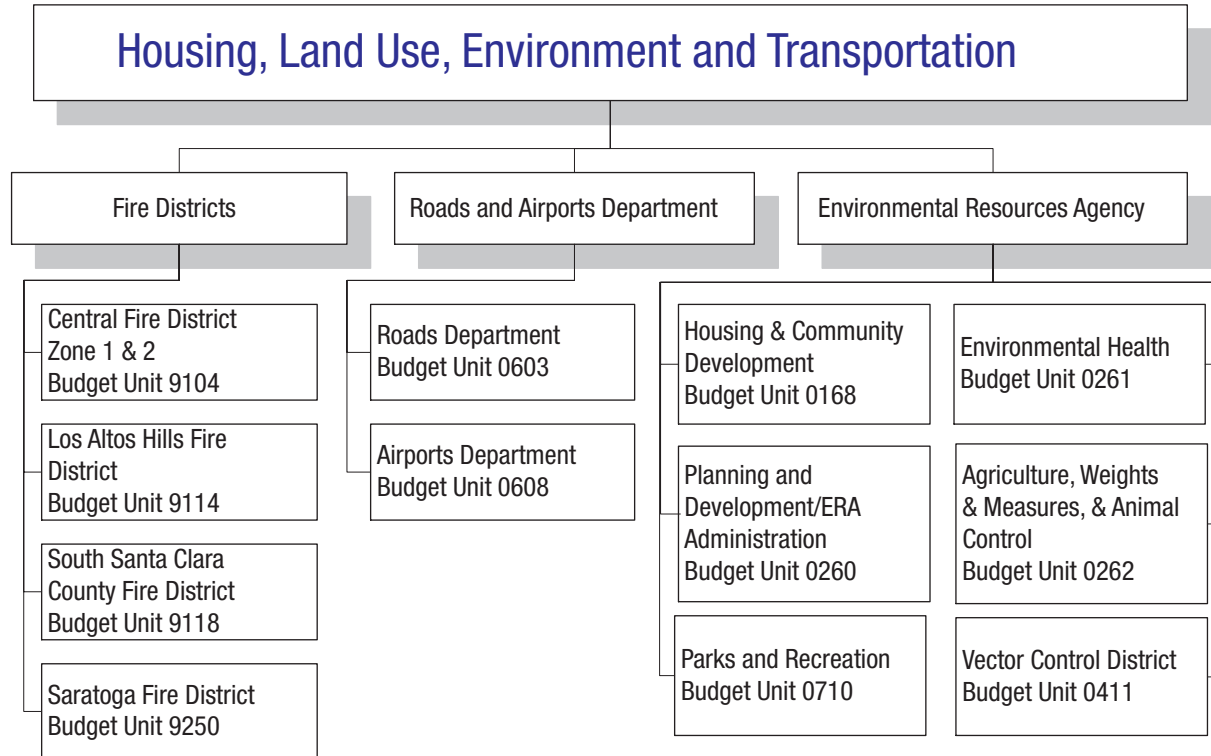
- ◆ Environmental Resources Agency
 - ❖ Department of Housing and Community Development
 - ❖ Department of Planning and Development/ ERA Administration
 - ❖ Department of Environmental Health
 - ❖ Department of Agriculture / Weights & Measures / Animal Control
 - ❖ Vector Control District
 - ❖ Department of Parks and Recreation
- ◆ Roads and Airports Department
 - ❖ Roads Department
 - ❖ Airports Department
- ◆ Santa Clara County Fire District
- ◆ Los Altos Hills County Fire District
- ◆ South Santa Clara County Fire District
- ◆ Saratoga County Fire District



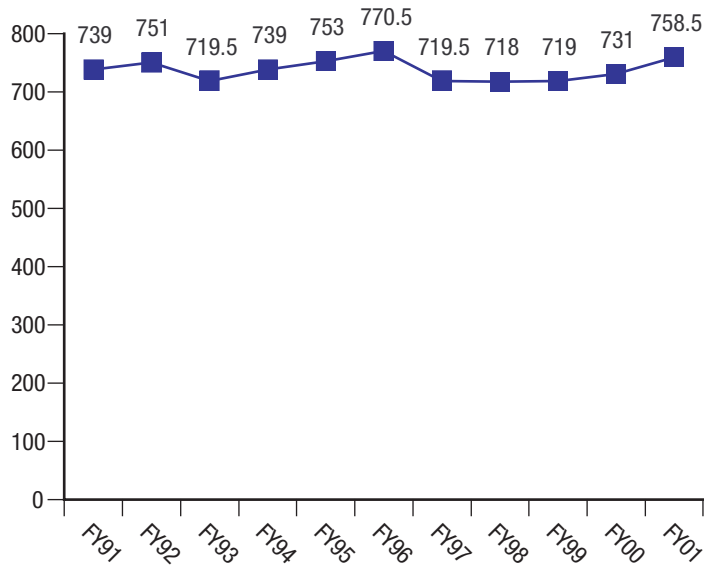
Cost: \$168,666,912



Staff: 758.5



10-Year Staffing Trend



Expenditures by Department

BU	Department Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
0168	Housing And Community Development	4,451,143	4,431,933	4,431,933	4,478,817	46,884	1
0260	Planning and Development/ERA Admin	8,123,301	8,828,700	9,400,891	10,596,399	1,767,699	20
0261	Environmental Health	10,154,290	10,096,721	12,369,748	10,848,070	751,349	7
0262	Dept of Agric, Wts & Meas, and Animal Cntrl	2,937,261	3,494,722	3,374,661	3,606,505	111,783	3
0411	Vector Control District	2,302,894	2,498,622	4,285,622	2,640,130	141,508	6
0710	County Parks And Recreation	35,399,961	39,374,318	39,456,416	37,095,308	(2,279,010)	-6
0603	Roads Operations	30,890,190	50,436,057	64,892,963	43,538,667	(6,897,390)	-14
0608	Airports Operations	2,060,502	2,034,003	6,676,973	2,093,698	59,695	3
9104	Santa Clara County Fire Department	33,414,766	42,392,042	42,392,042	41,454,262	(937,780)	-2
9114	Los Altos Fire District	1,902,001	6,238,601	6,238,601	7,125,423	886,822	14
9118	South Santa Clara Co. Fire District	2,071,752	2,282,264	2,282,264	2,177,218	(105,046)	-5
9250	Saratoga Fire District	2,190,147	2,375,273	2,375,273	3,012,415	637,142	27
Total Expenditures		135,898,208	174,483,256	198,177,387	168,666,912	(5,816,344)	27%

Revenues by Department

BU	Department Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
0168	Housing And Community Development	4,029,301	4,349,374	4,349,374	4,444,017	94,643	2
0260	Planning and Development/ERA Admin	8,843,688	7,545,163	7,810,862	8,621,482	1,076,319	14
0261	Environmental Health	10,228,980	9,970,974	10,331,963	11,133,297	1,162,323	12
0262	Dept of Agric, Wts & Meas, and Animal Cntrl	1,785,842	1,950,372	1,830,311	1,735,099	(215,273)	-11
0411	Vector Control District	2,693,870	2,580,000	2,580,000	2,665,000	85,000	3
0710	County Parks And Recreation	36,592,214	39,055,854	39,131,854	40,306,654	1,250,800	3
0603	Roads Operations	32,803,066	48,875,238	60,163,879	43,256,061	(5,619,177)	-11
0608	Airports Operations	2,643,677	3,845,996	7,861,419	2,116,648	(1,729,348)	-45
9104	Santa Clara County Fire Department	35,575,693	36,248,314	36,248,314	38,884,314	2,636,000	7
9114	Los Altos Fire District	2,860,278	3,539,549	3,539,549	3,247,776	(291,773)	-8
9118	South Santa Clara Co. Fire District	2,013,356	1,851,528	1,851,528	1,851,528		
9250	Saratoga Fire District	2,262,863	2,297,080	2,297,080	2,671,100	374,020	16
Total Revenues		142,332,828	162,109,442	177,996,133	160,932,976	(1,176,466)	16%



Department of Housing and Community Development Mission

The mission of the Department of Housing and Community Development 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, the department provides and maintains safe and affordable housing to preserve the quality of life for the lower income residents of Santa Clara County.

Goals

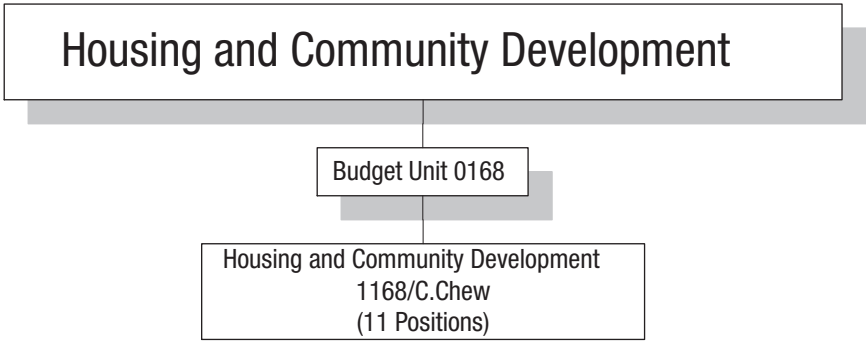
- ◆ To continue to provide critical gap financing for affordable housing developments throughout the Urban County.
- ◆ To continue to provide much needed community services to the lower income residents of the Urban County.
- ◆ To rehabilitate the homes and rental housing units of lower income residents 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.



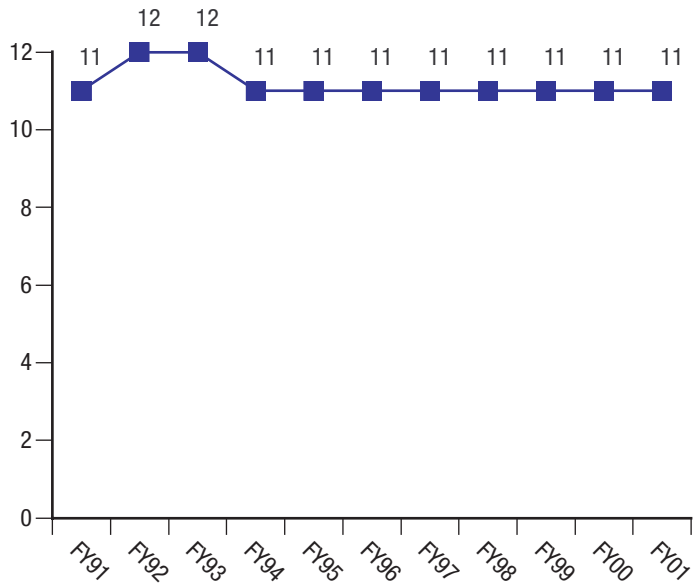
Cost: \$4,478,817



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 seven participating cities and the County. This coalition of communities provides a population base and enables the HCD program to obtain CDBG funds from the federal government. 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, 1995, 1997 & 1998 the HCD Program successfully competed nationally and was awarded five year grants for the Shelter Plus Care (S+C) Program, totaling approximately \$6.5 million. The S+C Program provides rental subsidies and casework coordination for about 160 homeless persons who are the mentally ill, drug-dependent, and/or HIV positive.

Fiscal Year 2000 Accomplishments

- ◆ Acquired a 112 unit rental housing complex in Morgan Hill, and are nearing completion of rehabilitation of all the units.

- ◆ Provided low interest housing rehabilitation loans to approximately 30 lower income Urban County homeowners.
- ◆ Completed the installation of 33 new street lights on existing poles in the Burbank unincorporated area.
- ◆ Secured a long-term lease on property to construct a 24 unit apartment complex for lower income households in the City of Cupertino.
- ◆ Assisted in the provision of a variety of public services to approximately 8,000 individuals and families.

Fiscal Year 2001 Planned Accomplishments

- ◆ Continue to provide additional street lighting and drainage improvements in the Burbank unincorporated area.
- ◆ Provide funding for construction of Sobrato Living Center of 50 units of transitional and permanent housing for homeless, at-risk very low income families.
- ◆ Provide emergency shelter and services for women and children fleeing from domestic violence.
- ◆ Provide fair housing services to individuals and families that may be subject to housing discrimination in the Urban County.
- ◆ Continue rehabilitation of single family owner-occupied houses in the Urban County.
- ◆ Redevelopment of a blighted property in the City of Morgan Hill to provide 20 apartment units affordable to very low income families.
- ◆ Acquire property in the City of Sunnyvale to construct approximately 77 units of rental housing affordable to low income seniors.



Department of Housing and Community Development

County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendation for the Department of Housing and Community Development advance the Board of Supervisors' priorities by continuing efforts to address housing issues that affect families, pursue strategies to address the scarcity of housing, and improve services to the unincorporated area.

Staffing Changes

Add/Delete one vacant Rehabilitation Specialist position to an alternatively staffed Senior Management Analyst/Management Analyst positions to provide analytical support for grant management, contract administration, compliance monitoring and to assist the Program Manager II position to improve workflow processes.

Total Cost: \$13,700

Costs are fully offset by grant funds.

Housing And Community Development — Budget Unit 0168

Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
1168	Housing And Community Development	4,451,143	4,431,933	4,431,933	4,478,817	46,884	1
	29 Rental Rehabilitation Program	34,933	130,400	130,400	130,400		
	32 Shelter Plus Care Assistance Program	867,933	588,108	588,108	588,108		
	34 Emergency Shelter Fund	104,737	92,000	92,000	92,000		
	35 Housing Community Development Fund	2,200,848	2,638,759	2,638,759	2,685,643	46,884	2
	36 Unincorporated Area Rehabilitation	65,720	21,666	21,666	21,666		
	38 Home Investment Partnership Program	1,176,972	936,000	936,000	936,000		
	209 Low and Moderate Income Housing		25,000	25,000	25,000		
	Total Expenditures	4,451,143	4,431,933	4,431,933	4,478,817	46,884	1%



Housing And Community Development — Budget Unit 0168

Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
1168	Housing And Community Development	4,029,301	4,349,374	4,349,374	4,444,017	94,643	2
	29 Rental Rehabilitation Program	120,839	75,400	75,400	75,400		0
	32 Shelter Plus Care Assistance Program	866,075	588,108	588,108	588,108		0
	34 Emergency Shelter Fund	82,219	92,000	92,000	92,000		0
	35 Housing Community Development Fund	1,645,165	2,591,000	2,591,000	2,685,643	94,643	4
	36 Unincorporated Area Rehabilitation	169,726	21,666	21,666	21,666		0
	38 Home Investment Partnership Program	1,142,777	956,200	956,200	956,200		0
	209 Low and Moderate Income Housing	2,500	25,000	25,000	25,000		0
	Total Revenues	4,029,301	4,349,374	4,349,374	4,444,017	94,643	2%

Housing And Community Development — Cost Center 1168

Major Changes to the Budget

	Positions	Appropriations	Revenues
Rental Rehabilitation Program (Fund Number 0029)			
FY 2000 Approved Budget		130,400	75,400
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			0
	Subtotal	130,400	75,400
Recommended Changes for FY 2001			
	Fund Subtotal	0.0	75,400
Shelter Plus Care Assistance Program (Fund Number 0032)			
FY 2000 Approved Budget		588,108	588,108
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			0
	Subtotal	588,108	588,108
Recommended Changes for FY 2001			
	Fund Subtotal	0.0	588,108
Emergency Shelter Fund (Fund Number 0034)			
FY 2000 Approved Budget		92,000	92,000
Board Approved Adjustments During FY 2000			
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			0
Subtotal		92,000	92,000
Recommended Changes for FY 2001			
Fund Subtotal	0.0	92,000	92,000
Housing Community Development Fund (Fund Number 0035)			
FY 2000 Approved Budget	11.0	2,638,759	2,591,000
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		41,930	
Internal Service Funds Adjustment		(34,517)	
Other Required Adjustments		25,800	94,643
Subtotal	11.0	2,671,972	2,685,643
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		3	0
		13,668	
1. Add/Delete for a Housing Rehabilitation Specialist			
This recommendation provides for an add/delete action for a Housing Rehabilitation Specialist to an alternately staffed Management Analyst/Sr. Management Analyst to provide critical analytical support for grant and contract administration and compliance monitoring and to assist the Program Manager II in improving workflow processes. The costs for this recommendation are offset with available grant fund revenues already included in the current level revenue estimates.			
Subtotal	0.0	13,671	0
Fund Subtotal	11.0	2,685,643	2,685,643
Unincorporated Area Rehabilitation (Fund Number 0036)			
FY 2000 Approved Budget		21,666	21,666
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal		21,666	21,666
Recommended Changes for FY 2001			
Fund Subtotal	0.0	21,666	21,666
Home Investment Partnership Program (Fund Number 0038)			
FY 2000 Approved Budget		936,000	956,200
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal		936,000	956,200
Recommended Changes for FY 2001			
Fund Subtotal	0.0	936,000	956,200



Housing And Community Development — Cost Center 1168
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Low and Moderate Income Housing (Fund Number 0209)			
FY 2000 Approved Budget		25,000	25,000
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			
			0
	Subtotal	25,000	25,000
Recommended Changes for FY 2001			
	Fund Subtotal	0.0	25,000
		25,000	25,000
Total Recommendation	11.0	4,478,817	4,444,017



Department of Planning and Development Mission

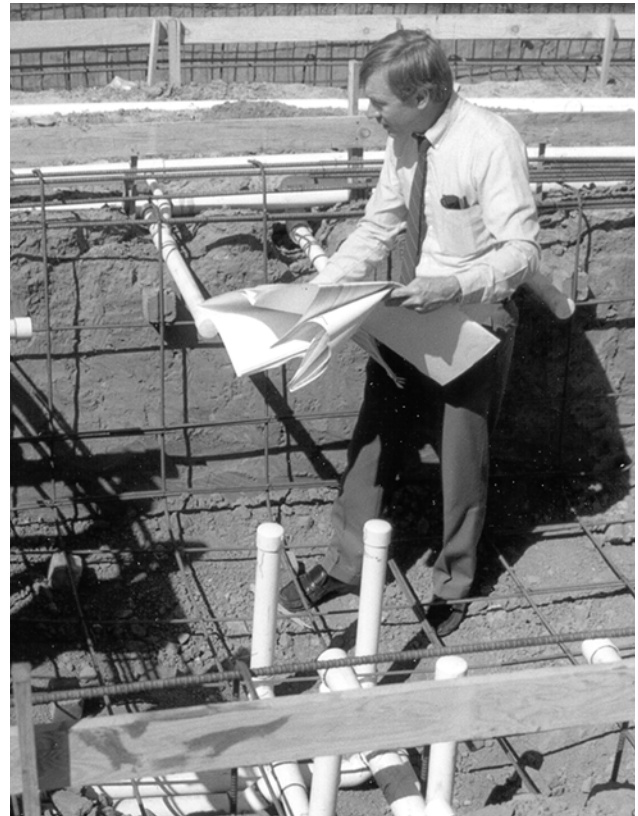
The mission of the Department of Planning and Development is to protect the quality of life by upholding General Plan policies, ensuring compliance with codes and standards, providing for lower income populations, and conserving resources, all of which will benefit individuals and businesses in Santa Clara County.

Goals

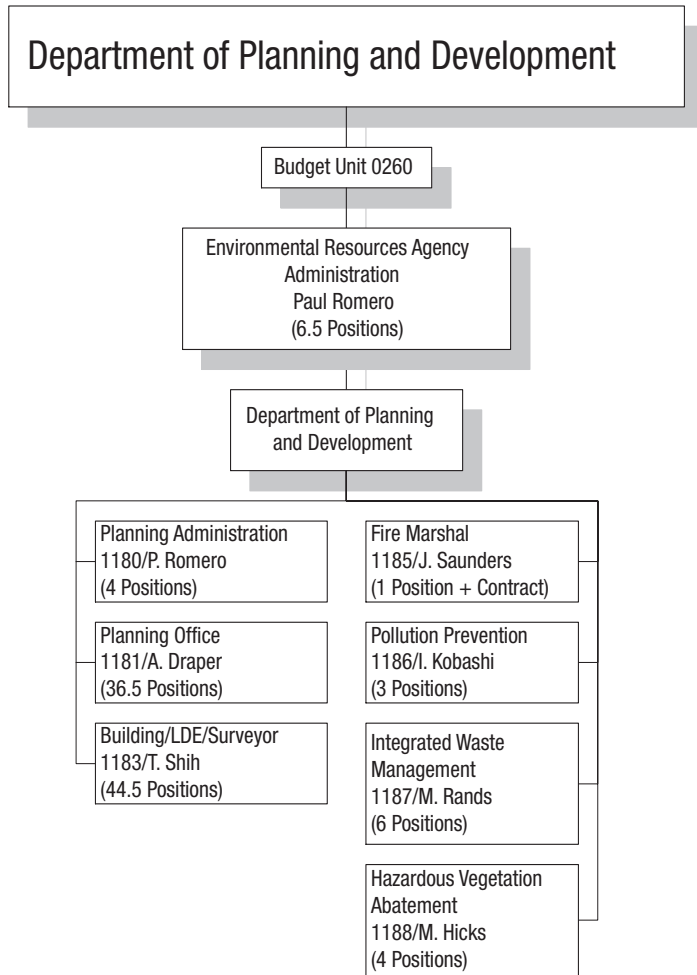
- ◆ Implement and maintain the General Plan, ensuring balanced growth, livable communities, responsible resource conservation, and social and economic vitality.
- ◆ Provide cost-effective building permit application and inspection services.
- ◆ Enhance outreach to individuals, businesses and organizations 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.



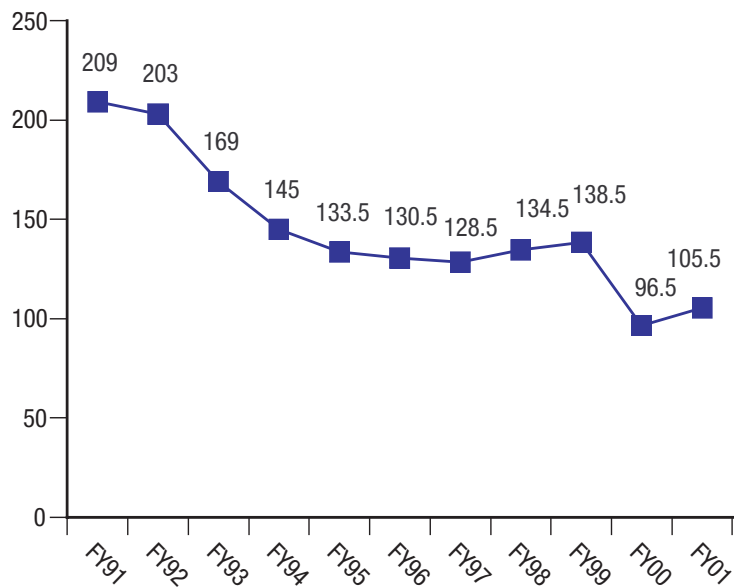
Cost: \$10,596,399



Staff: 105.5



10-Year Staffing Trend



Department of Planning and Development Overview

This budget unit consists of the Department of Planning and Development, and the Environmental Resources Agency Administration. The Department of Planning and Development includes eight main programs which provide services to the unincorporated county: Planning, Building Inspection, Land Development Engineering, Surveying, Fire Marshal's Office which includes the Hazardous Vegetation Abatement Program, Integrated Waste Management, and Pollution Prevention.

The Department of Housing and Community Development is also part of this Department, but has historically been a separate budget unit, therefore, it is listed separately in the Recommended Budget. Services provided by the Department of Planning and 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 four departments within the Agency: Planning and Development (including Housing and Community Development); Agriculture, Weights & Measures, Animal Control; Environmental Health (including Vector Control District); and Parks and Recreation.

Fiscal Year 2000 Accomplishments

Planning Department

- ◆ Provided expanded Geographic Information Systems (GIS) capabilities to other County agencies, and used GIS to provide accurate County data to the U.S. Census Bureau, to be used in the census count.
- ◆ Initiated a comprehensive zoning ordinance revision, to create a well functioning and modern zoning ordinance.
- ◆ Continued to implement the Urban Pockets Program by working with cities and residents to facilitate annexation of unincorporated pocket areas. Continued to review development standards in the unincorporated areas and surrounding cities.

Building Inspection/Land Development Engineering/Surveying

- ◆ Handled a 16.5% increase in the number of permits issued without increasing staff, by streamlining processing procedures, upgrading computer hardware and accessing internet resources.
- ◆ Reviewed near record number of projects, including large developments such as golf courses, subdivisions, and major construction on the Stanford Campus.

Fire Marshall/Hazardous Vegetation Management

- ◆ The Fire Prevention Program met its 100% cost recovery goal through an increased permit fee.
- ◆ The Hazardous Vegetation Management Program received a commitment from Union Pacific Railroad to voluntarily comply with weed abatement standards (UPRR properties represented 25% of non-compliant properties in 1999).

Integrated Waste Management

- ◆ Conducted countywide public education campaigns, participated in the regional "Shop Smart: Save Money and the Environment Too" campaign.



- ◆ Established a web site: ReduceWaste.org.
- ◆ Improved waste management franchise administration by renegotiating the Garbage Collection District 1 agreement, developing recommendations for an employer/employee relations process for competitive bidding of garbage services, and renegotiating rate adjustments for five franchise areas.

Pollution Prevention

- ◆ Participated in the “Resources in Environmental Education Fair” and “Earth Day Fair,” and sponsored a booth on “Business Environmental Resources” at the Auto Service Council Trade Show and Educational Conference.
- ◆ Hosted Susanne Wilson Environmental Achievement Award Luncheon and sponsored a workshop on the “Hazardous Waste Source Reduction and Management Review Act” to further public awareness of pollution prevention activities.

Fiscal Year 2001 Planned Accomplishments

Planning Office

- ◆ Continue to coordinate efforts to encourage and foster annexation of unincorporated pockets.
- ◆ Continue revision of various animal and livestock zoning regulations into a single ordinance to clarify the policy and streamline service to the public.

- ◆ Develop a community plan, general plan amendment and use permit procedure for Stanford University.
- ◆ Implement a pilot Graffiti Abatement Program.

Building Inspection/Land Development Engineering/Surveying

- ◆ Develop electronic permit processing for building permits.

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 a countywide recycling hotline and home composting education services.

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 Development

County Executive's Recommendation

Advancement of Board Priorities

The County Executive's recommendations for the Environmental Resources Agency (ERA) - Department of Planning and 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", which helps cities annex the pocket areas in order to provide urban services and upgrade infrastructure, by investing in technology to improve service quality, and by enhancing the County's fiscal integrity by remaining fully cost-recovered.

Staffing Augmentations

Add/Delete Unclassified Geographic Information Systems Technician II/I to Classified. Authorize the continuation of on-going efforts to develop a comprehensive Geographic Information System and expand its availability to the public. All costs associated with this recommendation are fully offset with existing funding commitments from other County departments and application fee revenues.

Total Cost: \$0

Add/Delete Graphic Designer II Position to an Alternately Staffed Management/Associate Analyst Position. Authorize the continuation of on-going efforts to provide analytical support to streamline operations, application processing and ensuring full cost recovery for the land use permit application activities. All costs associated with this recommendation are fully offset with the deletion of the Graphic Designer II position and is expected to be mostly cost-recovered from application fee revenues.

Total Cost: \$0

San Martin Advisory Committee Newsletter

Add funds for the continued publication of a quarterly newsletter to promote public education and awareness of development activity and other issues that are sensitive to and affect the South County community.

Total Cost: \$9,200

Technology Funding

Add one-time funds for Web site enhancement for the Planning Office to provide information and improve customer service and response via the Internet. The on-line information that will be available for the public will include geographic information systems maps and parcel data.

Total One-time Cost: \$96,000

Costs are partially offset with \$31,000 from Restricted Fund Balance.

Increase Permit Application Fee

Authorize a five percent increase in Permit Application Fees to offset negotiated labor contract increases for salary and benefits and to meet cost recovery.

Total Revenue: \$65,000

Project File Scanning and Storage

Add funds for document scanning services for the Building Inspection Office. This recommendation is necessary to scan all on-going project files and stage the scanning of all past files that must be maintained for public record. The total cost of this project is approximately \$300,000 to \$400,000, but will be staged over three to four years to minimize the disruption of services. The scanning services will be bided and awarded in FY 2000 with only the annual estimated amount encumbered each fiscal year.

Total Cost: \$100,000

Costs are fully offset with Restricted Fund Balance.



Environmental Impact Report

Add one-time funds for contract services to cover the County's share of costs for the Environmental Impact Report (EIR) which is to be coordinated with the City of Milpitas. The EIR is required by the Local Agency Formation Commission (LAFCO) as a result of the City of Milpitas' application for a retraction of the Urban Growth Boundary prompted by the recent voter approved Measure Z in that city. The retraction has a direct impact on the unincorporated area adjoining the city boundaries. Hence, a corresponding General Plan Amendment must also be executed to establish or designate the appropriate use for the area. The total cost of the EIR is expected to be \$150,000. The recommendation covers 50 percent of the cost with the City of Milpitas paying the remaining half.

Total One-time Cost: \$75,000

Survey Monument Preservation Fund

Add funds for contract services to survey monuments by using engineering firms already out in the field surveying private projects.

Total Cost: \$20,000

Costs are fully offset by fee revenues (Fund 0366).

Integrated Waste Management

Funding for Mandated Services

Add one-time funds for the Integrated Waste Management unincorporated area program for contract services for mandated AB 939 reporting compliance, planning and outreach activities for county facilities' recycling projects, and purchase of recycling bins and carts for the Lexington Hills area.

Total One-time Costs: \$160,000

Funding for Expanded Public Outreach

Add one-time funds for contract and advertising services for the expansion of various countywide public education outreach campaigns for commercial, residential, and state/regional markets. Included in this recommendation is funding for web site enhancements associated with the expansion of services. The Solid Waste Commission is in support of this recommendation.

Total One-time Cost: \$397,600

Costs are fully offset by fund balance. (Fund 0037)

Planning and Development/ERA Admin — Budget Unit 0260 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
1180	Planning And Development Operations	7,643,042	8,489,098	9,061,289	10,124,752	1,635,654	19
1188	Weed Abatement	641,065	508,908	508,908	523,026	14,118	3
	1 General Fund	217,448					
	31 Weed Abatement	383,799	508,908	508,908	523,026	14,118	3
	366 Survey Monument Preservation Fund	39,818					
1189	ERA Administration	(160,806)	(169,306)	(169,306)	(51,379)	117,927	-70
	Total Expenditures	8,123,301	8,828,700	9,400,891	10,596,399	1,767,699	20%



Planning and Development/ERA Admin — Budget Unit 0260

Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
1180	Planning And Development Operations	8,376,691	6,998,163	7,263,862	8,101,482	1,103,319	16
1188	Weed Abatement	466,997	547,000	547,000	520,000	(27,000)	-5
	1 General Fund	(58,655)					
	31 Weed Abatement	432,412	547,000	547,000	520,000	(27,000)	-5
	366 Survey Monument Preservation Fund	93,240					
	Total Revenues	8,843,688	7,545,163	7,810,682	8,621,482	1,076,319	14%

Planning And Development Operations — Cost Center 1180

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	89.5	7,711,913	6,298,163
Board Approved Adjustments During FY 2000	5.5	532,191	265,699
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		613,362	
Internal Service Funds Adjustment		20,312	
Other Required Adjustments		(384,574)	(9,716)
Subtotal	95.0	8,493,204	6,554,146

Recommended Changes for FY 2001

Internal Service Funds Adjustment

12

1. Planning Office - Classify One Geographic Information Systems Technician Position

This recommendation has no net county cost and deletes an unclassified Geographic Information Systems (GIS) Technician I/II position and adds a classified Geographic Information Systems Technician I/II position in the Planning Office. The unclassified position was added in FY 2000 to support the development of GIS within the Environmental Resources Agency (ERA). The position was unclassified due to the initial uncertainty of ongoing funding commitments by ERA departments. The GIS program successfully assisted ERA departments in developing data to integrate into GIS base maps. ERA departments have now committed to provide funding for this position at least through FY 2001. Afterwards, the cost of this position may be fully folded into the permit application fees as the GIS data becomes an integral tool and resource for staff as well as for the public in the processing of permit application requests. This recommendation has no net General Fund impact.

2. Planning Office - Add/Delete Management Analyst from Graphic Designer II

This action adds an alternately staffed Associate Management Analyst B/Management Analyst position (B1R/B1P) in the Planning Office, the cost of which is offset by the deletion of a Graphic Designer II position (J45). The department has reassessed its staffing needs and has determined that a Management Analyst position is better suited to provide the administrative and analytical support necessary to streamline operations and improve customer service response for application processing, particularly in light of the significant increase in land use application activity over the past three years.

96,000

31,000

3. Planning Office - Web Site Enhancements for On-line Customer Service

This recommendation appropriates \$96,000 for web site enhancements to improve the permit application process by providing public access to maps for planning, zoning, and information about specific parcels of interest through the Internet. The department plans to contract for web site design and development services and purchase a new server, related software and advertising to inform the public on available web site services.



Planning And Development Operations — Cost Center 1180

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
4. Planning Office - San Martin Advisory Committee Newsletter		9,200	
This recommendation provides the necessary funds to continue publication of the quarterly newsletter by the San Martin Advisory Committee for the South County community. The newsletter promotes public education and awareness on land development activity and other issues that are of interest to the South County community.			
5. Planning Office - Land Use Permit Application Fee Increase			65,000
This recommendation is for a fee increase for the Planning Office of five percent on land use permit application fees. The fee increase is necessary to ensure that cost recovery as directed by the Board is maintained, given the salary and benefit increases recently negotiated by the County with the labor unions. This projected revenue increase of \$65,000 is based on current permit application activity in the Planning Office.			
6. Planning Office - Environmental Impact Report for Urban Growth Boundary Changes		75,000	
This recommendation covers the County's share for the Environmental Impact Report (EIR) which is to be coordinated with the City of Milpitas. The EIR is required by the Local Agency Formation Commission (LAFCO) as a result of the City of Milpitas' application for a retraction of the Urban Growth Boundary. The Urban Growth Boundary was prompted by the recent voter approved Measure Z. The retraction of the Urban Growth Boundary has a direct impact on the unincorporated area adjoining the city boundaries. As a result, a corresponding General Plan Amendment must also be executed to establish the appropriate use for the area. The total cost of the EIR is expected to be \$150,000. This recommendation covers 50 percent of the costs with the City of Milpitas paying the other 50 percent.			
7. Building/Surveyor - Document Scanning Services		100,000	100,000
This recommendation will enable the Building Inspection Office to obtain scanning services for the storage of public records. The public will still be able to access the stored records electronically. This costs of this recommendation are fully offset with restricted fund balance.			
8. Integrated Waste Mgmt - Public Education Outreach and Lexington Hills Franchise Expenses		160,000	160,000
An expansion of various countywide public education outreach campaigns is recommended for the Integrated Waste Management to target commercial, residential and regional markets.			
	Subtotal	0.0	356,000
	Fund Subtotal	95.0	6,910,146
Solid Waste Management Fund (Fund Number 0037)			
FY 2000 Approved Budget		730,593	630,000
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		(36,309)	
Other Required Adjustments			64,284
	Subtotal	694,284	694,284
Recommended Changes for FY 2001			
Internal Service Funds Adjustment		9,452	
1. Integrated Waste Mgmt - Expanded Countywide Public Education Outreach		397,600	407,052
An expansion of various countywide public education outreach campaigns is recommended for the Integrated Waste Management to target commercial, residential and regional markets.			
	Subtotal	0.0	407,052
	Fund Subtotal	0.0	1,101,336
Survey Monument Preservation Fund (Fund Number 0366)			
FY 2000 Approved Budget		46,592	70,000
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		23,408	



Planning And Development Operations — Cost Center 1180
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Other Required Adjustments		(40,000)	0
Subtotal		70,000	70,000
Recommended Changes for FY 2001			
1. Buidling/Surveyor Office - Survey Monument Program Modifications		20,000	20,000
This action recognizes additional Survey Monument fee revenue to be budgeted based on actual collection experience. The additional funding will be used to pay for Professional Services for monument location and placement services to be performed by private surveying companies that are already out in the field surveying property. This will allow for more efficient and expedited survey monument placement for the public.			
Subtotal	0.0	20,000	20,000
Fund Subtotal	0.0	90,000	90,000
Total Recommendation	95.0	10,124,752	8,101,482

Weed Abatement — Cost Center 1188
Major Changes to the Budget

	Positions	Appropriations	Revenues
Weed Abatement (Fund Number 0031)			
FY 2000 Approved Budget	4.0	508,908	547,000
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		24,354	
Internal Service Funds Adjustment		7,770	
Other Required Adjustments		(18,006)	(27,000)
Subtotal	4.0	523,026	520,000
Recommended Changes for FY 2001			
Total Recommendation	4.0	523,026	520,000

ERA Administration — Cost Center 1189
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	6.5	(169,306)	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		(15,727)	
Internal Service Funds Adjustment		133,648	
Other Required Adjustments			0
Subtotal	6.5	(51,385)	
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		6	0
Subtotal	0.0	6	0
Total Recommendation	6.5	(51,379)	



Department of Environmental Health Mission

The mission of the Department of Environmental Health is to preserve and enhance public health, safety and well being and to protect the environment through education, inspection and enforcement activities. The Department of Environmental Health protects the health of the community through the enforcement of environmental standards, and through education of residents and businesses.

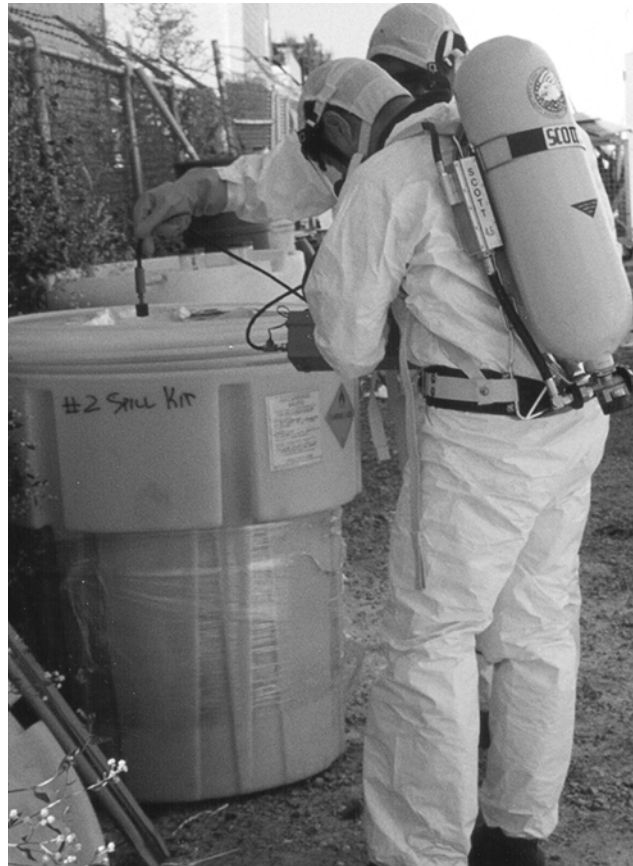
This mission is primarily carried out through a program of inspections, compliance monitoring, and enforcement of local and state laws and regulations. In addition, the department provides information, guidance, and assistance to industry and the general public on health and safety issues such as disease prevention and the proper disposal of hazardous wastes, including household hazardous waste.



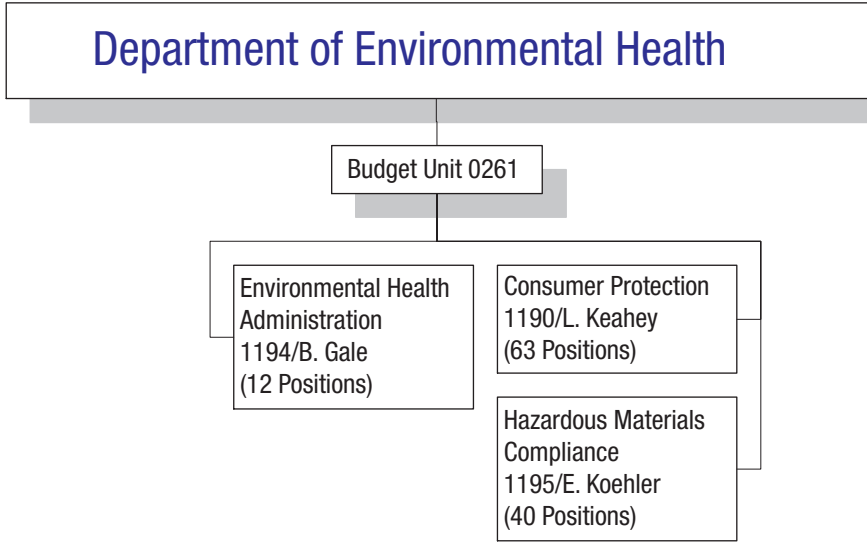
Cost: \$10,848,070

Goals

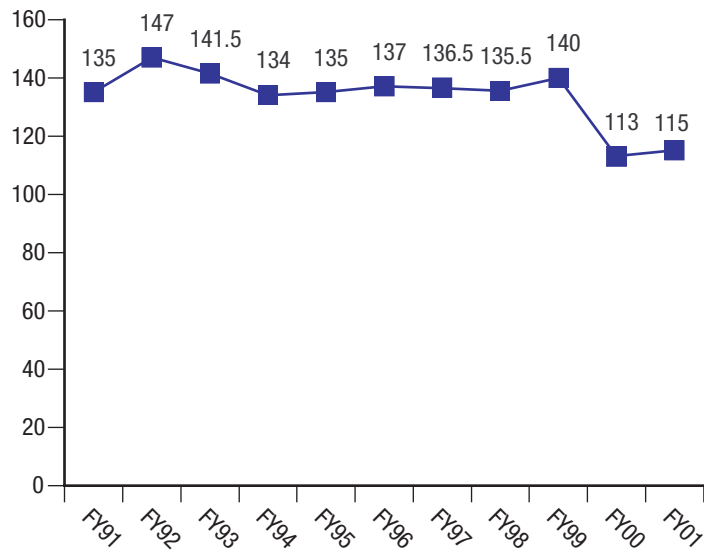
- ◆ Provide all necessary informational, educational and enforcement services to promote the safe and healthful operation of retail food facilities, public pools, small public water systems, and on-site sewage disposal systems.
- ◆ Provide all necessary informational, educational and enforcement services 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: 115



10-Year Staffing Trend



Section 5: Housing, Land Use, Environment & Transportation



Department of Environmental Health

Overview

The Department of Environmental Health is comprised of an Administration Division, the Consumer Protection Division, Hazardous Materials Compliance Division and the Vector Control District, which is listed separately in this document because it is a separate budget unit.

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 2000 Accomplishments

- ◆ Developed and implemented food safety training and certification classes in order to assist food handlers with compliance with State law. Food safety classes are offered in English, Chinese, Viet-

namese and Spanish. Classes started in August 1999 and 649 food handlers had attended by year's end.

- ◆ Worked cooperatively with all hazardous materials programs in the county to create a web site, www.unidocs.org that contains uniform documents applicable in all jurisdictions of Santa Clara and San Mateo Counties, including guidelines, plan submittal supplements, typical inspection violations, etc.
- ◆ Developed a departmental website, www.ehinfo.org to provide general information, address questions about the services provided, and to provide access to electronic reporting of complaints and requests for services for plan check and permitting processes.
- ◆ Completed the coordination of a major clean up of a long-standing illegal dumping site in the county, removing 300 tons of household trash, construction waste, hazardous waste and drug lab waste and eliminating use of the site for further illegal dumping.

Fiscal Year 2001 Planned Accomplishments

- ◆ Continue to implement the mandated Food Safety Training and Certification program to obtain 100% compliance.
- ◆ Expand electronic data management to increase access and utilization by staff, the public and industry.
- ◆ Develop a web based reporting procedure for businesses to electronically file required information.
- ◆ Initiate a pilot project to develop software for hazardous materials inventory statement submittal.



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, a safe work environment to improve service quality, and invest in technology improvements to enhance customer service.

will be used primarily for additional disposal costs and public education outreach for HHW activities. The balance of the funds will offset staffing costs already included in the base budget. This funding represents the first year of a 3-year grant totaling over \$1.5 million.

Total Cost: \$234,000

Costs are fully offset with CIWMB Block 6 Grant funds (\$535,100).

Staffing Augmentations

Systems Administration

Add one full-time alternately staffed Department Information Systems Analyst/Specialist II/I position. The new position will provide additional technical support for the development, implementation and maintenance of short and long-term planning strategies to help the department maximize the use of technology, and improve customer service and staff efficiency.

Household Hazardous Waste Program - AB 939 Fees

Add funds for the expansion of Household Hazardous Waste Program activities. The costs will be offset with the revenue generated from cities as a result of the AB 939 fee increase (\$1.30 to \$2.80) for landfill and transfer station use. The balance of revenue funds will be used to offset staffing costs in the base budget.

Total Cost: \$291,000

Costs are fully offset by additional revenue (\$497,000).

Total Cost: \$86,000

Hazardous Materials Compliance

Add one full-time Unclassified Hazardous Materials Program Manager position (18 mos.) and funds for contract services support and other operating expenses to develop long-term funding options for management of paint waste.

Electronic Inventory Database System

Add one-time funds for contract services to hire a consultant for the initial design and development of an electronic inventory database submittal system for the Certified Unified Program Agency (CUPA) program.

Total One-time Cost: \$50,000

Total Cost: \$140,000

Costs are fully offset with grant revenue.

Household Hazardous Waste Program - CIWMB Grant

Appropriate California Integrated Waste Management Board (CIWMB) Block 6 Grant funding for Household Hazardous Waste (HHW) Program activities. Funds

Document Imaging System

Add one-time funds for Contract Services to hire a consultant for the initial design and requirements for a document imaging system for file management for the department.

Total One-time Cost: \$40,000



Environmental Health — Budget Unit 0261 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
1190	Consumer Protection Division	4,810,951	4,605,034	4,605,034	4,924,278	319,244	7
1194	Environmental Health Services Administration	950,690	1,489,239	3,378,287	1,385,308	(103,931)	-7
	1 General Fund		173	173		(173)	-100
	30 Environmental Health	950,690	1,489,066	3,378,114	1,385,308	(103,758)	-7
1195	Hazardous Materials Compliance Division	4,392,649	4,002,448	4,386,427	4,538,484	536,036	13
Total Expenditures		10,154,290	10,096,721	12,369,748	10,848,070	751,349	7%

Environmental Health — Budget Unit 0261 Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
1190	Consumer Protection Division	5,462,105	5,674,188	5,674,188	6,142,188	468,000	8
1194	Environmental Health Services Administration	563,638			280,000	280,000	0
1195	Hazardous Materials Compliance Division	4,203,237	4,296,786	4,657,775	4,711,109	414,323	10
Total Revenues		10,228,980	9,970,974	10,331,963	11,133,297	1,162,323	12%

Consumer Protection Division — Cost Center 1190 Major Changes to the Budget

	Positions	Appropriations	Revenues
Environmental Health (Fund Number 0030)			
FY 2000 Approved Budget	63.0	4,605,034	5,674,188
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		314,695	
Internal Service Funds Adjustment		4,549	
Other Required Adjustments			468,000
	Subtotal	4,924,278	6,142,188
Recommended Changes for FY 2001			
Total Recommendation	63.0	4,924,278	6,142,188



Environmental Health Services Administration — Cost Center 1194

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget		173	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		(173)	
Other Required Adjustments			0
Subtotal			
Recommended Changes for FY 2001			
	Fund Subtotal	0.0	0
Environmental Health (Fund Number 0030)			
FY 2000 Approved Budget	10.0	1,489,066	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		(40,328)	
Other Required Adjustments		(1,877,000)	280,000
Subtotal			
	11.0	1,259,640	280,000
Recommended Changes for FY 2001			
1. Add One Departmental Information Systems Specialist II	1.0	85,668	
This recommendation adds one alternately staffed DISA (G40), DISS-I (G39) and Departmental Information System Specialist II (G13) to provide system support and to design, develop and implement projects.			
		40,000	
2. Document Imaging System Project			
This recommendation allocates one-time funds for contract services to design and develop a document imaging system for file management projects.			
Subtotal			
	1.0	125,668	0
Fund Subtotal			
	12.0	1,385,308	280,000
Total Recommendation			
	12.0	1,385,308	280,000



Hazardous Materials Compliance Division — Cost Center 1195

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget		1,317	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		(1,317)	
Other Required Adjustments			0
Subtotal			
Recommended Changes for FY 2001			
Fund Subtotal	0.0	0	0
Environmental Health (Fund Number 0030)			
FY 2000 Approved Budget	40.0	4,001,131	4,296,786
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment	-1.0	85,919	
Other Required Adjustments		(15,361)	
Other Required Adjustments		(631,280)	(1,118,810)
Subtotal			
	39.0	3,824,388	3,538,965
Recommended Changes for FY 2001			
1. Household Hazardous Waste Block Grant Funds		234,000	535,109
This recommendation provides funding for the Household Hazardous Waste (HHW) program. This program provides for public education outreach activities and additional disposal costs. This is the first-year of a three-year grant of over \$1.5 million.			
2. Household Hazardous Waste - AB939 Fees		291,000	497,035
This recommendation provides for additional funding from the cities to be generated from an increase to the AB939 fee (\$1.30 to \$2.80) currently charged to landfills and transfer stations in the County for implementation of integrated waste management programs. Funding will be used to expand household hazardous waste collection, to cover increased disposal costs, other operation expenses and additional computer equipment. The balance of the funding will offset current staffing costs.			
3. Household Hazardous Waste-Add one Unclassified Haz Mat Program Manager from Discretionary	1.0	139,096	140,000
This recommendation adds one Unclassified Hazardous Materials Program Manager position (18 months) and associated costs of (\$43,900) for contract services support and other operating expenses to be funded by a State CIWMB HD 8 grant totaling \$170,000 for up to two years. The recommended position will research and identify long-term funding options for the management of paint waste in support of potential legislative action.			
4. Electronic Inventory Submittal and Database System		50,000	
This recommendation provides funding for contract services to design and develop an electronic inventory database system for the CUPA program. This system will allow facilities with permits to submit State required hazardous materials inventory information via the department's web site.			
Subtotal			
	1.0	714,096	1,172,144
Fund Subtotal			
	40.0	4,538,484	4,711,109
Total Recommendation	40.0	4,538,484	4,711,109



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

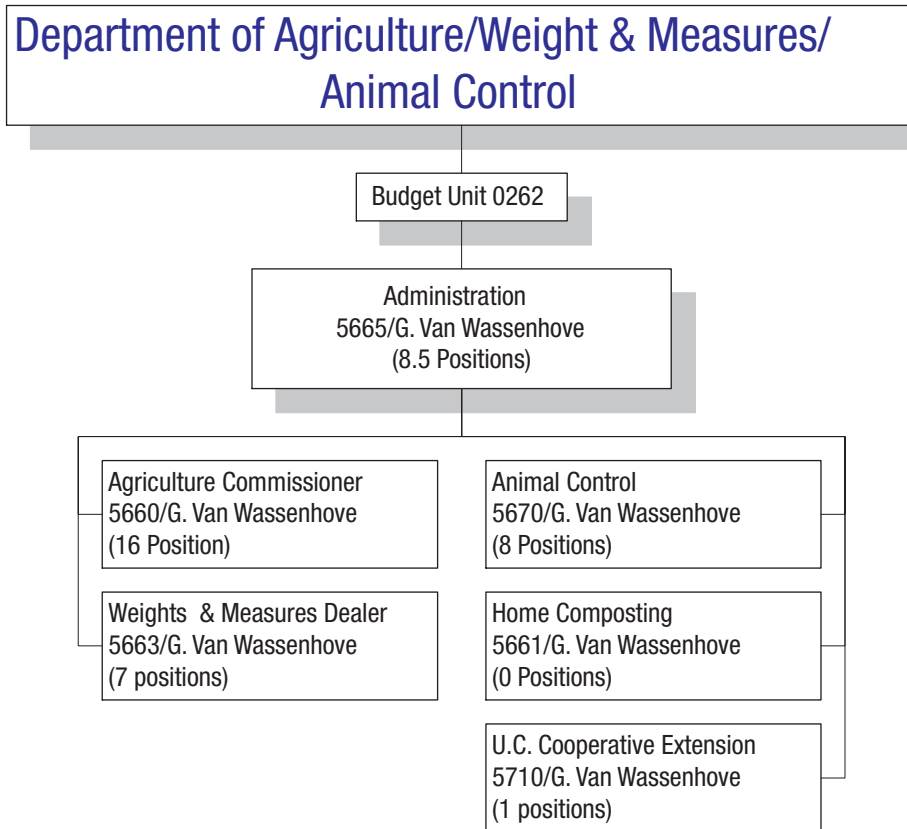
- ◆ Insure the quality care of animals by impounding, euthanizing, altering and adopting animals for the general public (Animal Control)
- ◆ Ensure compliance of animal laws by quarantining, licensing and taking possession of animals for the general public (Animal Control)
- ◆ Assure device accuracy 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)



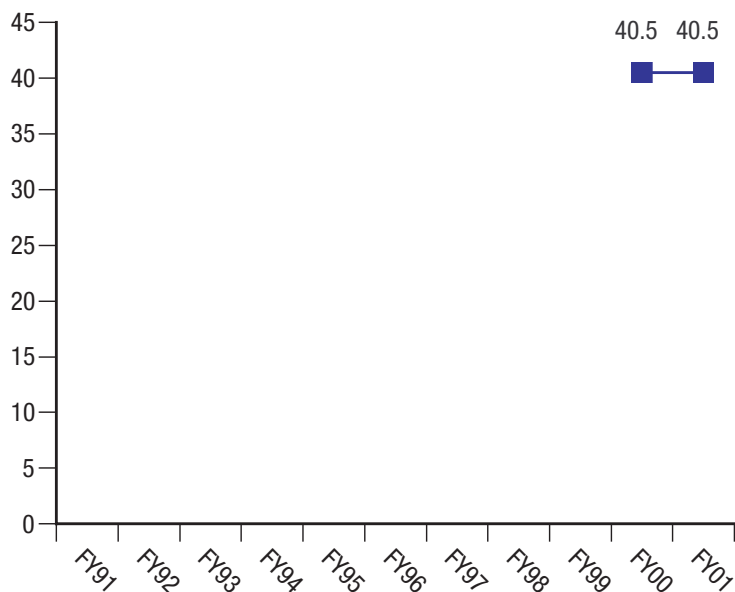
Cost: \$3,606,505



Staff: 40.5



10-Year Staffing Trend



Department of Agriculture/Weights & Measures/Animal Control Overview

The 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.

Fiscal Year 2000 Accomplishments

- ◆ The High Risk Pest Exclusion Program intercepted over 100 significant agricultural and urban pests on plant shipments entering the county in 1999. Due to vigorous enforcement efforts, this was nearly twice as many plants as were detained in the previous year.
- ◆ The Pesticide Use Enforcement Program continued to receive a 100% effectiveness rating from the California Department of Pesticide Regulation and will receive its full share of state funding.

- ◆ The Weights and Measures enforcement program has exceeded a 90% compliance rate for inspections of commercial weighing and measuring devices for the third consecutive year, ensuring a high rate of accuracy for consumer transactions.
- ◆ Nearly 1,700 stray and feral cats were altered under the new low cost spay/neuter program, resulting in a significant reduction in the feral cat population.
- ◆ Eighty emergency personnel were trained in rescue techniques for large animals, as part of a program being developed to rescue large animals in the county.

Fiscal Year 2001 Planned Accomplishments

- ◆ Continue emphasis on the inspection of high-risk shipments likely to harbor agricultural and urban pests.
- ◆ Prioritize pesticide enforcement efforts to include structural pest control and safe use of pesticides in urban areas.
- ◆ Increase efforts to promote consumer and business awareness of the Department's automated point-of-sale (scanner) system inspection program.
- ◆ Continue to promote public awareness of animal adoption services offered by the South County animal shelter through web site enhancement and other advertisement media.



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 investing in technology to improve service quality, improving unincorporated area services, and ensuring that the delivery of County services enhance the County's Fiscal integrity.

Telephone System Upgrade

Add one-time funds for the Berger Drive office, South County office and the South County Animal Shelter based on recommendations from the Information Services Department - Telephone Services Unit. The existing telephone system is obsolete and difficult to maintain and repair as replacement parts are hard to find.

Total One-time Cost: \$22,500

Public and Industry Education Campaign

Add funds for improved compliance with California State regulations for scanning devices as a part of the Weights & Measures program.

Total Cost: \$5,000

Costs are fully offset by Board-approved fees.

Staffing for the Agriculture Program

Authorize the replacement of five full-time-equivalent (FTE) unclassified positions with five FTE classified positions in the Hi-Risk Pest Exclusion Program in the Agriculture Program based on the anticipation of ongoing State funding. The reclassified positions will be one Agriculture Biologist III, two Agriculture Biologist I, one Associate Management Analyst B, and one Advance Clerk Typist. The five FTE unclassified positions will expire in October 2000, at which time the new classified positions will become effective.

Total Cost: \$0

Costs are fully offset with grant funding.

Staffing for Home Composting Program

Add two half-time Home Composting Coordinator positions to replace existing contract services staff and provide operational support to the Home Composting Program. The Home Composting Program was initially a pilot project and has received continuous funding from the Integrated Waste Management Program. The current cost of the program is estimated at \$108,000.

The Home Composting Coordinator position classification is new and will need to be added to the salary ordinance by personnel. As a result, the proposed positions will require further job classification studies by the Human Resources Department. Separate actions will be brought to the Board of Supervisors during Fiscal Year 2001 to adopt new job specifications and add the new positions to the salary ordinance.

Total Cost: \$9,500

Costs are fully offset by expenditure reimbursement (Fund 0037)



Agriculture, Weights and Measures and Animal Contr — Budget Unit 0262 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
5660	Agricultural Commissioner/Sealer	1,145,524	1,539,438	1,419,377	1,197,835	(341,603)	-22
5661	Home Composting Program	(2,971)					
5663	Weights and Measures	403,362	402,491	402,491	449,397	46,906	12
5665	Administration	534,078	591,487	591,487	1,067,116	475,629	80
5670	County Animal Control	687,033	802,278	802,278	666,500	(135,778)	-17
5710	Cooperative Extension	170,235	159,028	159,028	225,657	66,629	42
Total Expenditures		2,937,261	3,494,722	3,374,661	3,606,505	111,783	3%

Agriculture, Weights and Measures and Animal Contr — Budget Unit 0262 Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
5660	Agricultural Commissioner/Sealer	1,121,768	1,257,348	1,137,287	1,035,850	(221,498)	-18
5663	Weights and Measures	281,595	310,845	310,845	309,470	(1,375)	
5670	County Animal Control	382,479	382,179	382,179	389,779	7,600	2
Total Revenues		1,785,842	1,950,372	1,830,311	1,735,099	(215,273)	-11%

Agricultural Commissioner/Sealer — Cost Center 5660 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	16.0	1,539,438	1,257,348
Board Approved Adjustments During FY 2000		(120,061)	(120,061)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		24,476	
Internal Service Funds Adjustment		(228,028)	
Other Required Adjustments		(17,990)	(101,437)
	Subtotal	16.0	1,197,835
Recommended Changes for FY 2001			
Total Recommendation	16.0	1,197,835	1,035,850



Home Composting Program — Cost Center 5661

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget			
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal			
Recommended Changes for FY 2001			
Internal Service Funds Adjustment		(9,452)	
1. Home Composting Program - Add Two Half-Time Positions to Replace Contract Staff		9,452	
<p>This recommendation adds two half-time position codes for a new classification code to be established for Home Composting Coordinator. Currently, the Home Composting Program is managed by two part-time contract staff positions. The program includes over 100 on-going volunteers who provide community education and training in resource utilization and conservation. This program was originally developed as a pilot project about five years ago with funding from the Integrated Waste Management Program to help meet mandated (AB 939) reduction targets for waste going to county landfills. The program has proven successful with the number of on-going participants that it draws from the community. The program expects to continue to receive financial support from the Solid Waste Commission. The recommended classified positions are expected to provide continued coordination and support for the program.</p>			
Subtotal	0.0	0	0
Total Recommendation			

Weights and Measures — Cost Center 5663

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	7.0	402,491	310,845
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		(5,659)	
Internal Service Funds Adjustment		47,565	
Other Required Adjustments			(6,375)
Subtotal	7.0	444,397	304,470
Recommended Changes for FY 2001			
1. Weights & Measures Program - Implement Scanner Reinspection Ordinance		5,000	5,000
<p>This action appropriates additional revenues and expenditures for the Weights and Measures program to implement the scanner reinspection ordinance. In FY 2000, the Board approved a fee ordinance amendment and resolution for the purpose of ensuring that the County receives full reimbursement for scanner reinspection services provided and to encourage retailer compliance with regulations requiring accurate charges to consumers from scanning devices. This new fee is to be implemented beginning in FY 2001. However, the Board also directed that the department develop an education campaign to advise and educate retailers and the public of its scanner inspection program and to promote improved compliance with state regulations. This action requests ongoing appropriations to be funded from the new revenues to be generated from this reinspection fee to be used for the development of public education and outreach materials.</p>			
Subtotal	0.0	5,000	5,000
Total Recommendation			
	7.0	449,397	309,470



Administration — Cost Center 5665 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	8.5	591,487	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		21,779	
Internal Service Funds Adjustment		400,610	
Other Required Adjustments		17,990	0
Subtotal	8.5	1,031,866	
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		12,750	0
1. Telephone System Upgrade			
This recommendation provides for a telephone system upgrade for the Berger Drive office, South County office, and the South County Animal Shelter. The telephone upgrade is recommended by the Information Systems Department Telephone Services based on the fact that the existing system is becoming obsolete and difficult to maintain due to the scarcity of replacement parts.			
Subtotal	0.0	35,250	0
Total Recommendation	8.5	1,067,116	

County Animal Control — Cost Center 5670 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	8.0	802,278	382,179
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		(7,874)	
Internal Service Funds Adjustment		(145,404)	
Other Required Adjustments		17,500	7,600
Subtotal	8.0	666,500	389,779
Recommended Changes for FY 2001			
Total Recommendation	8.0	666,500	389,779

Cooperative Extension — Cost Center 5710 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2000 Approved Budget	1.0	159,028	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		7,156	
Internal Service Funds Adjustment		59,473	
Other Required Adjustments			0
Subtotal	1.0	225,657	
Recommended Changes for FY 2001			
Total Recommendation	1.0	225,657	



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

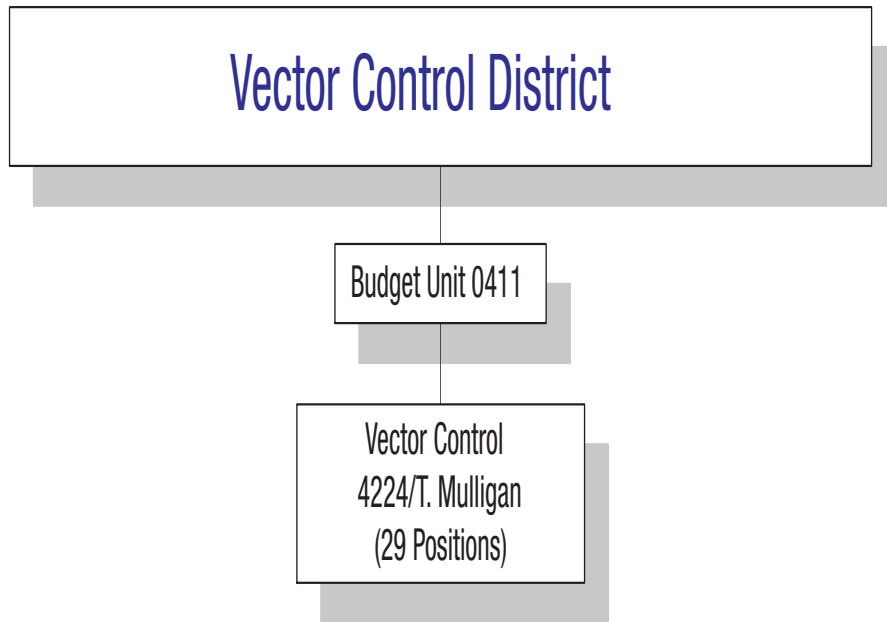
- ◆ Provide comprehensive vector control services.
- ◆ Minimize or control vector development.
- ◆ Provide assistance and resolution to customer-initiated service requests.
- ◆ Promote public awareness of vectors, vector control and vector borne diseases.



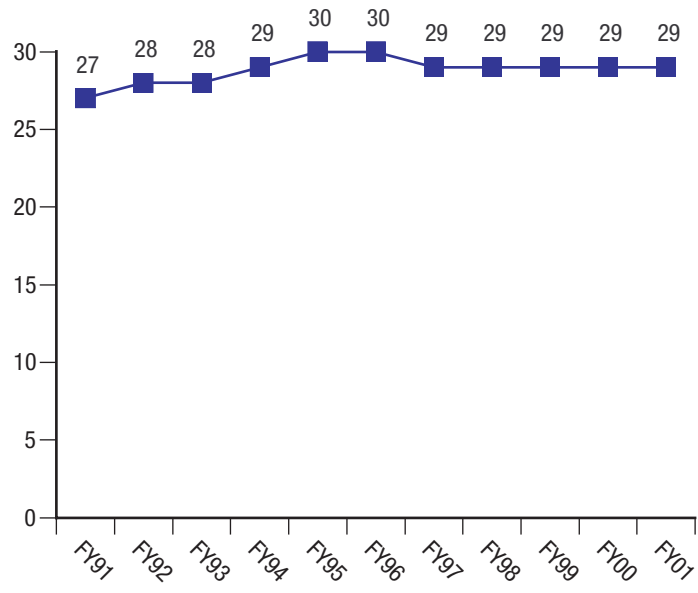
Cost: \$2,640,130



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 \$2.5 million. 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 2000 Accomplishments

- ◆ Incorporation by San Jose and Sunnyvale Unified School Districts, language and protocols which establish a "no head lice nit" policy to help minimize the proliferation of head lice problems in school.
- ◆ Training and program development for the County Parks Department in operation control of stinging and biting yellowjackets.
- ◆ Collaborative research with San Jose State, Stanford and U.C. Davis in investigating the role insects and wildlife play in the transmission of asthma, cat scratch fever, plague, and other harmful bacteria.



FY 2001 Planned Accomplishments

- ◆ Develop and implement computerized field recording and data inputting equipment for staff which will consolidate paperwork and improve accuracy and timeliness of field data collection. (Restatement of FY 2000 goal)
- ◆ Develop and adopt a general CEQA document for the control and surveillance activities conducted by the District.
- ◆ Develop and provide the various county and city school districts with education and training modules on such topics as head lice management and general vector control topics.
- ◆ Create an Africanized Honey Bee Action Plan for Santa Clara County which will provide advance planning and coordination with other county departments and local jurisdictions.

The County Executive recommendation is to maintain the current level budget for Fiscal Year 2001.

Vector Control District — Budget Unit 0411 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
4224	Vector Control District	2,302,894	2,498,622	4,285,622	2,640,130	141,508	6
	28 Vector Control District	2,261,272	2,498,622	2,498,622	2,640,130	141,508	6
	199 VCD Capital Fund	41,622		1,787,000			
	Total Expenditures	2,302,894	2,498,622	4,285,622	2,640,130	141,508	6%

Vector Control District — Budget Unit 0411 Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
4224	Vector Control District	2,693,870	2,580,000	2,580,000	2,665,000	85,000	3
	28 Vector Control District	2,620,207	2,580,000	2,580,000	2,665,000	85,000	3
	199 VCD Capital Fund	73,663					0
	Total Revenues	2,693,870	2,580,000	2,580,000	2,665,000	85,000	3%



Vector Control District — Cost Center 4224
Major Changes to the Budget

	Positions	Appropriations	Revenues
Vector Control District (Fund Number 0028)			
FY 2000 Approved Budget	29.0	2,498,622	2,580,000
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		69,237	
Internal Service Funds Adjustment		273,771	
Other Required Adjustments		(201,500)	85,000
Subtotal	29.0	2,640,130	2,665,000
Recommended Changes for FY 2001			
Fund Subtotal	29.0	2,640,130	2,665,000
VCD Capital Fund (Fund Number 0199)			
FY 2000 Approved Budget			
Board Approved Adjustments During FY 2000			
		1,787,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			
		(1,787,000)	0
Subtotal			
Recommended Changes for FY 2001			
Fund Subtotal	0.0	0	0
Total Recommendation	29.0	2,640,130	2,665,000



Department of Parks and Recreation Mission

The mission of the 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

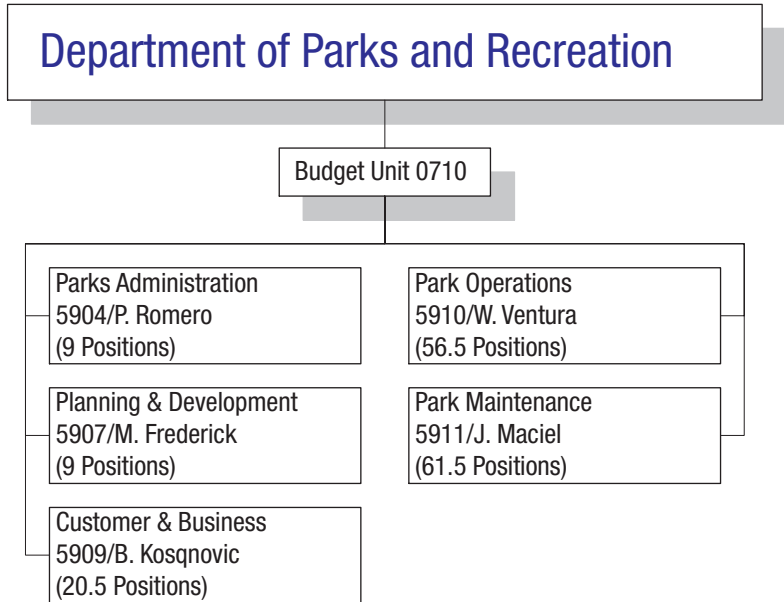
- ◆ Encourage people to use their parks, facilities and programs by providing quality maintenance, interpretation, public safety, recreational opportunities and informational services.
- ◆ Preserve the County's natural, cultural and recreational resources through resource identification, acquisition, 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.



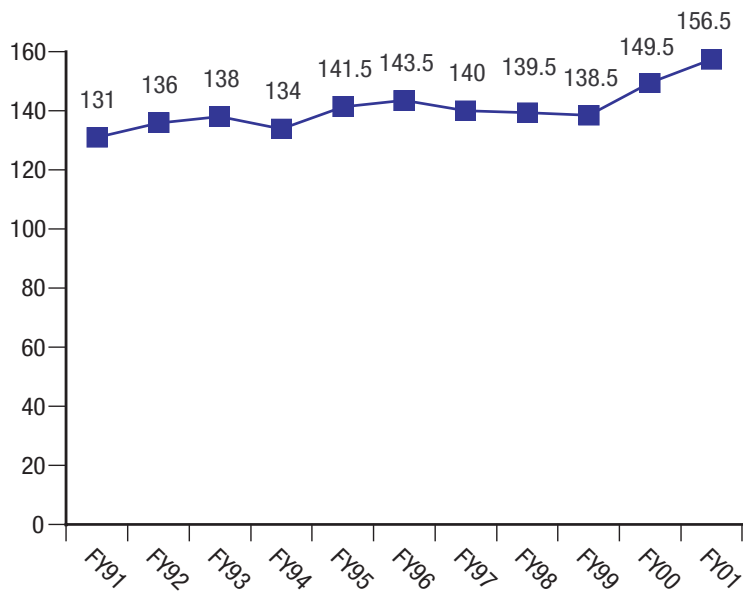
Cost: \$37,095,308



Staff: 156.5



10-Year Staffing Trend



Department of Parks and Recreation

Overview

The 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 at 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 2000 Accomplishments

- ◆ Established the Silicon Valley Parks Foundation to provide funding and support for park and recreation capital improvements in the county.
- ◆ Implemented Phase I of the Marketing Plan, including hiring a marketing consultant; and implementing the Venture Pass Program and Retail Partners Program.
- ◆ "Fantasy of Lights" holiday display and celebrated the County Parks' 75th anniversary.

- ◆ Completed the first departmental public opinion survey and increased park user revenue by 11%, while instituting an annual pass program for low-income families and individuals.
- ◆ Acquired Rancho Canada del Oro, a 2,500 acre property adjacent to Calero Park, in cooperation with Peninsula Open Space Trust, City of San Jose, and Santa Clara County Open Space Authority.
- ◆ Provided 96 interpretive programs and presentations at parks and schools; expanded the Junior Ranger program to 23 programs at 5 parks, serving 368 children; and participated in the Fishing in the City program by hosting 5 programs with a total of 1,125 children.
- ◆ Completed the Parks Department Interpretive Plan.
- ◆ Implemented the Cost Recovery Plan

Fiscal Year 2001 Planned Accomplishments

- ◆ Implement the Natural Resource Management Inventory Program.
- ◆ Expand revenues by installing ticket vending machines at various park locations and expanding the lease-monitoring program.
- ◆ Establish a Revenue Enhancement funding source for capital improvement projects, a Capital Improvement Plan Financial Task Force, and a Capital Improvement Financial Plan.
- ◆ Improve information systems by establishing a five-year Information Systems Plan to assess, upgrade and replace equipment. Also implement a four-year Electronic Data Management System program and expand use of GIS and GPS mapping systems.
- ◆ Establish master plans for newly acquired property and create a new golf course at Harvey Bear Ranch County Park.



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.

Park Maintenance

Add Four Park Maintenance Worker II/I Positions

Add one full-time and four three-quarter-time alternately staffed Park Maintenance Worker I/II positions for Calero, Coyote Lake, Almaden Quicksilver, and Vasona Parks. The full-time position will be used to staff the new Joice Bernal Interpretive Center, while the others will replace the reduction of 5,500 temporary help hours of seasonal park workers to meet the County's reduction target.

Total Cost: \$125,400

Costs are partially offset by a reduction of 5,500 temporary help hours

One-time Funding

Add funds to purchase a 4X4 specialized trail vehicle, similar to a golf or parking lot attendant's vehicle, for access to small park areas and for foul weather use. The smaller size of the vehicle will have a low impact on park trails.

Total One-time Cost: \$13,500

Park Operations

Add Twelve Park Service Attendant Positions

Add twelve three-quarter-time Park Service Attendant positions, a new classification that will need to be established by county personnel, to replace the reduction of

12,000 temporary help hours of seasonal park workers to meet the department's reduction target. Positions will be used primarily for staffing vehicle fee collection kiosks.

The proposed positions will require further job classification studies by the Human Resources Department. Separate actions will be brought to the Board of Supervisors during FY 2001 to adopt new job specifications and add the new positions to the salary ordinance.

Total Cost: \$16,000

Costs are fully offset by a reduction of 12,000 temporary help hours

Add One Park Interpreter Position

A full-time position recommended to expand interpretive services to the new Rancho Santa Teresa Historic District and existing sites and to address an anticipated increase in park visits.

Total Cost: \$57,200

Customer and Business Services

Add A Half-time Advance Clerk Typist Position

Add funds to partially replace 2,080 temporary help hours that have been used for administrative support for the department during the summer season.

Total Cost: (\$2,800)

Savings due to a reduction of 2,080 temporary help hours

Computer Information Systems Funding

Add one-time funds to expand the Geographic Information System/Computer Aided Design application use, purchase additional software, training and a systems server.

Total One-time Cost: \$29,500



On-line Park Reservation System

Add one-time funds for the installation and administration of an internet reservation system to provide automated customer access to the parks system. The provision of these services will improve response time to reservation requests and enhance customer service.

Total One-time Cost: \$6,500

Communications Systems Improvements

Add funds for the installation of Citrix communications lines to connect remote park sites, provide access to the department's computer network, and cover contract cost increases for call box maintenance.

Total Cost: \$30,000

Information Systems Equipment and Support

Add one-time funds to purchase two laptop computers and ten laser printers for field offices. Additional funding is included for five T-1 line cabling for the field offices and contract support for the development of an electronic data management system.

Total One-time Cost: \$39,800

Replace Telephone System and Equipment

Add one-time funds to purchase and install a new call distribution telephone system and equipment for Parks Administration. The new telephone system and equipment will replace the current 10 year-old network.

Total One-time Cost: \$47,000

Two Percent Contingency Reserve for Park Operations

Add funds to meet the 2% contingency reserve for parks operations, which is re-established annually and is used for emergency or unanticipated situations requiring budget augmentation.

Total One-time Cost: \$340,000

Park Administration and Marketing**Fantasy of Lights Event Funding**

Add funds for the purchase of additional lighting displays, electrical equipment, promotional material, and increased utility costs for the annual Fantasy of Lights event. The event was started in FY 2000 without the necessary on-going funding requirements.

Total Cost: \$92,600

Costs are fully offset by an estimated revenue increase of \$200,000

Marketing Funding for Park Programs

Add funds for advertising, printing, and additional contract services with a marketing firm for design and development of promotional events. In addition, this request includes the re-funding of an unfunded Management Analyst position to provide on-going support for the Marketing Program.

Total Cost: \$137,000

Long-Range Planning & Development**Add One Park Planner Position**

Add One full-time alternatively staffed Park Planner/Planner II/I position to provide additional staff support to address the backlog of master plan studies and the review of development proposals. This position will also address the anticipated increase in workload from the recent passage of Propositions 12 and 13 (Park and Water Bond Acts).

Total Cost: \$63,000

Capital Improvement Program (CIP)

Consistent with prior years, the Department's CIP budget request for FY 2001 are developed and recommended through the Parks and Recreation Commission CIP review process, which consists of various public workshops. Following is a listing of CIP projects endorsed by the Commission for FY 2001, with funding to be provided by Park Charter Fund balance. A detailed listing will be presented to the Board of Supervisors via a separate Board Transmittal at the June Budget Hearings. The total one-time cost of the CIP is estimated at \$1,310,000.



Coyote Creek-Madrone Landfill Characterization

Regulatory requirement from the State Regional Water Quality Control Board to remediate old landfill site located on the east and west sides of Highway 101, near the Burnett site. Work includes: investigate and analyze method for completing landfill remediation, cap a portion of the landfill (west side) that has not been worked on yet, provide clay cap and final grading, and restore creek bank.

Total One-time Cost: \$125,000

Parkwide-Paving Repair Program

Fourth year phase of the Department's five-year program for major paving repairs.

Total One-time Cost: \$300,000

Coyote Creek - Trail Reconstruction - PHASE I

Reconstruct trail between Hellyer Park and Litton Industries (one mile). Phase I will include planning, design, environmental work, permits and easements.

Total One-time Cost: \$30,000

San Tomas Aquino/Saratoga Creek Master Plan Implementation Funding

Provide seed money to the cities of Santa Clara, Cupertino, and San Jose for the various grant applications related to the master plan implementation.

Total One-time Cost: \$200,000

General - Regional Master Plan

Develop Master Plan of the entire park system. The Master Plan should explore parkwide policies, use classifications, acquisition expansion, and other regional-wide planning elements.

Total One-time Cost: \$300,000

Los Gatos Creek - Site Plan (Joint Project)

Prepare site plan of the main day use area between Camden Avenue and Pond #1. The City of Campbell has indicated a willingness to contribute half of the funding required.

Total One-time Cost: \$25,000

Coyote Creek- Aircraft Field Restroom (Joint Project)

Install a restroom which would serve the Remote Control Aircraft facility and the public using the Coyote Creek Trail. The Remote Control Aircraft Association plans to contribute half of the funding required.

Total One-time Cost: \$30,000

Capital Project Contingency Reserve

Appropriate a contingency reserve for capital projects for unanticipated costs or underestimated needs.

Total One-time Cost: \$300,000

Historical Heritage Preservation Project

Appropriate \$500,000 for annual Historical Heritage Preservation project funding to be allocated by the Historical Heritage Commission and approved by the Board of Supervisors at a later date.

Total One-time Cost: \$500,000

Land Acquisitions

Appropriate \$682,000 for general parkland acquisitions to be determined as opportunity arises. All general parkland acquisitions will require Board approval.

Total One-time Cost: \$682,000

County Parks And Recreation — Budget Unit 0710 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
5904	Administration	1,038,103	1,116,852	1,116,852	1,302,328	185,476	17
5907	Long-Range Planning And Property Management	756,327	931,386	931,386	999,302	67,916	7
5909	Customer and Business Services	23,744,837	25,878,806	25,784,907	22,435,088	(3,443,718)	-13
	39 County Parks & Recreation Fund	2,011,916	1,716,721	1,616,721	2,119,174	402,453	23
	56 County Park Fund-Discretionary	17,074,802	15,886,254	15,886,254	15,343,466	(542,788)	-3
	65 Historical Heritage Projects	278,865	500,000	500,000	500,000		
	66 County Park Fund - Acquisition	3,565,837	3,815,000	3,821,101	4,472,448	657,448	17
	67 County Park Fund - Grants	813,417					
	68 County Park Fund - Interest		3,960,831	3,960,831		(3,960,831)	-100
5910	Park Operations	5,010,801	6,032,512	6,208,509	6,675,586	643,074	11
5911	Park Maintenance	4,849,893	5,414,762	5,414,762	5,683,004	268,242	5
	Total Expenditures	35,399,961	39,374,318	39,456,416	37,095,308	(2,279,010)	-6%

County Parks And Recreation — Budget Unit 0710 Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
5907	Long-Range Planning And Property Management	1,245,758	1,242,149	1,242,149	1,346,830	104,681	8
5909	Customer and Business Services	33,002,314	37,813,705	37,889,705	38,959,824	1,146,119	3
	39 County Parks & Recreation Fund	12,850,752	13,943,993	14,019,993	15,346,074	1,402,081	10
	56 County Park Fund-Discretionary	14,556,322	19,220,831	19,220,831	17,891,000	(1,329,831)	-7
	65 Historical Heritage Projects	500,000	500,000	500,000	500,000		0
	66 County Park Fund - Acquisition	3,328,738	3,815,000	3,815,000	4,472,750	657,750	17
	67 County Park Fund - Grants	545,625					0
	68 County Park Fund - Interest	1,220,877	333,881	333,881	750,000	416,119	125
5910	Park Operations	2,344,114					0
5911	Park Maintenance	28					0
	Total Revenues	36,592,214	39,055,854	39,131,854	40,306,654	1,250,800	3%



Administration — Cost Center 5904

Major Changes to the Budget

	Positions	Appropriations	Revenues
County Parks & Recreation Fund (Fund Number 0039)			
FY 2000 Approved Budget	9.0	1,116,852	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		54,201	
Internal Service Funds Adjustment		8,247	
Other Required Adjustments		(13,648)	0
Subtotal	9.0	1,165,652	
Recommended Changes for FY 2001			
1. Expanded Marketing Program		136,676	
<p>This action funds one vacant Management Analyst position (B1P) at an annual salary and benefits cost of approximately \$54,000 (Associate level), which is currently unfunded, and appropriates an additional \$83,180 for marketing program expense. The Department is expanding its Marketing Program to include new activities and promotions, including the Venture Pass campaign, Go Outside and Play Day, and other special events. The Marketing Program will continue on an annual basis. The goal of the program is to develop a Department-sponsored "signature event" and other activities and promotions which will increase Parks Department exposure and revenue, which, in turn, will help meet the Department's cost recovery goal of 25% of the annual operating budget. The funding of the previously unfunded Management Analyst position will provide much needed analytical support to both the Marketing Program and other Department program units.</p>			
Subtotal	0.0	136,676	0
Total Recommendation	9.0	1,302,328	

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 2000 Approved Budget	8.0	931,386	1,242,149
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		38,001	
Internal Service Funds Adjustment			
Other Required Adjustments		(32,821)	104,681
Subtotal	8.0	936,566	1,346,830
Recommended Changes for FY 2001			
1. Long Range Planning - Add One Alternately Staffed Park Planner/Planner II/I Position	1.0	62,736	
<p>One full-time alternatively staffed Park Planner/Planner II/I for the additional support to address the backlog of master planning studies and review of development proposals. Department also anticipates increased workload from recent passage of Proposition 12 and 13.</p>			
Subtotal	1.0	62,736	0
Total Recommendation	9.0	999,302	1,346,830



Customer and Business Services — Cost Center 5909

Major Changes to the Budget

	Positions	Appropriations	Revenues
County Parks & Recreation Fund (Fund Number 0039)			
FY 2000 Approved Budget	20.0	1,716,721	13,943,993
Board Approved Adjustments During FY 2000		(100,000)	76,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		(287,255)	
Internal Service Funds Adjustment		435,874	950,036
Other Required Adjustments		(202,705)	176,045
Subtotal	20.0	1,562,635	15,146,074
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		898	0
1. Two Percent Contingency Reserve for Park Operations		340,000	
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.			
2. New Telephone System Upgrade		47,000	
This action appropriates a one-time funding for the purchase and installation of new automatic call distribution telephone system and workstation phone sets for all staff in the Parks Department Administration building. The current phone system is more than ten years old and malfunctions on a regular basis. This new system will allow the Department to better serve our customers and to maximize staff productivity by allowing the caller to choose the staff person or program and be directly transferred.			
3. Fantasy of Lights Event - Expanded Displays		87,600	200,000
This action appropriates \$87,600 expenditure for the Fantasy of Lights event offset with estimated \$200,000 revenue. The Fantasy of Lights is the Parks Department's annual "signature event" which began in FY 2000. This event was not originally budgeted in FY 2000, therefore all expenditures are augmentations to the current level budget. Expenditures include additional light displays and related electrical equipment, promotional material, display board and on-going operating costs. The Fantasy of Lights event provides park visitors with an enjoyable recreation and a positive experience in County parks.			
4. Business & Customer Services - Internet Reservation System		6,500	
This action appropriates \$6,500 for the installation and administration of the internet reservation system, which will allow customers to make picnic, boating and camping reservation directly from the internet. This new service may also relieve some of the phone call load and walk-in customer load, allowing reservation staff the ability to provide additional customer service to potential customers.			
5. Business & Customer Services - Information System Upgrade		39,800	
This action appropriates funding for two laptop computers (\$7,500), ten field site laser printers (\$4,800), Electronic Data Management consultant work (\$10,000), and five T-1 line cabling for park field sites (\$17,500). These appropriations will allow the Department to continue the expansion of its LAN network and interconnectivity to remote park field sites, and the expanded use of application use for electronic data management. The request ties directly into Customer and Business Services' goals of maximizing staff productivity through information systems for office automation and communication.			
6. Business & Customer Services - GIS/CAD Upgrade		29,450	
This action appropriates funds for the purchase of a GIS/CAD (Geographic Information System/Computer Aided Design) server, software, and related training. These requests are related to the Department's continued expansion of its GIS/CAD application use. It ties directly to the Customer and Business Services' goals of maximizing staff productivity through information system for office automation and computer tools.			
7. Add a half-time Advance Clerk Typist Position		0.5	(2,909)
This action adds one half-time (.5 FTE) Advanced Clerk Typist (D36) position. This position is funded with reduction in temporary help and is intended to augment the existing Clerical Pool to provide support to the department during peak customer service periods and for vacations.			



Customer and Business Services — Cost Center 5909
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
8. Computer Phone Lines and Call Box Maintenance Contract		8,200	
This action appropriates funds for a call box maintenance contract and an on-going expense of citrix lines, which connect all remote field sites to the Parks Department's computer network. Citrix lines will maximize staff productivity by providing improved and efficient information systems for office automation and communications.			
Subtotal	0.5	556,539	200,000
Fund Subtotal	20.5	2,119,174	15,346,074
County Park Fund-Discretionary (Fund Number 0056)			
FY 2000 Approved Budget		15,886,254	19,220,831
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		785,872	(3,960,831)
Other Required Adjustments		(2,638,660)	2,631,000
Subtotal		14,033,466	17,891,000
Recommended Changes for FY 2001			
1. Park Capital Improvement Plan Recommendations		1,310,000	
This action includes the Park Capital Improvement Program (CIP) projects in the amount of \$1,010,000 as recommended by the Parks and Recreation Commission and also includes a \$300,000 contingency reserve project (budgeted annually) for unanticipated or underestimated needs, the annual allocation of \$500,000 for Historical Heritage Preservation project funding, and \$682,000 for land acquisitions to be identified later. Acquisition funding in the current level budget also includes \$3.51 million for partial repayment of a loan to the Workers's Compensation Fund for the prior Bear Ranch acquisition. Other funding for support services and overhead costs for the Park CIP are already included in the current level budget and have been adjusted to reflect projected costs for FY01.			
Subtotal	0.0	1,310,000	0
Fund Subtotal	0.0	15,343,466	17,891,000
Historical Heritage Projects (Fund Number 0065)			
FY 2000 Approved Budget		500,000	500,000
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(500,000)	0
Subtotal			500,000
Recommended Changes for FY 2001			
1. Park Capital Improvement Plan Recommendations		500,000	
This action includes the Park Capital Improvement Program (CIP) projects in the amount of \$1,010,000 as recommended by the Parks and Recreation Commission and also includes a \$300,000 contingency reserve project (budgeted annually) for unanticipated or underestimated needs, the annual allocation of \$500,000 for Historical Heritage Preservation project funding, and \$682,000 for land acquisitions to be identified later. Acquisition funding in the current level budget also includes \$3.51 million for partial repayment of a loan to the Workers's Compensation Fund for the prior Bear Ranch acquisition. Other funding for support services and overhead costs for the Park CIP are already included in the current level budget and have been adjusted to reflect projected costs for FY01.			
Subtotal	0.0	500,000	0
Fund Subtotal	0.0	500,000	500,000
County Park Fund - Acquisition (Fund Number 0066)			
FY 2000 Approved Budget		3,815,000	3,815,000
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		50,688	



Customer and Business Services — Cost Center 5909 Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Other Required Adjustments		(81,341)	657,750
Subtotal		3,790,448	4,472,750
Recommended Changes for FY 2001			
1. Park Capital Improvement Plan Recommendations		682,000	
<p>This action includes the Park Capital Improvement Program (CIP) projects in the amount of \$1,010,000 as recommended by the Parks and Recreation Commission and also includes a \$300,000 contingency reserve project (budgeted annually) for unanticipated or underestimated needs, the annual allocation of \$500,000 for Historical Heritage Preservation project funding, and \$682,000 for land acquisitions to be identified later. Acquisition funding in the current level budget also includes \$3.51 million for partial repayment of a loan to the Workers's Compensation Fund for the prior Bear Ranch acquisition. Other funding for support services and overhead costs for the Park CIP are already included in the current level budget and have been adjusted to reflect projected costs for FY01.</p>			
Subtotal	0.0	682,000	0
Fund Subtotal	0.0	4,472,448	4,472,750
County Park Fund - Interest (Fund Number 0068)			
FY 2000 Approved Budget		3,960,831	333,881
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		(3,960,831)	
Other Required Adjustments			416,119
Subtotal			750,000
Recommended Changes for FY 2001			
Fund Subtotal	0.0	0	750,000
Total Recommendation	20.5	22,435,088	38,959,824

Park Operations — Cost Center 5910 Major Changes to the Budget

	Positions	Appropriations	Revenues
County Parks & Recreation Fund (Fund Number 0039)			
FY 2000 Approved Budget	54.0	6,032,512	
Board Approved Adjustments During FY 2000	1.5	175,997	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		121,245	
Other Required Adjustments		(86,213)	0
Subtotal	55.5	6,592,283	
Recommended Changes for FY 2001			
1. Park Operations - Add One Parks Interpreter Position	1.0	56,880	
<p>This recommendation adds one full-time (FTE) Park Interpreter (T31) position to the Park Interpretive Program under the Park Operation Unit. This new position will provide the staffing level that the program needs to expand its interpretive services to existing and new sites, as identified in the Department's Interpretive System Plan. This position will provide community outreach and in-park educational programs and services to County residents, schools, and park visitors.</p>			



Park Operations — Cost Center 5910

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
2. Park Operations - Add Twelve Park Service Attendant Positions		15,920	
<p>This action adds twelve 3/4 time Park Service Attendant positions (new classification to be established) to the Parks Operation Program. The flexibility for part-time codes were recently established by salary ordinance amendment for the Parks and Recreation Department. These positions will be funded with a reduction in temporary help. The addition of these positions is intended to comply with the Board 's directive on extra help reduction.</p>			
3. Computer Phone Lines and Call Box Maintenance Contract		10,503	
<p>This action appropriates funds for a call box maintenance contract and an on-going expense of citrix lines, which connect all remote field sites to the Parks Department's computer network. Citrix lines will maximize staff productivity by providing improved and efficient information systems for office automation and communications.</p>			
	Subtotal	1.0	83,303
			0
Total Recommendation	56.5	6,675,586	

Park Maintenance — Cost Center 5911

Major Changes to the Budget

	Positions	Appropriations	Revenues
County Parks & Recreation Fund (Fund Number 0039)			
FY 2000 Approved Budget	62.5	5,414,762	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-5.0	132,587	
Internal Service Funds Adjustment		(36,275)	
Other Required Adjustments		19,337	0
	Subtotal	57.5	5,530,411
Recommended Changes for FY 2001			
1. Park Maintenance - Add Four Park Maintenance Worker II/I	4.0	127,863	
<p>This action adds five coded Park Maintenance Worker I/II (T17/T16) positions to the Park Maintenance Program. Of the five positions, four are 3/4 time codes as allowed for under the recently approved salary ordinance amendment for part-time codes in the Parks & Recreation Department. These positions will be funded with a reduction in temporary help and with available Park Charter Fund dollars. The conversion of extra help hours to permanent positions is to comply with the Board's directives on extra help reduction. The addition of one full-time position is intended to augment the existing maintenance staff to keep up with maintenance work in that park unit and thereby increase the level of service delivery to the park visitors.</p>			
2. Park Maintenance - Fixed Asset: Four-Wheel Trail Vehicle		13,500	
<p>This action appropriates a one-time fixed asset funding for the purchase of one Kawasaki Mule (four wheel trail vehicle). This vehicle will be used year-round for accessing into smaller areas, which would, otherwise, require staff to walk, requiring hours of foot travel. It will help staff to achieve the goal of providing efficient maintenance for all park infrastructure and grounds in a cost-effective manner.</p>			
3. Computer Phone Lines and Call Box Maintenance Contract		11,230	
<p>This action appropriates funds for a call box maintenance contract and an on-going expense of citrix lines, which connect all remote field sites to the Parks Department's computer network. Citrix lines will maximize staff productivity by providing improved and efficient information systems for office automation and communications.</p>			
	Subtotal	4.0	152,593
			0
Total Recommendation	61.5	5,683,004	



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

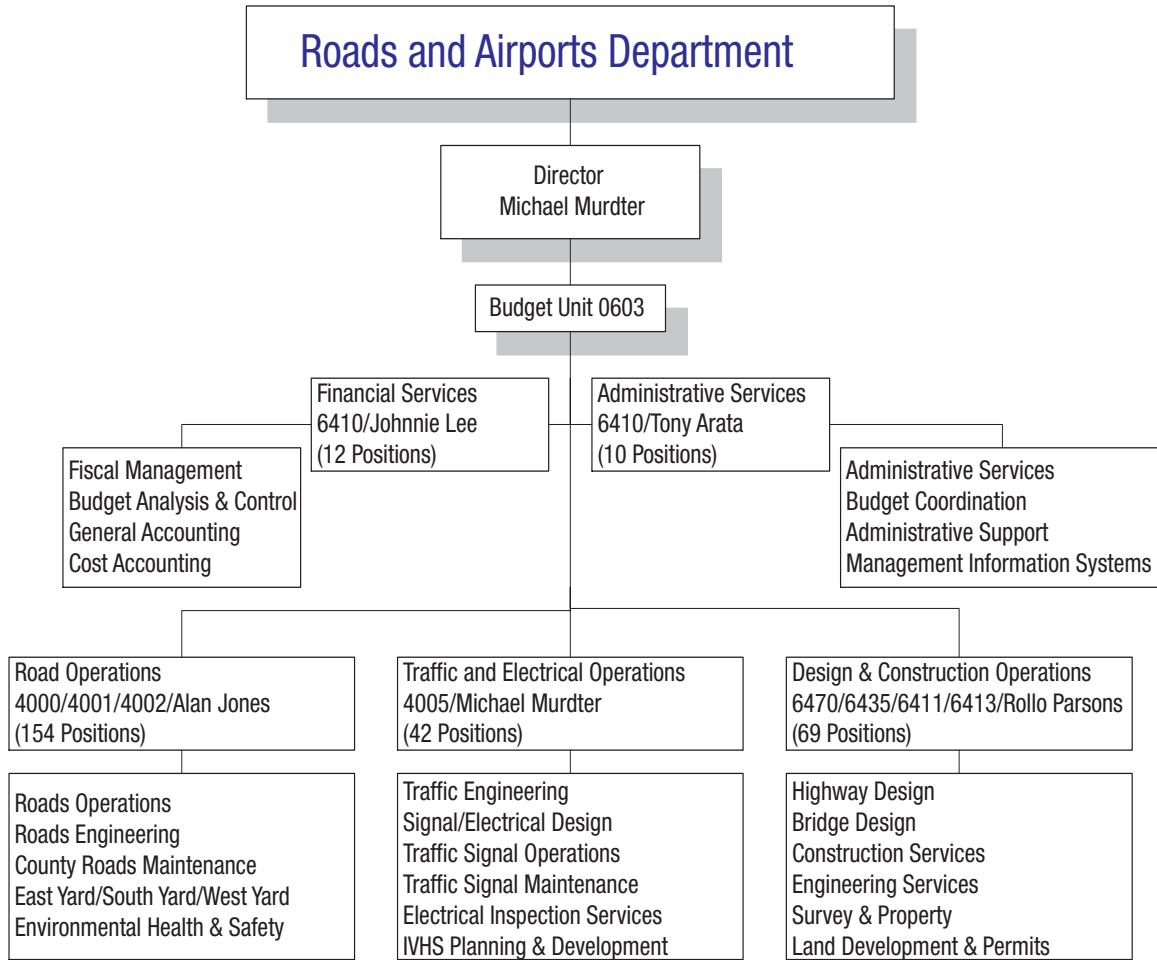
- ◆ Maintain, repair and replace paved surfaces, bridges, traffic signals, signage, guardrails, street lights and other road features to ensure the safety of the traveling public and to minimize life cycle costs.
- ◆ Provide roadway monitoring, traffic engineering, signal synchronization and accident 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.



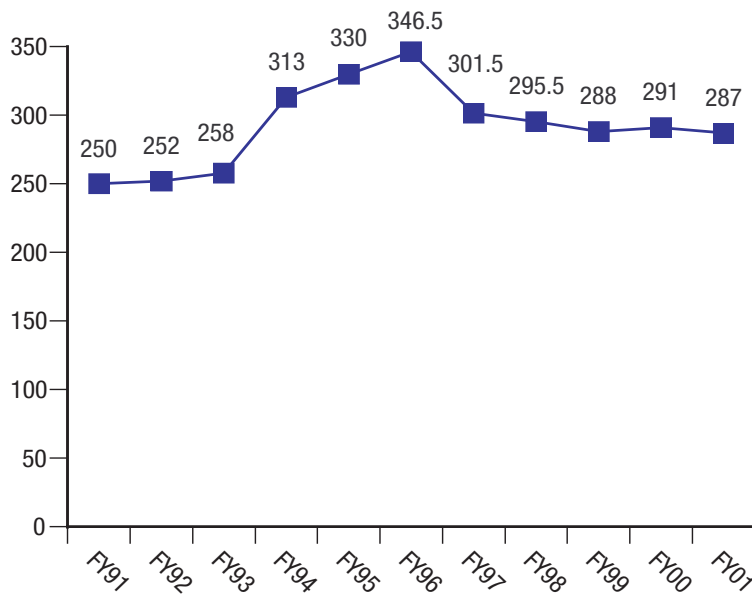
Cost: \$43,538,667



Staff: 287



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 287 employees and an annual budget of approximately \$43 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 Area, the Overlook Road Maintenance District, the El Matador Drive Maintenance District and Casa Loma/Loma Chiquita Maintenance District.

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) has resulted 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 Roads Fund over the life of the tax for Pavement Management Program (PMP) projects, intersection Level-of-Service (LOS) improvements, and Intelligent Transportation Systems (ITS) signal coordination.

Fiscal Year 2000 Accomplishments

- ◆ Completed necessary road repairs and provided preventive maintenance treatment to over fifty percent of all mountain roads, arterial/collector roads, residential roads, and expressways at the required Pavement Condition Index levels. In addition, completed preventive maintenance treatments to over 50 lane-miles of unincorporated roads
- ◆ Completed repairs to nine out of the thirteen remaining sites damaged in the 1995, 1997 and 1998 storms and performed work to protect properties along Crothers Road and Highland Drive. Also, developed a list of candidate projects for consideration under the Department's disaster prevention program.



- ◆ Maintained approximately 14,000 traffic signs and replaced or repaired at least 1,800 damaged, vandalized or inadequate signs.
- ◆ Installed sixty pedestrian ramps, twenty-five miles of pavement markers, and thermoplastic pavement markings at 11 expressway intersections.
- ◆ Refurbished 100% of all pavement markings on unincorporated roads and expressways.
- ◆ Utilized the services of a general design consultant to assist with the overall design of the Intelligent Transportation System (ITS). Completed thirty percent of the plans, specifications and estimates for ITS projects.
- ◆ Responded to over 400 engineering study requests, of which 70 percent were successfully completed within 8 to 14 weeks from the date of receipt of request. The remaining 30 percent required further follow-up and/or additional funding in order to be completed successfully.
- ◆ Responded to over 500 written traffic-related inquiries, of which 70 percent were addressed within 8 to 14 weeks of receipt.
- ◆ Reviewed 35 environmental documents and 345 private land development applications, conducted 5,150 construction inspections, issued 825 encroachment permits and filed 520 encroachment permits within expected response times. In addition, the department ensured that County roads are constructed safely and to a high quality standard that will minimize future maintenance requirements.

Fiscal Year 2001 Planned Accomplishments

- ◆ Implement the second year of Measure B projects:
 - ❖ Pavement Maintenance Program (PMP) as reflected in the FY 2000 Board-approved PMP Master Calendar. The PMP program provides for large scale pavement management projects, typically implemented by construction contracts with private contractors.
 - ❖ Level of Service (LOS) program as reflected in the FY 2000 Board-approved LOS Master Calendar. The LOS program provides for capacity improvements on the expressway system to relieve intersection congestion and reduce travel delays.
 - ❖ Intelligent Transportation Systems (ITS) is an on-going program to plan and implement appropriate improvements to traffic operations and signal synchronization.
- ◆ Continue Spot Safety - Hazard Elimination Safety (HES) projects on County roads.
- ◆ Complete rural roadways improvements to enhance circulation safety through alignments, roadway width, structural sections and turn lanes.
- ◆ Continue to implement bicycle and pedestrian roadway improvements.
- ◆ Complete the San Tomas Expressway (I-280 & U.S. 101) and Oregon Expressway construction projects.
- ◆ Perform bridge seismic retrofit, bridge rail safety improvement and repair and preventive maintenance projects to rehabilitate structurally inadequate and functionally deficient bridges.
- ◆ Continue to perform road repairs to all 1995, 1997, and 1998 FEMA project damage sites
- ◆ Continue with construction work on Montague Expressway's Coyote Creek Bridge which consists of widening and other road improvements.



Roads Department Performance Plan

The Performance Plan for the Roads Department advances the Board of Supervisors' priority to reduce 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.

Summary of Improvement Strategies and Recommendations

No.	Description	Positions	FY 2001 Costs ^a
Priority Goals			
1	Pavement Management - To maintain the County road system in good or better condition.		\$13,430,000
2	Disaster Repairs and Prevention - Complete repairs to all sites damaged by the 1995, 1997 and 1998 storms and improve substandard or high-risk locations subject to damage during adverse weather.		\$2,000,000
3	Traveler Safety and Convenience - Ensure safe and efficient operation of the County road system by installing and maintaining traffic control devices that provide clear direction and information to roadway users.		\$1,825,000
4	Intelligent Transportation Systems (ITS) - Reduce congestion and improve safety on the County Expressway system by implementing ITS technology.		\$5,400,000
5	Traffic Engineering - Perform timely traffic engineering studies and respond to traffic related concerns from the traveling public		\$274,000
6	Land Development Services - Review environmental documents and private land development applications for impact on County roads, and provide land development permit conditions.		\$1,172,000
Subtotal Costs for Priority Goals		0.0	\$24,101,000
Other Required Appropriations			
1	Delete One Vacant Road Maintenance Worker IV Position	(1.0)	(\$53,846)
2	Delete One Vacant Land Surveyor Position	(1.0)	(\$72,612)
3	Delete One Vacant Senior Electrical Electronic Assistant Position	(1.0)	(\$65,796)
4	Delete One Vacant Electrical Electronic Assistant Position	(1.0)	(\$48,900)
5	Add One Unclassified Senior Construction Operations Inspector Position	1.0	\$64,404
6	Fixed Asset Funding		\$959,444
7	Spot Safety - Hazard Elimination Safety Capital Project		\$1,331,000
8	Highway Signal Improvements		\$50,000
9	Rural Road Improvements		\$550,000
10	Bicycle and Pedestrian Path Improvements		\$260,000
11	Future Width Line Update and Landscaping Program		\$175,000
12	Montague Expressway Improvement Project		\$125,000
13	Measure B: Level of Service		\$4,000,000
14	Bridge Capital Program		\$2,495,000
15	Casa Loma/Loma Chiquita Maintenance District		\$34,000
Subtotal Costs for Other Required Appropriations		(3.0)	\$9,677,694
Total Recommendation		(3.0)	\$33,778,694

- a. FY 2001 Costs for improvement strategies related to Priority Goals 1-4 include unspent balances from FY 2000 appropriations that will be reappropriated by the Department for FY 2001. Costs for improvement strategies related to Priority Goals 5 and 6 can be met within existing appropriations (base budget).



Priority Goal One: Pavement Management

To maintain the county road system in good or better condition.

Background

The mission of the Road and Fleet Operations Branch is to maintain, repair and rehabilitate paved surfaces to ensure the safety of the travelling public and minimize life-cycle costs. The County road system is comprised of some 636 miles of unincorporated roads and a 62-mile expressway system that carries over 500,000 vehicles daily and is unique to Santa Clara County. Maintenance strategies employed by the department include resurfacing, rehabilitation, preventive and stopgap maintenance. A Pavement Condition Index (PCI) is calculated for each roadway in the system utilizing a Pavement Management System (PMS). The Department's PMS database classifies county roads into four categories: expressways, arterial/collector, residential and rural/mountain. Minimum acceptable PCIs have been established for each category of roadway in the system. (Expressways: 80, Arterial/Collector: 70, Residential & Rural/Mountain: 65).

Measure B, the one-half cent sales tax increase targeted for transportation projects, will provide a projected \$27 million to the Road Fund over the life of the tax for Pavement Management Projects. The Department expended \$2 million in related projects in FY 1999. The department also anticipates allocating \$12 million total in additional funding from the federal transportation bill, Transportation Equity Act for the 21st Century (TEA-21), in FY 2000 to 2003.

At baseline funding levels (the revenue stream allocated from the Gas Tax to fund this program), the department allocates between \$900,000 and \$1 million in materials and 24% of the maintenance staff (an estimated \$2.0 million in labor costs) to performing pavement management activities. This baseline level allows for unincorporated roadways to receive a preventive maintenance treatment every 18 years or 40 miles of roadway per year. In addition, an estimated 14,000 tons of asphalt products are used to perform other pavement maintenance activities, such as small overlays, removal & replacement, patching, and crack sealing. The baseline also includes funding for one contracted pavement repair project funded at approximately \$200,000.

Current Performance Levels

- ◆ In FY 2000, resources normally allocated for roadway surface treatments were redirected to other pavement rehabilitation and maintenance activities (i.e., dig outs, small overlays) due to the excessive material costs. Five miles of unincorporated roadways were surface treated.
- ◆ In FY 2000, the Road Fund's baseline was augmented by \$2.6 million for Measure B Pavement Management projects.

Recommended Improvement Strategies

Supplement Road Fund baseline by utilizing TEA-21 and Measure B funding.

- ◆ \$300,000 to perform preventive maintenance on 20 additional miles of County unincorporated roadways, and \$3,200,000 to perform additional pavement repairs on the remainder of the County unincorporated roadways funded under the first cycle of TEA-21 funds. These are new funds not previously budgeted but the Department anticipates recognizing these funds as an addendum to the FY 2000 budget. All projects to be funded by first cycle TEA-21 are scheduled for execution in the calendar year 2000 construction season. Since the construction season straddles two fiscal years, however, some of these funds will be rolled-over and expended in FY 2001.
- ◆ \$4,700,000 to resurface and rehabilitate an estimated 42 lane miles of the expressway system, funded by Measure B. This reflects the planned FY 2001 expenditures from the Measure B program previously authorized by the Board.

Redirect staff labor resources to Department priorities.

- ◆ To implement the additional 20 lane miles of preventive maintenance and additional pavement repairs identified above, the Department will redirect staff from non-critical, but desirable, programs.
- ◆ To implement the additional resurfacing and rehabilitation of the expressways and unincorporated county roads, the Department will utilize contracted services.



Streamline service delivery and improve the efficiency of the Department.

- ◆ Increase the utilization of a pavement grinder to reduce the unit cost of pavement repair activities by as much as 30%.
- ◆ Continue to take advantage of inter-jurisdictional cooperative agreements.

Conditions Affecting Performance

- ◆ Weather conditions: Adverse or abnormal weather conditions may require the department to defer scheduled maintenance activities in order to focus efforts on disaster readiness to address county road emergencies.
- ◆ Changes in traffic flow. Increased traffic results in accelerated deterioration of the roads.

- ◆ Ability of the Department to redirect staff and other resources to higher priority programs from other programs such as landscape maintenance, trash pickup, and cooperative services to other jurisdictions
- ◆ The contracting environment throughout the Bay Area will affect the number and price level of bids received on contracted projects. The large volume of work area-wide is expected to result in fewer bids and higher prices. In addition, unanticipated cost increases for pavement maintenance materials for in-house work will directly affect the amount of work that can be accomplished.
- ◆ Timely receipt of funds other than Gas Tax will allow projects to be accomplished during the calendar year 2000 construction season. Delays in receiving these funds could postpone projects to the calendar year 2001 construction season.

Key Performance Indicators

	FY 1999 Actual	FY 2000 Estimated	FY 2001 Goal
Resources (\$000s)			
Unincorporated Roadway Preventive Maintenance Treatment Budget	\$800	\$100	\$1,290
Unincorporated Roadway Rehabilitation Budget	\$2,233	\$233	\$3,000
Unincorporated Roadway Stopgap Maintenance Budget	\$2,200	\$2,900	\$3,040
Expressway Budget	N/A	\$2,600	\$6,100
Total Uses of Funds	\$5,233	\$5,833	\$13,430
Accomplishments			
% mountain roads maintained at or above the 65 PCI level		65	70
% arterial/collector maintained at or above the 70 PCI level		49	60
% residential roads maintained at or above the 65 PCI level		65	70
% expressways maintained at an 80 PCI or above		68	75
Miles of unincorporated roads receiving preventive maintenance treatments	40 miles	50 miles	60 miles
Sources of Funds (\$000s)			
Measure B	\$2,000	\$2,600	\$6,100
TEA – 21			\$3,500
Gas Tax	\$3,233	\$3,233	\$3,830
Total Sources of Funds	\$5,233	\$5,833	\$13,430



Priority Goal Two: Disaster Repairs and Prevention

Complete repairs to all sites damaged during the 1995, 1997 and 1998 storms and improve substandard or high-risk locations subject to damage from adverse weather.

Background

It is the mission of this program to expedite repair of storm damage sites while maximizing available funding sources. There are 13 remaining storm damage projects caused by the severe winter weather of 1995, 1997 and 1998. Since 1995, the Department has completed 137 storm damage repair projects at a cost of over \$13 million. Fifty-seven (57) sites were repaired in FY 1999. The Department anticipates addressing 11 of the 13 remaining sites during FY2000 and FY2001. The final two remaining sites are large landslides, which are ineligible for emergency relief funding (Clayton and Crothers Roads). Alternate funding sources have not yet been identified to complete the needed repairs.

Current Performance Levels

The estimated repair cost of these projects is \$10.4 million, \$9.0 million of which is over and above the eligible amount approved by FEMA. In addition, the Board has directed the Department to develop a Disaster Prevention plan to address high-risk areas prone to erosion, flooding and other conditions that contribute to the interruption of service on the county road system. These concerns will be addressed in the Roads Department management audit in late FY 2000.

- ◆ In FY 2000, the Roads Department plans to repair nine of the remaining 13 damaged sites and perform work to protect properties located along Crothers Road and Highland Drive.

- ◆ Develop a list of candidate projects for consideration under the Department's disaster prevention program requested by the Board of Supervisors.

Recommended Improvement Strategies

- ◆ Perform repairs to two additional storm damage sites.
- ◆ Add \$2 million in project work for storm damage repairs in FY 2001 from TEA-21 funding. This is a one-year planned strategy. This money is over and above the amount of approved reimbursements from FEMA.
- ◆ Identify funding sources and prioritize candidate projects for disaster prevention and develop a multi-year Disaster Prevention Plan.
- ◆ Inspect the County road system for damage within 24 hours of a potentially damaging event.

Conditions Affecting Performance

- ◆ Weather conditions, geologic and other events.
- ◆ The contracting environment throughout the Bay Area will affect the number and price level of bids received on contracted projects. The large volume of work area-wide is expected to result in fewer bids and higher prices. In addition, unanticipated cost increases for construction materials for in-house repair projects will directly affect the amount of work that can be accomplished.
- ◆ Timely receipt of TEA-21 funds from the Valley Transportation Authority's Congestion Management Program (CMP) will allow projects to be accomplished during the calendar year 2000 construction season. Delays in receiving these funds could postpone projects to the calendar year 2001 construction season.



Key Performance Indicators

	FY 1999 Actual	FY 2000 Estimated	FY 2001 Goals
Resources (\$000s)			
Disaster Repair Budget	\$1,827	\$1,192 ^a	\$2,000 ^b
Accomplishments			
% of County road system inspected within 24 hours of a potentially damaging event.	N/A	N/A	N/A
Number of damaged sites repaired	57	9	2
Number of roads closed due to storm related events	0	0	0
Number of unincorporated roads with restricted use due to storm damage.	8	5	2

a. \$692,000 budgeted in FY 2000 was spent. In addition, an estimated \$500,000 of first cycle TEA-21 is planned to be spent in FY 2000.

b. Rollover TEA-21 funding to be utilized in FY 2001.



Priority Goal Three: Traveler Safety and Convenience

Ensure safe and efficient operation of the County road system by installing and maintaining traffic control devices that provide clear direction and information to roadway users.

Background

The mission of this program is to provide traffic control devices that are consistent with standard engineering practices and guidelines. The County roadway system incorporates the use of traffic signs, guardrails, and reflectorized pavement markings. The installation and maintenance of these devices including new traffic signs, the maintenance of existing appurtenances, the refurbishing of road and expressway pavement markings and the replacement and repair of damaged or vandalized signs contribute to a safer roadway system. In addition to the traffic signs, pavement markers, and guardrails, this program also installs and maintains roadway appurtenances for compliance with the Americans with Disabilities Act (ADA).

In FY 1999, contracted services for this program totaled \$500,000, including \$400,000 of General Fund augmentation monies. These funds were expended for the replacement of substandard traffic signs and pavement markers; and the installation of new metal beam guardrails (MBGR) on unincorporated County roads. This work included the installation of 37 pedestrian ramps, replacement of 950 substandard traffic signs, replacement of 140 miles of pavement markers and placement of 5,600 feet of MBGR.

Current Performance Levels

The Traveler Safety and Convenience program baseline effort consists of normal road fund revenues (Gas Tax) and amounts to approximately \$1.5 million annually. Funding includes \$250,000 in contracted services, and nine staff members dedicated to maintaining pavement markings. Four staff members are dedicated to maintaining traffic signs and additional staff as needed to maintain guardrails, and ADA appurtenances described above on the unincorporated County roads and expressways.

In FY 2000, the Department plans to complete a \$250,000 project to replace 250 substandard traffic signs on the expressway system. The project is funded with a \$200,000 Hazard Elimination Safety (HES) grant and \$50,000 in local funds. Other contracted services utilizing road funds include installation of 60 pedestrian ramps, 25 miles of pavement markers, and thermoplastic pavement markings at 11 expressway intersections.

The Department also plans to refurbish 100% of all pavement markings on unincorporated roads and the expressways.

Recommended Improvement Strategies

- ◆ Two new HES grants for FY 2001 in the amount of \$400,000 have been received to install metal beam guardrail and replace substandard traffic signs on the unincorporated County roads. These grants will fund 3,500 feet of guardrail and replace over 1,000 traffic signs.
- ◆ Regularly seek outside funding sources to augment the Road Fund budget for Traveler Safety and Convenience activities.
- ◆ Investigate the potential for replacement of existing traffic control devices with longer-life and higher visibility materials.

Conditions Affecting Performance

- ◆ Weather conditions throughout the year will affect the daily assignments of the various work crews in response to possible weather related disasters. Weather conditions will also affect the long-term performance of the materials being installed in this program.
- ◆ Grant funding or the lack thereof will affect the quantity of planned contract work in this program.
- ◆ The contracting environment throughout the Bay Area will affect the number and price level of bids received on contracted projects. The large volume of work area-wide is expected to result in fewer bids and higher prices.



Key Performance Indicators

	FY 1999 Actual ^{a b}	FY 2000 Estimated	FY 2001 Goal
Resources (\$000s)			
Pavement Markings Budget	\$100	\$785	\$830
Replacement Sign Budget ^c	\$150	\$650	\$695
ADA appurtenances budget	\$50	\$75	\$100
Guard Rail Budget	\$200	TBD	\$200
Total Uses of Funds			\$1,825
Accomplishments			
% of damaged stop signs repaired within 24 hours	100%	100%	100%
Number of traffic signs maintained	14,000±	14,000±	14,000±
% of Roads and Expressway pavement markings refurbished	TBD	TBD	TBD
Number of damaged/vandalized/inadequate signs replaced or repaired	2500	1800	2600

- a. Does not include in-house staffing levels.
- b. Includes \$400,000 General Fund Budget Augmentation
- c. FY 2000 Estimated and FY 2001 Goal Includes \$200,000 from HES grant



Priority Goal Four: Intelligent Transportation Systems (ITS)

Reduce congestion and improve safety on the County Expressway system by implementing ITS technology.

Background

The mission of the Electrical & Signal Design section is to improve traffic circulation and safety on County roadways through the design and construction of signalized intersections and street lighting and by the use of innovative technology. Measure B, the one-half cent sales tax increase targeted for transportation projects, will provide a projected \$22 million to the Road Fund over the life of the tax for the Intelligent Transportation Systems. This program will fund the tools needed to operate the County's Traffic Operation System, which will provide much needed congestion relief on the expressway system. The program is identified as "TSS-00 – Traffic Signal Synchronization Program" in the Measure B Base Case Implementation Plan. This plan was approved and adopted by the Board of Supervisors on June 29, 1999.

Measure A identified several projects to comprise the next phase of the Signal Synchronization Program. The purpose of these projects is to implement Advanced Traffic Management Techniques (ATMS) on all of the expressways and to coordinate the traffic signals on the cross-streets. The elements listed in the Measure documentation are:

1. Fiber-optic Cable Backbone for the Expressway System
2. Video Detection and Surveillance systems
3. Interconnect or coordinate the adjacent (cross-street) signals

The overall size of the Intelligent Transportation Systems (ITS) program will require multiple construction projects over five years, beginning with FY 2000, in order to complete the program with available resources. The Department decided to use a General Design Consultant (GDC) to assist with the overall design of the system. The first construction contracts are expected to be issued in FY2001 during the second year of the program.

The Department is committed to the expeditious implementation of the Measure B projects. It is anticipated that the second year will see the first construction contracts issued for the fiber optic cable backbone on the expressway system. The Department will be seeking outside funding, such as the Transportation Fund for Clean Air (TFCA), as a means to supplement and expand the effectiveness of the Measure B program.

Current Performance Levels

- ◆ There are 8 to 12 Roads personnel who are involved with this program. Their involvement consists of design document review, project inspection, and product compliance with County Specifications. Five personnel monitor the program on a regular basis for compliance with schedule and established budget. Approximately 7 to 10 major design documents will be completed by the general design consultant, including the Master Specifications, Master Schedule, 30% project plans and a Master Project procedures guide. Each of these documents serves to lay the foundation for the construction contracts that will physically install the ITS infrastructure.
- ◆ In FY 2000, \$1,500,000 of Measure B funds are being utilized with a planned result of the selection of a general design consultant to define the full ITS plan, prepare 30% PS&E (Plans, Specifications, & Estimates), and to identify all ITS projects to be included in the five-year plan.

Recommended Improvement Strategies

- ◆ Contract with a general design consultant to develop a five-year schedule for the entire Traffic Operation System, determine existing field conditions, develop standardized plans and prepare a guide specification. With this information, the GDC will define project limits that will be used to develop the ITS infrastructure construction contracts.
- ◆ Implement the County's Traffic Operation System Plan to the extent possible with Measure B funds.
- ◆ Through the Design process, the GDC, in consultation with Department staff, will seek the latest technology that can be implemented with this Program.



- ◆ Augment the Measure B funds with available grant programs, such as TFCA funding.
 - ◆ Level of cooperation received from neighboring jurisdictions
 - ◆ Protection of existing ITS infrastructure during installation of new work.
- Conditions Affecting Performance**
- ◆ The constantly changing technology used in Intelligent Transportation Systems

Key Performance Indicators

	FY 1999 Actual	FY 2000 Estimated	FY 2001 Goal
Resources (000s)			
Traffic Operations System Budget	\$25 ^a	\$1,600 ^b	\$5,400
Accomplishments			
Number of design contracts awarded	N/A	1	4
Number of ITS infrastructure construction contracts awarded	N/A	N/A	2
Number of design contracts completed	N/A	N/A	2
Number of ITS infrastructure contracts completed	N/A	N/A	TBD
Reduction in delay in traffic flow	N/A	N/A	TBD
Increase in average daily traffic	N/A	N/A	TBD
SOURCES OF FUNDS (\$x000)			
Measure B	\$100	\$3,000	\$4,000
TFCA	\$500	\$350	\$0
Gas Tax	\$	\$	\$
Total Sources of Funds	\$600	\$3,350	\$4,000

- a. Measure B funds utilized in FY1999 to fund the RFP for the general design consultant
b. \$1.4 million of the FY 2000 budget of \$3 million Measure B funds to be rolled-over to FY 2001



Priority Goal Five: Traffic Engineering

Perform timely traffic engineering studies and respond to traffic related concerns from the traveling public.

Background

The mission of the Traffic Engineering program of the Roads & Airports Department is to promote safe, economical, and efficient roads. The traffic engineering services include monitoring roadway conditions, mitigating existing deficiencies, and identifying future improvement needs. The Roads Department staff reviews the county roadways for serviceability of signs, striping, and signals and identifies any potential operational problems.

The referrals for this program are normally initiated by the public, law enforcement agencies, county maintenance forces, other cities and school districts either directly to the department or to the Board of Supervisors. The Traffic Engineering Section receives the referrals and schedules an engineering study. The department provides an initial response that establishes a schedule for a final response. The final resolution may result in changes to the traffic control devices, speed limits or a future construction project to address an identified deficiency.

The Traffic Engineering and Operations Division has 10 permanent staff of which an equivalent of 3 positions are dedicated to traffic studies. Depending on the level of complexity of the engineering study dictated by the referral, additional staff may be required from time to time to investigate and identify a solution.

Current Performance Levels

In FY 2000, the Roads Department plans to respond to over 400 engineering study requests, of which 70% are anticipated to be successfully completed within 8 to 14

weeks from the date of receipt of the request. The remaining 30% of the requests require further follow-up and/or additional funding in order to complete successfully.

In FY 2000, the Roads Department anticipates responding to over 500 written traffic-related inquiries, of which 70% will be completed within 8 – 14 weeks of receipt.

Recommended Improvement Strategies

- ◆ Respond to 80% of written traffic related public concerns within seven working days of initial receipt and follow with the final response within the 8 to 12 week resolution period by filling vacant position codes.
- ◆ Develop an outreach program that provides traffic safety education in schools, community groups and promote the department's web site. This proactive action is anticipated to reduce the number of traffic related inquires by increasing public awareness.

Conditions Affecting Performance

- ◆ The traffic demand on the county roads.
- ◆ Any changes in the funding of this program will affect the department's ability to respond in a timely manner.
- ◆ Unusual weather conditions can generate additional referrals. In addition to weather conditions, special events and seasonal conditions (i.e., the opening of school, time change, etc.) can also generate additional referrals.



Key Performance Indicators

	FY 1999 Actual	FY 2000 Estimated	FY 2001 Goal
Resources (\$000s)			
Engineering Studies Budget	\$253	\$261	\$274
Accomplishments			
% engineering studies resulting in an action	N/A	N/A	To be Determined
% written inquiries resulting in an action	N/A	N/A	To be Determined
% of engineering study requests completed to within 8 – 14 weeks	N/A	N/A	To be Determined
% of written inquiries acknowledged to within two weeks	N/A	N/A	To be Determined
Number of written inquiries responded	N/A	N/A	To be Determined
Number of engineering studies performed	N/A	N/A	To be Determined



Priority Goal Six: Land Development Services

Review environmental documents and private land development applications for impact on County roads, and provide land development permit conditions.

Background

The mission of the Land Development Services section is to "Provide customers with efficient and effective services in engineering review, permit issuance and inspection for private Land Development projects."

This division reviews, comments upon and conditions private land developments where there may be an impact on County roads. Typical development conditioning may require dedication for road right of way, constructing another traffic lane to mitigate traffic congestion, or installing new driveways according to County construction standards. The Department, working jointly with the land developers, ensures that County roads will be constructed safely and to a high quality standard that will minimize future maintenance requirements.

Performance in this section is measured in two ways:

Customer Satisfaction

The developer or individual applying for the permit knowing the permit will be processed in a timely manner, which will allow him or her to proceed with the desired improvements.

Safe and High Quality Improvements to the County Road System

The high quality construction resulting from the stringent permit requirements and inspection ensures safe, low maintenance, high quality improvements are made to public rights-of-way.

Twelve employees currently staff this function. The annual budget is slightly over \$1,000,000. The fee structure for permits varies depending upon the value of the improvements to be made. It is estimated that \$10 million in improvements are made to the County road system by private developers annually.

The quantity of work to be performed is customer driven. A timely and customer-oriented response is then required by the Department.

- ◆ In FY 1999, the Roads Department received and completed 34 environmental document review requests. Eighty-five percent (85%) of these were completed within 15 days of receipt.
- ◆ In FY 1999, the Roads Department received and completed 335 land development applications. Ninety-three percent (93%) of these were completed within 30 days of receipt.
- ◆ In FY 1999, the Roads Department issued 800 encroachments permits.
- ◆ In FY 1999, there were an estimated 5,000 inspection requests received with an estimated 4,000 (80%) responded to within 24 hours of the request.

Current Performance Levels

It is estimated that the workload for FY 2000 will increase slightly as shown in the summary table.

The Board approved an additional staff position in FY 2000 for this division. It is anticipated that this position will be filled in the spring of 2000. The position will handle the anticipated workload increase and therefore reduce the use of consultants to perform on-going work.

Recommended Improvement Strategies

- ◆ Investigate and apply as appropriate additional technology for permit issuance and tracking (e.g. internet-based permit issuance).
- ◆ Provide educational opportunities for staff to be introduced to and apply new technology.

Conditions Affecting Performance

- ◆ Availability of technology to automate permit process and plan filing process.
- ◆ Customer acceptance of specific technology processes for permit applications.



Key Performance Indicators

	FY 1999 Actual	FY 2000 Estimate	FY 2001 Goal
Resources (\$000s)			
Permit and Inspection Budget	\$1,123	\$1,086	\$1,172
Staffing Levels	12	13	13
Accomplishments			
% of land development conditions appealed to the Board of Supervisors	< 1 %	<1 %	< 1%
% environmental document reviews successfully completed within 30 days	85%	85%	85%
% of land development applications successfully completed within 15 days	93%	93%	93%
% of inspections completed within 24 hours of request	80%	80%	80%
Number of environmental document reviews completed	34	35	36
Number of land development applications reviewed	335	345	355
Number of inspections conducted	5,000	5,150	5,300
Number of permits issued	800	825	850
Number of encroachment permit plans filed	507	520	535
Sources of Funds			
Gas Tax	\$1,123	\$1,086	\$1,172



Other Required Appropriations

The County Executive Recommendations include the following additional appropriations in the Roads Department budget for projects not specifically related to the Priority Goals discussed above.

These appropriations are required to complete previously Board-approved business strategies or to fulfill grant obligations.

Staffing Changes

Delete One Vacant Road Maintenance Worker IV Position

This staff augmentation is part of the VTA Bus Shelter Maintenance Attrition Plan which was approved by the Board of Supervisors on June 24, 1998. The plan was developed to provide for the attrition of 14.0 full-time-equivalent positions over a four-year period and the redistribution of staff to meet the needs of the three Roads Department maintenance corporation yards.

Total Cost: (\$53,846)

Reduce Cost-Reimbursed Staff Services

Delete three vacant positions, one Land Surveyor, one Senior Electrical Electronic Technician, and one Electrical Electronic Assistant. These positions were fully reimbursable and specifically assigned to the Valley Transit Authority (VTA) facilities. This action is necessary due to a reduction in revenues for reimbursable services.

Total Cost: (\$187,308)

Add Staffing for Construction Projects

Add one unclassified Senior Construction Operations Inspector position to work on Measure B and TEA-21 projects. The position will not be project specific and will be specifically assigned to activities that are reimbursable.

Total Cost: \$64,404

Fixed Asset Funding

Heavy Equipment and Motor Pool Replacements

One-time funds are recommended for the replacement of ten light vehicles and eleven heavy equipment/vehicles for a cost of \$198,444 and \$753,000, respectively. The Department utilizes vehicle replacement criteria similar to those of the General Services Agency (GSA) to evaluate its motor pool's useful life. The Roads Department and GSA are currently collaborating to develop new policies and procedures for the replacement of vehicles in the Roads motor pool.

Total One-Time Cost: \$951,444

Hewlett-Packard 1050c Plotter

One-time funds to add a systems plotter for the Highway and Bridge Design Unit for use in the development and management of capital projects.

Total One-Time Cost: \$8,000

Capital Projects

The Roads Department receives numerous grants which, in most cases, are tied to specific projects. The approval of these grants requires a Board of Supervisors resolution. The Road Fund is used only when there is a local match requirement and/or pieces of the project are not eligible for reimbursement.

For Measure B funded projects, the Base Case approved by the Board of Supervisors in June, 1999 identified three program areas: Pavement Management Program (PMP), Intelligent Transportation Systems (ITS), and Level of Service (LOS). Measure B revenues and appropriations included in the annual budget are estimates. They will be modified at mid-year or at other times to identify the variance. All projects are specifically identified in master calendars approved by the Board of Supervisors or Board Committee.

There are various unspecified projects in the Base Case. The Base Case does not have specific project data at this time. In addition, the Roads Department may need to supplement Measure B projects with other funding sources such as TEA-21, contributions from other jurisdictions, and Road Fund Gas Tax revenue. The Roads Department also sets aside funding for unforeseen grant opportunities that may require a local match of

some kind. The Housing, Land Use, Environment, and Transportation (HLUET) Committee reviews and recommends, or not, capital project proposals, before the Department proceeds to request Board of Supervisors approval for implementing the capital project(s).

Spot Safety - Hazard Elimination Safety

One-time funding for the on-going hazard elimination program, which is funded primarily with federal funds.

Total One-time Cost: \$1,331,000

Highway Signal Improvements

One-time funds for signal light projects to improve operations and safety at highway intersections and minimize travel delays on County roadways by instituting effective signal coordination.

Total One-time Cost: \$50,000

Rural Road Improvements

One-time funds for roadway improvements to enhance circulation and safety through alignments, roadway width adjustments, structural sections and highway turn lanes.

Total One-time Cost: \$550,000

Bicycle and Pedestrian Path Improvements

One-time funds for the on-going program to implement safety improvements to bicycle and pedestrian paths.

Total One-time Cost: \$260,000

Future Width Line Update and Landscaping Program

One-time funds for future width line updates (\$125,000) and the landscaping program for county expressways (\$50,000). The current document that defines width lines is over 25 years old and will be updated to align it with other planning agencies in Santa Clara County. The landscaping program implements the expressway landscaping master plan.

Total One-time Cost: \$175,000

Montague Expressway Improvement Project

One-time funds to cover adjustments to staff costs for the Montague Expressway Improvement Project's planning and design phase. In FY 2000, \$4,575,000 was appropriated for the Montague Expressway Project in

anticipation of receiving State Transportation Improvement Project (STIP) funds. Of the total project funds, an estimated \$4,200,000 will be rolled-over to FY 2001.

Total One-time Cost: \$125,000

Measure B: Level of Service

One-time funds for the Level of Service (LOS) program which is funded by Measure B. The LOS program provides for capacity improvements on the expressway system to relieve intersection congestion and reduce travel delays. The Board-approved LOS master calendar provides detailed project information on estimated costs and program schedule.

Total One-time Cost: \$4,000,000

Bridge Capital Programs

The bridge capital program is comprised of a total of \$2,495,000 of one-time funds, which are distributed into four county bridge programs.

Bridge Rehabilitation and Replacement Program

One time funds to replace and rehabilitate structurally inadequate and functionally deficient bridges using federally allocated funds. The county has identified 32 bridges that fit this category. All of these projects will require Board approval.

Total One-time Cost: \$1,525,000

Bridge Seismic Retrofit Program

One-time funds to strengthen seismically deficient and vulnerable structures to prevent a collapsible conditions and/or major structural damage. The county is responsible for screening for seismic retrofitting and maintenance for 175 county-owned bridges. Twenty-six bridges have been identified for mandatory seismic retrofit.

Total One-time Cost: \$15,000

Bridge Spot Safety Program

One-time funds to update bridge and approach railings to meet acceptable design standards. Forty-nine bridges have been identified for spot safety.

Total One-time Cost: \$855,000



Bridge Repair and Maintenance Program

One time funds to perform preventive maintenance work on county bridges.

Total One-time Cost: \$100,000

Special Fund Maintenance District**Casa Loma/Loma Chiquita Maintenance District**

Add a new special fund maintenance district for road repairs in the Redwood Estates area in the Santa Cruz Mountains.

Total Cost: \$34,000

**Roads Operations — Budget Unit 0603
Expenditures by Cost Center**

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
4000	Roads Operations	2,114,810	2,659,629	2,996,893	3,086,065	426,436	16
4001	Road Maintenance	9,564,945	9,812,802	9,833,802	10,526,248	713,446	7
	23 Road Fund	9,536,903	9,754,502	9,754,502	10,382,248	627,746	6
	1618 Overlook Road District	28,042	8,300	29,300	40,000	31,700	382
	1620 El Matador Drive Maint		50,000	50,000	70,000	20,000	40
	1622 Casa Loma-Loma Chiquita				34,000	34,000	
4002	Road Engineering	2,968,644	498,138	998,138	144,096	(354,042)	-71
4005	Road Traffic And Electrical	3,745,489	3,863,888	3,926,308	3,798,395	(65,493)	-2
4008	Motor Pool	234,492	535,566	535,566	258,900	(276,666)	-52
	23 Road Fund						
	80 TA Motor Pool ISF	234,492	535,566	535,566	258,900	(276,666)	-52
4101	Road Fleet	1,744,528	1,990,801	1,990,801	1,950,596	(40,205)	-2
6410	Roads And Airports Administration	2,678,365	5,730,786	6,246,786	4,934,885	(795,901)	-14
6411	Land Development	1,361,314	1,304,712	1,517,818	1,420,925	116,213	9
	23 Road Fund	1,040,079	1,010,709	1,224,815	1,089,746	79,037	8
	1528 County Lighting Service Fund	321,235	294,003	294,003	331,179	37,176	13
	1618 Overlook Road District			(1,000)			
6413	Survey and Property	1,065,493	714,238	714,238	813,995	99,757	14
6435	Highway And Bridge Design	799,220	341,784	3,596,784	55,063	(286,721)	-84
6470	Roads Construction	477,549	570,209	570,209	(286,501)	(856,710)	-150
6472	Roads And Airports Fiscal	686,518	861,504	861,504		(861,504)	-100
6474	Roads Capital Projects-Traffic and Electrical	3,199,599	4,418,000	5,724,483	5,381,000	963,000	22
6475	Roads Capital Projects-Maintenance	249,224	699,000	1,288,045		(699,000)	-100
6476	Roads Capital Projects-Highways & Bridges		16,435,000	24,091,588	11,455,000	(4,980,000)	-30
	Total Expenditures	30,890,190	50,436,057	64,892,963	43,538,667	(6,897,390)	-14%



Roads Operations — Budget Unit 0603
Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
4000	Roads Operations	3,474,054	453,000	523,000	538,500	85,500	19
4001	Road Maintenance	319,071	375,300	375,300	382,000	6,700	2
	23 Road Fund	294,391	317,000	317,000	335,000	18,000	6
	1618 Overlook Road District	20,160	8,300	8,300	20,500	12,200	147
	1620 El Matador Drive Maint	4,520	50,000	50,000	2,000	(48,000)	-96
	1622 Casa Loma-Loma Chiquita				24,500	24,500	0
4002	Road Engineering	(174,974)	75,000	375,000	75,000		0
4005	Road Traffic And Electrical	311,060	190,000	70,000	60,000	(130,000)	-68
	23 Road Fund	308,898	190,000	70,000	60,000	(130,000)	-68
	80 TA Motor Pool ISF	2,162					0
4008	Motor Pool	396,142	526,985	526,985	46,600	(480,385)	-91
4101	Road Fleet	213,040	27,000	27,000	62,000	35,000	130
6410	Roads And Airports Administration	23,701,361	26,565,000	26,725,000	26,323,711	(241,289)	-1
6411	Land Development	743,978	599,000	659,000	624,000	25,000	4
	23 Road Fund	518,522	275,000	335,000	300,000	25,000	9
	1528 County Lighting Service Fund	225,456	324,000	324,000	324,000		0
6413	Survey and Property	860,757	331,000	331,000	251,000	(80,000)	-24
6435	Highway And Bridge Design	966,264		2,534,053			0
6470	Roads Construction	123,279	180,000	180,000	180,000		0
6474	Roads Capital Projects-Traffic and Electrical	1,869,034	4,000,000	5,083,183	4,827,500	827,500	21
6475	Roads Capital Projects-Maintenance			529,045			0
6476	Roads Capital Projects-Highways & Bridges		15,552,953	22,225,313	9,885,750	(5,667,203)	-36
	Total Revenues	32,803,066	48,875,238	60,163,879	43,256,061	(5,619,177)	-11%



Roads Operations — Cost Center 4000

Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 2000 Approved Budget	13.0	2,659,629	453,000
Board Approved Adjustments During FY 2000		337,264	70,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	34,924	
Internal Service Funds Adjustment		136,745	
Other Required Adjustments		(82,497)	15,500
Subtotal	14.0	3,086,065	538,500
Recommended Changes for FY 2001			
Total Recommendation	14.0	3,086,065	538,500

Road Maintenance — Cost Center 4001

Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 2000 Approved Budget	138.0	9,754,502	317,000
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		543,814	
Internal Service Funds Adjustment		(107,593)	
Other Required Adjustments		244,901	18,000
Subtotal	138.0	10,435,624	335,000
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		468	0
1. Delete One Road Maintenance Worker IV	-1.0	(53,844)	
This position is being deleted as part of the Valley Transit Authority Attrition Plan.			
Subtotal	-1.0	(53,376)	0
Fund Subtotal	137.0	10,382,248	335,000
Overlook Road District (Fund Number 1618)			
FY 2000 Approved Budget		8,300	8,300
Board Approved Adjustments During FY 2000		21,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		10,700	12,200
Subtotal		40,000	20,500
Recommended Changes for FY 2001			
Fund Subtotal	0.0	40,000	20,500
El Matador Drive Maint (Fund Number 1620)			
FY 2000 Approved Budget		50,000	50,000
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			



Road Maintenance — Cost Center 4001 Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		20,000	(48,000)
Subtotal		70,000	2,000
Recommended Changes for FY 2001			
Fund Subtotal	0.0	70,000	2,000
Casa Loma-Loma Chiquita (Fund Number 1622)			
FY 2000 Approved Budget			
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal			
Recommended Changes for FY 2001			
1. Casa Loma/Loma Chiquita Maintenance District		34,000	24,500
This is a new Special Fund Maintenance District in Fund 1622 in the Roads Department for road repairs in the Redwood Estates area in the Santa Cruz Mountains.			
Subtotal	0.0	34,000	24,500
Fund Subtotal	0.0	34,000	24,500
Total Recommendation	137.0	10,526,248	382,000

Road Engineering — Cost Center 4002 Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 2000 Approved Budget	3.0	498,138	75,000
Board Approved Adjustments During FY 2000		500,000	300,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		(2,767)	
Internal Service Funds Adjustment		(50,274)	
Other Required Adjustments		(609,501)	(300,000)
Subtotal	3.0	335,596	75,000
Recommended Changes for FY 2001			
1. Capital Project Reimbursements		(191,500)	
This recommendation reflects reimbursable costs for in-house labor in Roads Engineering associated with capital projects.			
Subtotal	0.0	(191,500)	0
Total Recommendation	3.0	144,096	75,000



Road Traffic And Electrical — Cost Center 4005

Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 2000 Approved Budget	44.0	3,863,888	190,000
Board Approved Adjustments During FY 2000		62,420	(120,000)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		128,959	
Internal Service Funds Adjustment		(107,370)	
Other Required Adjustments		576,694	(10,000)
Subtotal	44.0	4,524,591	60,000
Recommended Changes for FY 2001			
1. Delete Two Positions to Offset Loss of VTA Reimbursement	-2.0	(114,696)	
The following positions are being deleted			
◆ One Sr. Electrical Electronic Technician (K91), position number 7130, and			
◆ One Electrical Electronic Assistant (K93), position number 21165			
This action is necessary to address the reduction in revenues from the Valley Transit Authority's reimbursable services for facilities.			
		(611,500)	
2. Capital Project Reimbursements			
This recommendation reflects reimbursable costs for in-house labor in Traffic and Electrical associated with capital projects.			
Subtotal	-2.0	(726,196)	0
Total Recommendation	42.0	3,798,395	60,000

Motor Pool — Cost Center 4008

Major Changes to the Budget

	Positions	Appropriations	Revenues
TA Motor Pool ISF (Fund Number 0080)			
FY 2000 Approved Budget		535,566	526,985
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		(276,666)	(480,385)
Other Required Adjustments			0
Subtotal		258,900	46,600
Recommended Changes for FY 2001			
Total Recommendation		258,900	46,600



Road Fleet — Cost Center 4101

Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 2000 Approved Budget		1,990,801	27,000
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		(265,699)	
Other Required Adjustments		(725,950)	35,000
	Subtotal	999,152	62,000
Recommended Changes for FY 2001			
1. Motor Pool and Heavy Equipment		951,444	
This will meet the expected costs for the Heavy Equipment and Motor Pool replacement programs.			
	Subtotal	0.0	951,444
			0
Total Recommendation		1,950,596	62,000

Roads And Airports Administration — Cost Center 6410

Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 2000 Approved Budget	11.0	5,730,786	26,565,000
Board Approved Adjustments During FY 2000	-1.0	516,000	160,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment	11.0	850,044	
Other Required Adjustments		513,560	
		(2,675,600)	(401,289)
	Subtotal	4,934,790	26,323,711
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		95	0
	Subtotal	0.0	95
			0
Total Recommendation		4,934,885	26,323,711



Land Development — Cost Center 6411
Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 2000 Approved Budget	12.0	1,010,709	275,000
Board Approved Adjustments During FY 2000		214,106	60,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	103,996	
Internal Service Funds Adjustment		(67,870)	
Other Required Adjustments		(171,195)	(35,000)
Subtotal	13.0	1,089,746	300,000
Recommended Changes for FY 2001			
Fund Subtotal	13.0	1,089,746	300,000
County Lighting Service Fund (Fund Number 1528)			
FY 2000 Approved Budget		294,003	324,000
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		27,207	
Other Required Adjustments		9,632	0
Subtotal		330,842	324,000
Recommended Changes for FY 2001			
Internal Service Fund Adjustments		337	0
Subtotal	0.0	337	0
Fund Subtotal	0.0	331,179	324,000
Overlook Road District (Fund Number 1618)			
FY 2000 Approved Budget			
Board Approved Adjustments During FY 2000		(1,000)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		1,000	0
Subtotal			
Recommended Changes for FY 2001			
Fund Subtotal	0.0	0	0
Total Recommendation	13.0	1,420,925	624,000



Survey and Property — Cost Center 6413

Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 2000 Approved Budget	16.0	714,238	331,000
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		(17,967)	
Internal Service Funds Adjustment		(1,127)	
Other Required Adjustments		557,463	(80,000)
Subtotal	16.0	1,252,607	251,000
Recommended Changes for FY 2001			
1. Delete One Land Surveyor (L17) Position	-1.0	(72,612)	
This position is being deleted to address the reduction in revenues for reimbursable services from the Valley Transit Authority corridor projects.			
		(366,000)	
2. Capital Project Reimbursements			
This recommendation reflects reimbursable costs for in-house labor in Survey and Property associated with capital projects.			
Subtotal	-1.0	(438,612)	0
Total Recommendation	15.0	813,995	251,000

Highway And Bridge Design — Cost Center 6435

Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 2000 Approved Budget	20.0	341,784	
Board Approved Adjustments During FY 2000		3,255,000	2,534,053
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	24,782	
Internal Service Funds Adjustment		(12,873)	
Other Required Adjustments		(1,918,630)	(2,534,053)
Subtotal	19.0	1,690,063	
Recommended Changes for FY 2001			
1. Fixed Asset: Hewlett-Packard Plotter		8,000	
The Hewlett-Packard 1050c Plotter will provide the Highways and Bridges Design Unit the ability to perform in-house drawings of capital projects.			
		(1,643,000)	
2. Capital Project Reimbursements			
This recommendation reflects reimbursable costs for in-house labor in Highway and Bridge Design associated with capital projects.			
Subtotal	0.0	(1,635,000)	0
Total Recommendation	19.0	55,063	



Roads Construction — Cost Center 6470 Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 2000 Approved Budget	21.0	570,209	180,000
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		69,511	
Internal Service Funds Adjustment		(91,051)	
Other Required Adjustments		1,034,426	0
Subtotal	21.0	1,583,095	180,000
Recommended Changes for FY 2001			
1. Add One Sr. Construction Inspector-Unclassified (N31)	1.0	64,404	
Add a Senior Construction Inspector - Unclassified (N31) position is recommended to work on various Measure B and TEA-21 Capital Projects for which costs are reimbursable.			
		(1,934,000)	
2. Capital Project Reimbursements			
This recommendation reflects reimbursable costs for in-house labor in Construction Operations associated with capital projects.			
Subtotal	1.0	(1,869,596)	0
Total Recommendation	22.0	(286,501)	180,000

Roads And Airports Fiscal — Cost Center 6472 Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 2000 Approved Budget	13.0	861,504	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-13.0	(723,274)	
Internal Service Funds Adjustment		(133,159)	
Other Required Adjustments		(5,071)	0
Subtotal			
Recommended Changes for FY 2001			
Total Recommendation			



Roads Capital Projects-Traffic and Electrical — Cost Center 6474

Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 2000 Approved Budget		4,418,000	4,000,000
Board Approved Adjustments During FY 2000		1,306,483	1,083,183
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			
		(5,724,483)	(255,683)
	Subtotal		4,827,500
Recommended Changes for FY 2001			
1. Hazardous Elimination Safety Program			
		1,331,000	
One-time funds for the Hazardous Elimination Safety Program, which is funded primarily with Federal Grants.			
		4,050,000	
2. Highway Signal Synchronization Program			
This action allocates funds for Highway Signals (\$50,000) and the Signal Synchronization Program which uses Intelligent Transportation Systems (ITS) technology (\$4,000,000). The ITS project is Measure B funded. These projects will minimize travel delays on county roadways by instituting effective signal coordination.			
	Subtotal	0.0	0
Total Recommendation		5,381,000	4,827,500

Roads Capital Projects-Maintenance — Cost Center 6475

Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 2000 Approved Budget		699,000	
Board Approved Adjustments During FY 2000		589,045	529,045
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			
		(1,288,045)	(529,045)
	Subtotal		
Recommended Changes for FY 2001			
Total Recommendation			



Roads Capital Projects-Highways & Bridges — Cost Center 6476

Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 2000 Approved Budget		16,435,000	15,552,953
Board Approved Adjustments During FY 2000		7,656,588	6,672,360
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(24,091,588)	(12,339,563)
	Subtotal		9,885,750
Recommended Changes for FY 2001			
1. Rural Road Improvements		550,000	
This recommendation adds funds for roadway improvements to enhance circulation and safety through alignments, roadway width adjustments, structural sections and highway turn lanes.			
2. Bicycle and Pedestrian Path Projects		260,000	
One-time funds for the on-going program to implement bicycle and pedestrian path improvements.			
3. Measure B - "PMP" and "LOS" Projects		7,850,000	
<ul style="list-style-type: none"> ◆ One-time funds for two programs funded by Measure B: Pavement Maintenance Program (PMP), \$3,850,000, and ◆ Level Of Service (LOS), \$4,000,000. <p>The master calendars identify all funded projects and estimated costs and implementation schedules for both PMP and LOS. The master calendar for PMP Projects was approved by the Board of Supervisors in April, 2000.</p>			
4. Montague Expressway Improvement Project		125,000	
One-time funds to cover the costs for the Montague Expressway Improvement Project's planning and design phases.			
5. Future Width Line Update and Landscape Program		175,000	
One-time funds for future width line updates (\$125,000) and the roads landscaping program (\$50,000).			
6. Bridge Capital Programs		2,495,000	
The Roads Department plans on implementing various capital projects for County bridges.			
<ul style="list-style-type: none"> ◆ Bridge Rehabilitation and Replacement Projects: To replace and rehabilitate structurally inadequate and functionally deficient bridges. ◆ Bridge Seismic Retrofit Projects: To strengthen seismically deficient and vulnerable structures to prevent collapsable conditions and/or major structural damage. ◆ Bridge Spot Safety Projects: To update bridge and approach railings to meet acceptable design standards. ◆ Bridge Repair Projects: To perform preventive maintenance work on County bridges. 			
	Subtotal	0.0	0
Total Recommendation		11,455,000	9,885,750



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

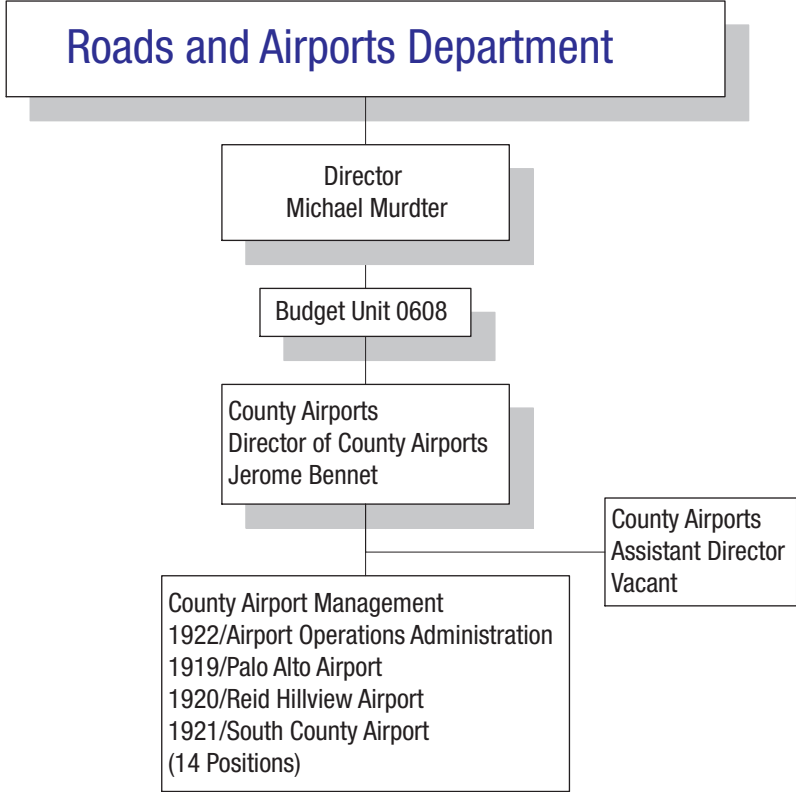
- ◆ Provide safe, well-maintained and efficient airports and aviation-related services, meeting the needs of the general aviation community.



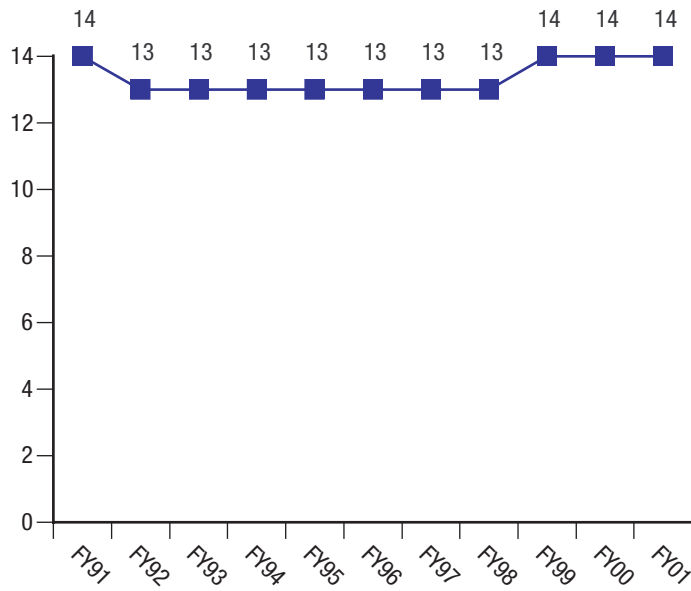
Cost: \$2,093,698



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 determines 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 operated as an enterprise fund. All expenditures are covered by the revenues generated from airport fees and from Federal Aviation Administration (FAA) and State grants for capital improvement projects. The Airports Department has approximately a \$2.1 million budget and 14 staff members to manage three county airports, Palo Alto Airport, Reid-Hillview Airport and South County Airport.

Fiscal Year 2000 Accomplishments

- ◆ Applied for and received State matching grants for the Federal Aviation Regulations (FAR) part 150 Noise Compatibility Planning Study at Reid-Hillview Airport and awarded an agreement for professional services for the study.
- ◆ Facilitated a management audit of the Airports Division by the Harvey Rose Accountancy Corporation.
- ◆ Initiated fuel flowage fee audits of seven commercial aviation fuel vendors.
- ◆ Completed major infrastructure repair and safety/security upgrades at the Palo Alto Airport.
- ◆ Initiated design and engineering of Phase 1 of the Hangar Drainage Improvement Project and the \$1.8 million Safety Improvements and Infrastructure Repairs Project at Reid-Hillview Airport.
- ◆ Submitted a \$650,000 grant application to the Federal Aviation Administration (FAA) for a Master Plan and Business Plan update for the three County airports.
- ◆ Created an Airports website that provides information to users, stakeholders and the general public.

Fiscal Year 2001 Planned Accomplishments

- ◆ Complete the Reid-Hillview FAR part 150 Noise Compatibility Planning Study.
- ◆ Complete Reid-Hillview FAA Airport Improvement Program (AIP) grant project consisting of safety and maintenance improvements, pavement repair and rehabilitation of runways, taxiways, aircraft parking areas, and drainage improvements.
- ◆ Complete Phase 1 of the Hangar Drainage Improvement project at Reid-Hillview Airport.
- ◆ Begin Phase 2 of the hangar Drainage Improvement project at Reid-Hillview Airport.
- ◆ Implement Board-approved recommendations from Fiscal Year 2000 Harvey Rose Audit.
- ◆ Complete the update and rewrite rules and regulations for all airports.
- ◆ Complete the update and rewrite of the Aircraft Basing License Agreement.
- ◆ Complete the update of Airport County Ordinances.
- ◆ Develop a request for proposal (RFT) for future commercial development at South County Airport.



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.

Add Matching Funds for FAA Grant

The department has applied for a \$650,000 grant from the Federal Aviation Agency (FAA) to fund the Master Plan and Business Plan updates for the three County airports. This grant requires a 10 percent match (\$65,000) from the Airport Department. The local match is combined with FAA funds of \$585,000 to make a total grant of \$650,000.

Total One-Time Cost: \$65,000

Fixed Asset Funding

Replace One Light Vehicle

One-time funds to replace a pick-up truck for Palo Alto Operations. The vehicle will be used for transportation around the Palo Alto Airport and to travel to other county facilities.

Total One-time Cost: \$18,000

Hangar Drainage Project

One-time funds for the Hangar Drainage Project Phase II at the Reid-Hillview Airport to provide drainage for hangars, which were built with no concrete foundation and poor grading.

Total One-time Cost: \$212,000

Airports Operations — Budget Unit 0608 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
1919	Palo Alto Airport	427,353	380,355	2,449,925	325,992	(54,363)	-14
	54 Palo Alto Special Aviation Fund	53,629		2,069,570			
	61 Airport Enterprise Fund	373,724	380,355	380,355	325,992	(54,363)	-14
1920	Reid Hillview Airport	1,008,513	658,411	3,087,811	896,637	238,226	36
	53 Reid Hillview Special Aviation Fund	20,247		1,964,657			
	61 Airport Enterprise Fund	988,266	658,411	1,123,154	896,637	238,226	36
1921	South County Airport	82,996	36,915	36,915	31,259	(5,656)	-15
	55 South County Special Aviation Fund	40,983					
	61 Airport Enterprise Fund	42,013	36,915	36,915	31,259	(5,656)	-15
1922	Airports Operations Administration	541,640	958,322	1,102,322	839,810	(118,512)	-12
	Total Expenditures	2,060,502	2,034,003	6,676,973	2,093,698	59,695	3%



Airports Operations — Budget Unit 0608

Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
1919	Palo Alto Airport	530,928	467,861	2,528,074	496,554	28,693	6
	54 Palo Alto Special Aviation Fund	29,734		2,060,213			0
	61 Airport Enterprise Fund	501,194	467,861	467,861	496,554	28,693	6
1920	Reid Hillview Airport	1,879,246	2,998,650	4,953,860	1,229,983	(1,768,667)	-59
	53 Reid Hillview Special Aviation Fund	114,692	1,748,250	3,574,541		(1,748,250)	-100
	61 Airport Enterprise Fund	1,764,554	1,250,400	1,379,319	1,229,983	(20,417)	-2
1921	South County Airport	120,772	126,395	126,395	128,819	2,424	2
1922	Airports Operations Administration	112,731	253,090	253,090	261,292	8,202	3
	Total Revenues	2,643,677	3,845,996	7,861,419	2,116,648	(1,729,348)	-45%

Palo Alto Airport — Cost Center 1919

Major Changes to the Budget

	Positions	Appropriations	Revenues
Palo Alto Special Aviation Fund (Fund Number 0054)			
FY 2000 Approved Budget			
Board Approved Adjustments During FY 2000		2,069,570	2,060,213
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(2,069,570)	(2,060,213)
	Subtotal		
Recommended Changes for FY 2001			
	Fund Subtotal	0.0	0
Airport Enterprise Fund (Fund Number 0061)			
FY 2000 Approved Budget			
Board Approved Adjustments During FY 2000	4.0	380,355	467,861
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		17,330	
Internal Service Funds Adjustment		(7,708)	
Other Required Adjustments		(81,985)	28,693
	Subtotal	4.0	496,554
Recommended Changes for FY 2001			
		18,000	
1. Replace One Light Duty Truck			
One replacement pick-up truck is recommended for the Palo Alto Airport Operations. This vehicle will be used for transportation around the airport and to travel to and from other County facilities. The Palo Alto Airport Operations Supervisor is also required to supervise the South County Airport operation.			
	Subtotal	0.0	0
	Fund Subtotal	4.0	496,554
Total Recommendation	4.0	325,992	496,554



Reid Hillview Airport — Cost Center 1920

Major Changes to the Budget

	Positions	Appropriations	Revenues
Reid Hillview Special Aviation Fund (Fund Number 0053)			
FY 2000 Approved Budget			1,748,250
Board Approved Adjustments During FY 2000		1,964,657	1,826,291
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(1,964,657)	(3,574,541)
Subtotal			
Recommended Changes for FY 2001			
Fund Subtotal	0.0	0	0
Airport Enterprise Fund (Fund Number 0061)			
FY 2000 Approved Budget	6.0	658,411	1,250,400
Board Approved Adjustments During FY 2000		464,743	128,919
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		27,348	
Internal Service Funds Adjustment		(31,449)	
Other Required Adjustments		(434,416)	(149,336)
Subtotal	6.0	684,637	1,229,983
Recommended Changes for FY 2001			
1. Hangar Drainage Project Phase II		212,000	
The Hangar Drainage Project Phase II for the Reid-Hillview Airport is recommended to provide drainage for hangars, which were built with no concrete foundation and poor grading.			
Subtotal	0.0	212,000	0
Fund Subtotal	6.0	896,637	1,229,983
Total Recommendation	6.0	896,637	1,229,983

South County Airport — Cost Center 1921

Major Changes to the Budget

	Positions	Appropriations	Revenues
Airport Enterprise Fund (Fund Number 0061)			
FY 2000 Approved Budget		36,915	126,395
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		(7,581)	
Other Required Adjustments		1,925	2,424
Subtotal		31,259	128,819
Recommended Changes for FY 2001			
Total Recommendation		31,259	128,819



Airports Operations Administration — Cost Center 1922

Major Changes to the Budget

	Positions	Appropriations	Revenues
Airport Enterprise Fund (Fund Number 0061)			
FY 2000 Approved Budget	4.0	958,322	253,090
Board Approved Adjustments During FY 2000		144,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		46,646	
Internal Service Funds Adjustment		(162,895)	
Other Required Adjustments		(211,263)	8,202
Subtotal	4.0	774,810	261,292
Recommended Changes for FY 2001			
1. Matching Funds for FAA Grant		65,000	
Matching funds are recommended for the Federal Aviation Agency (FAA) Grant of \$650,000 to update the Master and Business Plans for the Palo Alto Airport, Reid-Hillview Airport and South County Airport. The County's required share by the FAA is 10 percent of the grant amount or \$65,000. The Airports Department anticipates an award notification for this grant by July 2000.			
Subtotal	0.0	65,000	0
Total Recommendation	4.0	839,810	261,292



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.

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 Saratoga Fire 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.



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

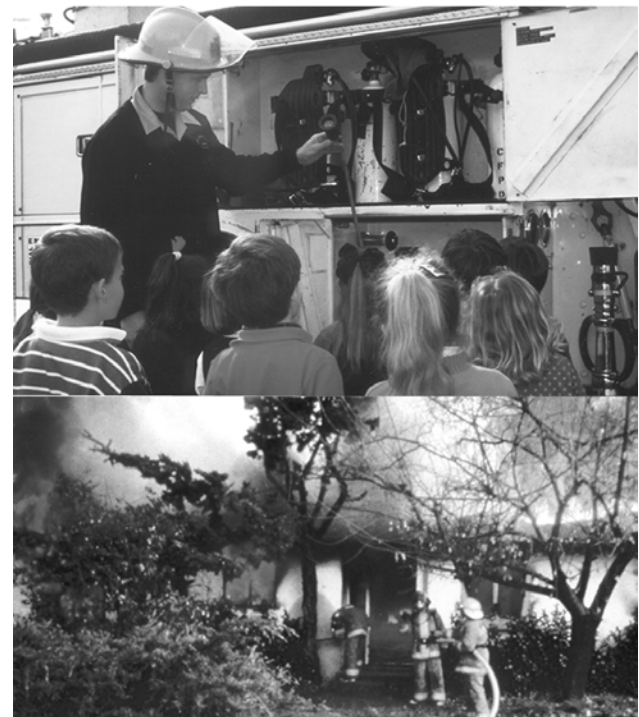
The South Santa Clara County Fire District operates under the provisions of the California Health and Safety Code commencing at Section 13801. The County Board of Supervisors, as the governing body, appoints seven district commissioners to four year terms.

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 South 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 and Fire Protection 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.



Santa Clara County Fire Department — Budget Unit 9104 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
9104	Santa Clara County Fire Department	33,414,766	42,392,042	42,392,042	41,454,262	(937,780)	-2
Total Expenditures		33,414,766	42,392,042	42,392,042	41,454,262	(937,780)	-2%

Los Altos Fire District — Budget Unit 9114 Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
9114	Los Altos Fire District	2,860,278	3,539,549	3,539,549	3,247,776	(291,773)	-8
	Total Revenues	2,860,278	3,539,549	3,539,549	3,247,776	(291,773)	-8%

Los Altos Fire District — Cost Center 9114 Major Changes to the Budget

	Positions	Appropriations	Revenues
Los Altos Fire District (Fund Number 1606)			
FY 2000 Approved Budget		6,213,601	3,539,549
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		(572)	
Other Required Adjustments		(3,942,606)	(291,773)
	Subtotal	2,270,423	3,247,776
Recommended Changes for FY 2001			
1. Two Fire Hydrant Installations & Reserves		4,855,000	
The Los Altos Hills Fire District plans to continue with two capital projects installation of fire hydrants (Purrisima and California locations). This recommendation also reflects contingency reserves for FY 2001 of \$3,770,000.			
	Subtotal	0.0	0
	Fund Subtotal	0.0	3,247,776
Los Altos Fire District Capital (Fund Number 1607)			
FY 2000 Approved Budget		25,000	
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(25,000)	0
	Subtotal		
Recommended Changes for FY 2001			
	Fund Subtotal	0.0	0
Total Recommendation		7,125,423	3,247,776

South Santa Clara County Fire District — Budget Unit 9118 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
9118	South Santa Clara County Fire District	2,071,752	2,282,264	2,282,264	2,177,218	(105,046)	-5
	Total Expenditures	2,071,752	2,282,264	2,282,264	2,177,218	(105,046)	-5%



South Santa Clara County Fire District — Budget Unit 9118 Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
9118	South Santa Clara County Fire District	2,013,356	1,851,528	1,851,528	1,851,528		0
	Total Revenues	2,013,356	1,851,528	1,851,528	1,851,528		0%

South Santa Clara County Fire District — Cost Center 9118 Major Changes to the Budget

	Positions	Appropriations	Revenues
South Santa Clara County Fire (Fund Number 1574)			
FY 2000 Approved Budget		2,282,264	1,851,528
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		4,487	
Other Required Adjustments		(109,533)	0
Subtotal		2,177,218	1,851,528
Recommended Changes for FY 2001			
Total Recommendation		2,177,218	1,851,528

Saratoga Fire District — Budget Unit 9250 Expenditures by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
9250	Saratoga Fire District	2,190,147	2,375,273	2,375,273	3,012,415	637,142	27
	Total Expenditures	2,190,147	2,375,273	2,375,273	3,012,415	637,142	27%

Saratoga Fire District — Budget Unit 9250 Revenues by Cost Center

CC	Cost Center Name	FY 1999 Actual	FY 2000 Appropriations		FY 2001 Recommended	Amount Chg From FY 2000 Approved	% Chg From FY 2000 Approved
			Approved	Adjusted			
9250	Saratoga Fire District	2,262,863	2,297,080	2,297,080	2,671,100	374,020	16
	Total Revenues	2,262,863	2,297,080	2,297,080	2,671,100	374,020	16%



Saratoga Fire District — Cost Center 9250
Major Changes to the Budget

	Positions	Appropriations	Revenues
Saratoga Fire District (Fund Number 1894)			
FY 2000 Approved Budget		2,375,273	2,297,080
Board Approved Adjustments During FY 2000			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		563,942	
Internal Service Funds Adjustment			
Other Required Adjustments		13,348	374,020
	Subtotal	2,952,563	2,671,100
Recommended Changes for FY 2001			
1. Final Fire Engine Payment		49,852	
This recommendation will provide the Saratoga Fire District with the necessary funds for the final payment to cover the cost of a fire engine acquisition.			
2. Firefighter Turn-out Gear		10,000	
This recommendation provides additional turn-out gear equipment for firefighter personnel.			
	Subtotal	59,852	0
Total Recommendation		3,012,415	2,671,100





Appendix





FY 2001 Recommended Budget Position Detail Report

County Wide Positions

Committee Name	FY 2000 Positions		FY 2001 Recommended	Amount Chg from FY 2000 Approved
	Approved	Adjusted		
Finance and Government Operations	1927.3	1957.3	2025.3	98.0
Public Safety and Justice	3779.0	3870.5	4000.5	221.5
Children and Families - Social Services Agency	2718.7	2778.0	2843.5	124.8
Santa Clara Valley Health and Hospital System	4925.3	4961.5	5149.6	224.3
Housing, Land Use, Environment and Transportation	753.0	753.0	758.5	5.5
Total Positions	14103.3	14320.3	14777.4	674.1

Finance and Government Operations Position Detail

Budget Unit	Department Name	FY 2000 Positions		FY 2001 Recommended	Amount Chg from FY 2000 Approved
		Approved	Adjusted		
0101	Supervisory District 1	7.0	7.0	7.0	0.0
0102	Supervisory District 2	7.0	7.0	7.0	0.0
0103	Supervisory District 3	7.0	7.0	7.0	0.0
0104	Supervisory District 4	7.0	7.0	7.0	0.0
0105	Supervisory District 5	7.0	7.0	7.0	0.0
0106	Clerk Of The Board	35.0	35.0	37.0	2.0
0107	County Executive	58.5	58.5	65.0	6.5
0115	Assessor	272.0	272.0	274.0	2.0
0117	Measure B Trans Improvement Pgm	2.0	2.0	2.0	0.0
0120	County Counsel	111.5	118.5	121.5	10.0
0145	Information Systems Department	217.0	217	219	2.0
0610	County Library	204.3	205.25	216.75	12.5
0118	Purchasing	27.5	27.5	27.5	0.0
0135	GSA Intragovernmental Services	99.0	99.0	98.0	-1.0
0140	Registrar Of Voters	34.0	34.0	35.0	1.0
0190	GSA Communications	112.0	112.0	113.0	1.0
0263	Facilities Department	245.0	258	294	49.0
0130	HR, LR, and EOED	114.5	120.5	121.5	7.0
0132	Department of Risk Management	66.5	66.5	65.5	-1.0
0110	Controller Treasurer	82.0	82.0	85.0	3.0
0112	Tax Collector	63.0	63.0	63.0	0.0
0114	County Clerk/Recorder	78.5	80.5	81.5	3.0
0148	Department Of Revenue	70.0	71.0	71.0	1.0
	Total Positions	1927.3	1957.3	2025.3	98



Public Safety and Justice Position Detail

Budget Unit	Department Name	FY 2000 Positions		FY 2001 Recommended	Amount Chg from FY 2000 Approved
		Approved	Adjusted		
0200	District Attorney Family Support	356.0	398.0	462.0	106.0
0202	District Attorney Administration	446.0	465.5	473.5	22.5
0203	District Attorney Crime Laboratory	46.0	47.0	49.0	3.0
0204	Public Defender	221.5	221.5	225.5	4.0
0210	Office Of Pretrial Services	39.0	37.0	38.0	-1.0
0230	Sheriff Services	587.0	591.0	635.0	48.0
0231	Court/Custody Operations	117.0	117.0	117.0	0.0
0235	DOC Contract	713.5	713.5	713.5	0.0
0240	Department Of Correction	397.5	402.5	402.5	5.0
0246	Probation Department	833.5	855.5	861.5	28.0
0293	Medical Examiner-Coroner	22.0	22.0	23.0	1.0
Total Positions		3779.0	3870.5	4000.5	221.5

Children and Families - Social Services Agency Position Detail

Budget Unit	Department Name	FY 2000 Positions		FY 2001 Recommended	Amount Chg from FY 2000 Approved
		Approved	Adjusted		
0501	Social Services Administration	2710.7	2770.0	2835.5	124.8
0509	SSA Nutrition Services To The Aged	8.0	8.0	8.0	0.0
Total Positions		2718.7	2778.0	2843.5	124.8

Santa Clara Valley Health and Hospital System Position Detail

Budget Unit	Department Name	FY 2000 Positions		FY 2001 Recommended	Amount Chg from FY 2000 Approved
		Approved	Adjusted		
0410	Public Health	622.0	631.5	646.0	24.0
0412	Mental Health	403.3	405.5	406.5	3.2
0414	Children's Shelter & Custody Health Services	220.5	220.0	220.0	-0.5
0417	Bureau Of Drug And Alcohol Programs	165.5	184.0	184.0	18.5
0418	Community Outreach Programs	0.0	6.5	59.5	59.5
0725	Valley Health Plan	39.0	39.0	45.7	6.7
0921	Valley Medical Center	3475.0	3475.0	3587.9	112.9
Total Positions		4925.3	4961.5	5149.6	224.3



Housing, Land Use, Environment and Transportation Position Detail

Budget Unit	Department Name	FY 2000 Positions		FY 2001 Recommended	Amount Chg from FY 2000 Approved
		Approved	Adjusted		
0168	Housing And Community Development	11.0	11.0	11.0	0.0
0260	Planning and Development/ERA Admin	101.0	105.5	105.5	4.5
0261	Environmental Health	113.0	113.0	115.0	2.0
0262	Dept of Agric, Wts & Meas, and Animal Cntrl	40.5	40.5	40.5	0.0
0411	Vector Control District	29.0	29.0	29.0	0.0
0710	County Parks And Recreation	153.5	150.0	156.5	3.0
0603	Roads Operations	291.0	290.0	287.0	-4.0
0608	Airports Operations	14.0	14.0	14.0	0.0
	Total Positions	753.0	753.0	758.5	5.5

List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 1998 Approved	FY 1999 Approved	FY 2000 Approved	Amount as of April 2000
Adult and Child Guidance Center	Alcohol/Drug	309,000	318,270	331,001	331,001
Alcohol Recovery Homes	Alcohol/Drug	2,231,434	2,466,361	2,632,736	2,810,472
Asian Amer Community Involvement	Alcohol/Drug	74,160	76,385	79,440	100,240
Asian American Recovery Services	Alcohol/Drug	291,554	300,301	341,432	378,867
Bill Wilson Center	Alcohol/Drug	25,750	26,523	27,584	27,584
Catholic Charities	Alcohol/Drug	0	24,000	724,960	749,944
Combined Addicts & Prof. Svcs. (CAPS)	Alcohol/Drug	140,535	144,751	262,826	269,325
Community Hlth Awareness Cncl (CHAC)	Alcohol/Drug	114,104	117,527	122,229	136,299
Community Solutions	Alcohol/Drug	411,714	453,083	504,486	551,754
Countywide Alcohol and Drug Services, Inc.	Alcohol/Drug	0	144,000	149,760	243,853
Crossroads	Alcohol/Drug	82,709	127,891	133,007	148,792
Eastfield Ming Quong	Alcohol/Drug	133,900	137,917	143,434	165,934
Economic and Social Opportunities (ESO)	Alcohol/Drug	269,278	277,356	317,570	330,879
Gardner Family Care Corporation	Alcohol/Drug	789,609	813,297	1,512,772	1,604,093
Horizon Services Inc.	Alcohol/Drug	603,466	621,570	464,433	655,643
InnVision	Alcohol/Drug	45,114	60,898	63,334	76,894
National Council on Alcohol and Drug Dependence	Alcohol/Drug	273,465	281,669	322,186	322,186
Pate House	Alcohol/Drug	0	43,200	44,928	44,928
Pathway Society	Alcohol/Drug	415,058	427,510	1,064,875	998,284
Rainbow Recovery	Alcohol/Drug	0	153,000	273,000	512,200
Santa Clara Valley Resource Alliance	Alcohol/Drug	0	0	0	10,560
Social Advocates for Youth (SAY)	Alcohol/Drug	69,655	0	0	0
Ujima	Alcohol/Drug	25,750	26,523	27,584	67,498
Volunteers of America (VOA)	Alcohol/Drug	0	0	0	0
National Guard	Clerk of the Board	1,979	1,979	2,058	2,058
Santa Clara Arts Council	Clerk of the Board	245,000	324,000	283,802	280,000
United Veterans Parade	Clerk of the Board	5,000	5,000	5,200	5,200
Emergency Housing Consortium	County Executive	242,000	299,112	311,076	311,076
SCC Bar Association	County Executive	44,440	0	0	0
Victim Witness-HOJ Advoc.	District Attorney	80,944	83,372	86,707	51,000
Center for Training and Careers (CTC)	DOC	439,915	453,112	467,000	480,200



List of General-Funded Community-Based Organizations (Continued)

Contract Name	Responsible Department	FY 1998 Approved	FY 1999 Approved	FY 2000 Approved	Amount as of April 2000
Correctional Institute Chaplaincy Program	DOC	49,187	0	0	0
Friends Outside	DOC	23,177	0	0	0
Hands On Services	Employee Service Agency	6,000	7,983	8,302	8,300
Silicon Valley Independent Living Center	Employee Service Agency	266,000	273,980	284,939	284,939
Clara-Mateo Alliance	Housing and Community Development	0	0	25,000	25,000
Achieve	Mental Health	489,137	503,811	581,796	821,707
Adult and Child Guidance	Mental Health	448,648	462,107	480,592	486,889
Alliance for Community Care	Mental Health	7,359,425	7,733,799	9,987,769	10,108,631
Alum Rock Counseling Center	Mental Health	42,745	44,027	50,586	85,998
Asian Amer Community Involvement	Mental Health	715,219	736,676	1,194,533	1,255,122
Catholic Charities	Mental Health	382,137	419,351	348,625	374,199
Chamberlain's	Mental Health	295,122	303,976	391,136	435,852
Children's Health Council	Mental Health	139,065	143,237	148,966	211,593
City of San Jose/Grace Baptist	Mental Health	0	200,000	208,000	208,000
Community Solutions	Mental Health	1,080,990	1,113,420	1,157,959	1,196,663
Eastfield Ming Quong	Mental Health	2,430,245	2,554,652	2,714,691	4,271,981
Emergency Housing Consortium	Mental Health	51,816	53,370	161,821	161,821
Gardner Community Health Center	Mental Health	1,302,821	1,486,104	2,034,513	2,247,303
HOPE Rehabilitation Services	Mental Health	309,855	319,151	366,426	367,149
Indian Health Center	Mental Health	90,210	92,916	218,804	218,804
InnVision	Mental Health	439,999	491,167	473,785	474,967
Mekong Community Center	Mental Health	192,012	197,772	255,653	227,033
MH Advocacy Project - SC Co Bar Assoc	Mental Health	352,920	437,310	290,868	290,868
Rebekah Children's Services	Mental Health	259,837	267,632	478,659	543,790
Seneca Center	Mental Health	175,011	180,261	75,408	75,408
Ujima Adult & Family Services	Mental Health	351,304	361,843	378,322	427,089
Alum Rock Counseling Center	Probation	0	0	0	40,000
Asian American Recovery Services	Probation	0	175,000	185,000	135,000
Breakout Prison Outreach	Probation	0	86,200	139,500	139,500
Catholic Charities	Probation	0	0	325,200	355,652
CHD Professional Training and Education	Probation	0	5,000	5,000	5,000
Community Health Awareness Council	Probation	0	0	0	46,013
Eastfield Ming Quong	Probation	31,000	31,000	37,320	37,320
Foster Grandparents	Probation	7,716	7,716	7,344	7,344
Gardner Family Care Corporation	Probation	0	0	0	40,000
Legal Aide Society	Probation	0	80,240	63,500	63,500
Morissey/Compton Educational Center	Probation	0	27,600	21,500	21,500
Parents Helping Parents	Probation	0	44,700	44,700	43,195
Pathways Society	Probation	110,000	175,000	183,750	229,672
Sentencing Alternatives	Probation	222,940	222,940	190,983	190,983
Social Advocates for Youth	Probation	0	0	175,000	175,000
YMCA	Probation	0	25,500	15,834	15,834
Aris	Public Health	282,837	289,726	376,904	376,904
Billy deFrank	Public Health	0	105,000	105,949	0
Billy deFrank	Public Health	0	127,968	127,968	0
Columbia Neighborhood Center	Public Health	0	0	98,000	98,000

Appendix

List of General-Funded Community-Based Organizations



County of Santa Clara
FY 2001 Recommended Budget

List of General-Funded Community-Based Organizations (Continued)

Contract Name	Responsible Department	FY 1998 Approved	FY 1999 Approved	FY 2000 Approved	Amount as of April 2000
Gardner Family Health Network	Public Health	0	0	933,943	933,943
Indian Health Center	Public Health	0	0	60,000	0
May View Community Health Center	Public Health	402,390	414,462	511,840	511,840
Planned Parenthood Mar Monte	Public Health	0	0	558,097	558,097
Women's Health Alliance	Public Health	0	0	67,000	67,000
AIDS Resources Information & Svcs (ARIS) Housing Program	Social Svcs Gen Fund Contracts	0	20,000	20,800	20,800
AIDS Resources Information Svcs (ARIS) Food and Nutrition	Social Svcs Gen Fund Contracts	0	50,000	52,000	52,000
Asian Americans for Community Involvement - Domestic Violence Prgm	Social Svcs Gen Fund Contracts	25,260	25,260	26,270	26,270
Asian Americans for Community Involvement - Senior Svcs Case Mgmt	Social Svcs Gen Fund Contracts	0	37,000	38,480	38,480
Avenidas	Social Svcs Gen Fund Contracts	52,185	53,750	55,900	55,900
Camp Fire Boys & Girls	Social Svcs Gen Fund Contracts	0	25,072	26,075	26,075
Catholic Charities - Grandparent Caregiver Program	Social Svcs Gen Fund Contracts	0	40,000	41,600	41,600
Catholic Charities - Immigration Legal Services Program	Social Svcs Gen Fund Contracts	97,481	140,000	145,600	145,600
Catholic Charities - Shared Housing Program	Social Svcs Gen Fund Contracts	20,795	20,795	21,627	21,627
Catholic Charities - The Job Market	Social Svcs Gen Fund Contracts	34,223	100,000	52,000	104,000
Catholic Charities - YES (LEAP Project)	Social Svcs Gen Fund Contracts	0	65,671	68,298	68,298
Catholic Charities - YES (Truancy Outreach & Support Project)	Social Svcs Gen Fund Contracts	60,357	60,357	62,771	62,771
City of San Jose (Grace Baptist)	Social Svcs Gen Fund Contracts	150,000	0	0	0
City of San Jose Grace Baptist Community Center (Youth Programs)	Social Svcs Gen Fund Contracts	50,000	0	0	0
Community Health Awareness Council	Social Svcs Gen Fund Contracts	0	46,110	47,954	47,954
Community Kids to Camp	Social Svcs Gen Fund Contracts	16,646	20,000	20,800	20,800
Community Solutions - La Isle Pacific Shelter	Social Svcs Gen Fund Contracts	27,069	27,069	28,152	28,152
Community Solutions-Domestic Violence Support Services	Social Svcs Gen Fund Contracts	60,000	60,000	62,400	62,400
Community Svcs Agency of Mtn. View & Los Altos-Alpha Omega Shelter	Social Svcs Gen Fund Contracts	5,000	5,000	5,200	5,200
Community Svcs Agency of Mtn. View & Los Altos-Emergency Assistance	Social Svcs Gen Fund Contracts	0	25,317	26,330	26,330
Community Svcs Agency of Mtn. View & Los Altos-Senior Case Mgmt.	Social Svcs Gen Fund Contracts	0	17,000	17,680	17,680
Community Technology Alliance	Social Svcs Gen Fund Contracts	20,400	20,400	21,216	21,216
Concern for the Poor	Social Svcs Gen Fund Contracts	12,240	12,240	12,730	12,730



List of General-Funded Community-Based Organizations (Continued)

Contract Name	Responsible Department	FY 1998 Approved	FY 1999 Approved	FY 2000 Approved	Amount as of April 2000
Court Designated Child Advocates	Social Svcs Gen Fund Contracts	0	48,300	50,232	50,232
Creative Family Connections	Social Svcs Gen Fund Contracts	17,895	4,474	0	0
Crosscultural Community Services Center	Social Svcs Gen Fund Contracts	119,108	29,777	0	0
Cupertino Senior Day Services	Social Svcs Gen Fund Contracts	21,106	31,000	32,240	32,240
Eastfield - Family Partnership	Social Svcs Gen Fund Contracts	0	20,528	21,349	21,349
Economic & Social Opportunities - Project CIE	Social Svcs Gen Fund Contracts	0	20,000	20,800	20,800
Emergency Housing Consortium (Reception Center)	Social Svcs Gen Fund Contracts	36,000	40,686	42,313	42,313
Emergency Housing Consortium (South County)	Social Svcs Gen Fund Contracts	50,550	50,550	52,572	52,572
Ethiopian Community Services	Social Svcs Gen Fund Contracts	33,432	33,427	34,764	34,764
Family Svc Mid-Peninsula-Domestic Violence Offenderis Treatment	Social Svcs Gen Fund Contracts	0	25,100	26,104	26,104
Homeless Care Force	Social Svcs Gen Fund Contracts	0	35,000	36,400	36,400
Indian Health Center - Family Support Project	Social Svcs Gen Fund Contracts	0	50,000	52,000	52,000
Indian Health Center - Family Support Systems Project	Social Svcs Gen Fund Contracts	0	28,500	29,640	29,640
Indochinese Resettlement & Cultural Center-Children, Youth, Families	Social Svcs Gen Fund Contracts	0	50,000	52,000	52,000
Indochinese Resettlement & Cultural Center-Welfare Hotline Svcs	Social Svcs Gen Fund Contracts	20,000	40,000	20,800	41,600
Information and Referral Svcs.	Social Svcs Gen Fund Contracts	15,300	15,300	15,912	15,912
Inn Vision- Family Place	Social Svcs Gen Fund Contracts	17,500	23,000	23,920	23,920
Inn Vision- Montgomery Shelter	Social Svcs Gen Fund Contracts	40,000	45,000	46,800	46,800
Inn Vision-Commercial Street	Social Svcs Gen Fund Contracts	20,000	25,000	26,000	26,000
Jewish Family Service of Santa Clara	Social Svcs Gen Fund Contracts	61,402	69,345	72,119	72,119
Korean-American Comm.	Social Svcs Gen Fund Contracts	25,000	0	0	0
Live Oak Adult Day Care	Social Svcs Gen Fund Contracts	54,475	80,000	83,200	83,200
Loaves and Fishes Family Kitchen	Social Svcs Gen Fund Contracts	36,000	40,000	41,600	41,600
Mexican American Community Services	Social Svcs Gen Fund Contracts	91,555	91,555	95,217	95,217
Next Door	Social Svcs Gen Fund Contracts	24,480	0	0	0



List of General-Funded Community-Based Organizations (Continued)

Contract Name	Responsible Department	FY 1998 Approved	FY 1999 Approved	FY 2000 Approved	Amount as of April 2000
Occupational Training Institute Foothill-De Anza Community Colleges	Social Svcs Gen Fund Contracts	77,200	87,200	45,344	90,688
Odd Fellow-Rebekah Children's Home	Social Svcs Gen Fund Contracts	0	34,000	35,360	35,360
Outreach (Immigration)	Social Svcs Gen Fund Contracts	50,000	76,500	79,560	79,560
Outreach (Senior Program)	Social Svcs Gen Fund Contracts	166,004	188,000	195,520	195,520
Parents Helping Parents	Social Svcs Gen Fund Contracts	67,430	16,858	0	0
Peninsula Center for the Blind and Visually Impaired	Social Svcs Gen Fund Contracts	0	20,000	20,800	20,800
Planned Parenthood Mar Monte	Social Svcs Gen Fund Contracts	35,000	42,462	44,161	44,161
Portuguese Org Soc Services	Social Svcs Gen Fund Contracts	20,000	0	0	0
Project Match	Social Svcs Gen Fund Contracts	0	15,000	15,600	15,600
Respite & Research for Alzheimer's Disease	Social Svcs Gen Fund Contracts	23,720	33,720	35,069	35,069
Sacred Heart Community Services (Community Food program)	Social Svcs Gen Fund Contracts	25,000	25,000	26,000	26,000
Sacred Heart Community Services (Families First Program)	Social Svcs Gen Fund Contracts	0	20,000	20,800	20,800
Sacred Heart Community Services (Services to Immigrants)	Social Svcs Gen Fund Contracts	25,000	45,000	46,800	46,800
Santa Clara County Collaborative on Affordable Housing & Homeless Issues	Social Svcs Gen Fund Contracts	10,000	0	0	0
Santa Clara Unified School District - Skills Plus Program	Social Svcs Gen Fund Contracts	23,971	28,800	29,952	29,952
SC Valley MultiService Center (Project SHARE)	Social Svcs Gen Fund Contracts	20,400	0	0	0
Second Harvest Food Bank	Social Svcs Gen Fund Contracts	158,141	0	0	0
Second Start - Project Ascent	Social Svcs Gen Fund Contracts	62,460	64,334	33,454	66,907
Second Start - Youth Offenders with Disabilities	Social Svcs Gen Fund Contracts	0	6,683	6,950	6,950
Senior Adults Legal Assistance	Social Svcs Gen Fund Contracts	20,400	40,400	42,016	42,016
Services for Brain-Injury	Social Svcs Gen Fund Contracts	31,979	40,000	41,600	41,600
St. Joseph's Family Center (Children/Youth)	Social Svcs Gen Fund Contracts	39,063	40,000	41,600	41,600
St. Joseph's Family Center (Shelter)	Social Svcs Gen Fund Contracts	20,000	20,000	20,800	20,800
St. Vincent de Paul Society - Emergency Assistance Project	Social Svcs Gen Fund Contracts	0	20,000	20,800	20,800
St. Vincent de Paul Society - Employment Support Program	Social Svcs Gen Fund Contracts	40,000	60,000	31,200	62,400



List of General-Funded Community-Based Organizations (Continued)

Contract Name	Responsible Department	FY 1998 Approved	FY 1999 Approved	FY 2000 Approved	Amount as of April 2000
Sunnyvale Community Services	Social Svcs Gen Fund Contracts	24,470	25,000	26,000	26,000
Support Network for Battered Women - Project Right Response	Social Svcs Gen Fund Contracts	22,200	22,200	23,088	23,088
The Unity Care Group, Inc.	Social Svcs Gen Fund Contracts	0	25,000	26,000	26,000
Urban Ministry of Palo Alto	Social Svcs Gen Fund Contracts	0	20,000	20,800	20,800
Veteran's Workshop, Inc.	Social Svcs Gen Fund Contracts	20,000	0	0	0
Vietnamese Voluntary Foundation	Social Svcs Gen Fund Contracts	50,000	0	0	0
W.A.T.C.H.	Social Svcs Gen Fund Contracts	8,400	8,400	8,736	8,736
Youth & Family Assistance	Social Svcs Gen Fund Contracts	0	17,500	18,200	18,200
Yu-Ai Kai	Social Svcs Gen Fund Contracts	25,000	188,348	195,882	195,882
YWCA - Next Step	Social Svcs Gen Fund Contracts	30,000	55,000	57,200	57,200
YWCA - The Parent Project	Social Svcs Gen Fund Contracts	0	22,000	22,800	22,880
Adult & Child Guidance Center	Social Svcs SOS Network	127,635	169,789	0	0
Alum Rock Counseling Center	Social Svcs SOS Network	219,967	325,006	480,787	480,787
Bill Wilson Center	Social Svcs SOS Network	157,076	314,698	327,286	327,286
Community Solutions	Social Svcs SOS Network	80,926	117,504	122,204	122,204
Social Advocates for Youth	Social Svcs SOS Network	90,885	152,637	158,742	158,742
Asian Americans for Community Involvement	Social Svcs Sr Nutrition Prog Contracts	14,580	30,103	44,367	44,367
Catholic Charities	Social Svcs Sr Nutrition Prog Contracts	541,029	531,461	550,012	550,012
City of Campbell	Social Svcs Sr Nutrition Prog Contracts	98,797	91,085	48,140	48,140
City of Milpitas	Social Svcs Sr Nutrition Prog Contracts	100,414	102,516	116,236	116,236
City of San Jose	Social Svcs Sr Nutrition Prog Contracts	531,683	550,947	571,399	571,399
City of Santa Clara	Social Svcs Sr Nutrition Prog Contracts	74,828	76,225	72,384	72,384
Community Services Agency of Mountain View & Los Altos	Social Svcs Sr Nutrition Prog Contracts	117,174	125,871	109,569	109,569
Compass Group USA, Inc. Frozen Meals	Social Svcs Sr Nutrition Prog Contracts	0	980,000	1,027,840	1,027,840
First Methodist Church of Los Gatos	Social Svcs Sr Nutrition Prog Contracts	155,754	78,205	69,231	69,231
First Methodist Church of Sunnyvale	Social Svcs Sr Nutrition Prog Contracts	239,770	246,181	241,517	241,517
Good Sam. Charitable Trust (aka. Visiting RNs Assoc Cont. Care)	Social Svcs Sr Nutrition Prog Contracts	1,004,680	0	0	0
Indo-American Community Service Center in Santa Clara	Social Svcs Sr Nutrition Prog Contracts	0	0	29,558	29,558

Appendix

List of General-Funded Community-Based Organizations



County of Santa Clara
FY 2001 Recommended Budget

List of General-Funded Community-Based Organizations (Continued)

Contract Name	Responsible Department	FY 1998 Approved	FY 1999 Approved	FY 2000 Approved	Amount as of April 2000
Indo-American Senior Program at the Northside Community Center	Social Svcs Sr Nutrition Prog Contracts	0	0	15,960	15,960
Jewish Community Center	Social Svcs Sr Nutrition Prog Contracts	85,168	63,372	60,844	60,844
Korean American Community Services Inc.	Social Svcs Sr Nutrition Prog Contracts	0	0	67,908	67,908
La Comida de California	Social Svcs Sr Nutrition Prog Contracts	137,008	139,898	156,402	156,402
Northside	Social Svcs Sr Nutrition Prog Contracts	100,642	100,819	98,566	98,566
Portuguese Org. for Social Services	Social Svcs Sr Nutrition Prog Contracts	31,184	35,007	36,837	36,837
Salvation Army	Social Svcs Sr Nutrition Prog Contracts	156,189	150,228	145,934	145,934
Self Help for the Elderly of Santa Clara County: Palo Alto	Social Svcs Sr Nutrition Prog Contracts	0	0	62,077	62,077
Self Help for the Elderly of Santa Clara County: San Jose	Social Svcs Sr Nutrition Prog Contracts	0	0	41,312	41,312
Vietnamese American Cultural & Social	Social Svcs Sr Nutrition Prog Contracts	26,671	47,775	47,493	47,493
West Valley Presbyterian Church	Social Svcs Sr Nutrition Prog Contracts	130,006	126,312	140,677	140,677
Yu-Ai Kai	Social Svcs Sr Nutrition Prog Contracts	124,357	127,521	158,078	158,078
Mother's Milk Bank	Special Programs	36,000	40,000	40,000	40,000

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
2000 Estimated	88,000,000	28,100,000	35,400,000	19,382,745	5,117,255	
1999 Actual	95,570,000	24,100,000	33,705,000	20,153,000	17,612,000	
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			



Historical Analysis of Fund Balance Allocations for the General Fund (Continued)

Fiscal Year	General Fund Balance as of June 30	Contingency Appropriation	Capital Budget	Computer and System Related	Reserves Other One Time Needs	Ongoing Costs
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	FY 1999 Actual	FY 2000 Approved	FY 2001 Recommended
	All		Fund Balance	44,258,000	52,000,000	64,000,000
110	Controller	9250	PERS Rebate	3,075,000	0	0
110	Controller	9106	Sales and Use Tax	3,314,000	3,535,000	3,675,000
110	Controller	9122	Aircraft Taxes	889,000	670,000	1,050,000
110	Controller	9251	Investment Income	15,392,000	14,850,000	19,428,000
110	Controller	9313	Motor Vehicle in Lieu	124,889,062	132,981,000	154,216,080
110	Controller	9315	Highway Prop Rental	8,000	6,500	4,000
110	Controller	9367	HOPTR	3,682,000	3,585,000	3,600,000
110	Controller	9818	Local Contribution	2,829,000	2,100,000	2,500,000
112	Tax Collector	9010	Prop Tax-Current Secured	174,258,000	179,518,000	200,457,291
112	Tax Collector	9020	Prop Tax-Current Unsec	31,061,000	30,510,000	31,894,000
112	Tax Collector	9105	Prop Tax-Penalties & Costs	3,314,000	6,166,000	6,166,000
112	Tax Collector	9009	Prop Tax-SB-813	10,155,000	10,000,000	12,122,000
148	Dept of Revenue	9107	Franchise Fees	620,000	700,000	765,000
148	Dept of Revenue	9124	Transient Occupancy Tax	298,000	280,000	300,000
114	Clerk/Recorder	9121	Real Property Transfer Tax	15,005,000	15,526,000	17,103,000
292	Public Guardian	9251	AB 1018 Interest	388,000	385,000	380,000
810	Cnty Debt Service	9252	Net Interest on Notes	11,535,000	9,925,276	0
Total Unallocated Revenue				444,970,062	462,737,776	517,660,371

Use of Unallocated Revenue

Budget Unit	Department	FY 2000 Approved	FY 2001 Recommended
101	Supervisorial Dist #1	(647,475)	(671,649)
102	Supervisorial Dist #2	(647,475)	(671,649)
103	Supervisorial Dist #3	(647,475)	(671,649)
104	Supervisorial Dist #4	(647,475)	(671,649)
105	Supervisorial Dist #5	(647,475)	(671,649)
106	Clerk of the Board	(5,231,513)	(5,705,176)
107	County Executive	(6,628,315)	(7,202,663)
110	Controller	26,344,700	24,124,356
112	Tax Collector	801,309	601,303
114	Clerk/Recorder	2,626,087	2,842,520
115	Assessor	(15,239,952)	(16,247,116)
118	Purchasing	(1,311,417)	(2,429,591)



Use of Unallocated Revenue (Continued)

Budget Unit	Department	FY 2000 Approved	FY 2001 Recommended
119	Special Programs	(98,833,446)	(106,855,252)
120	County Counsel	(1,569,869)	(2,754,655)
130	Personnel, Training, Labor Relations	(8,356,766)	(8,827,909)
132	Risk Management and Employee Benefits	(53,463)	(447,504)
135	GSA Intergovernmental Svcs	(915,777)	(924,067)
140	Registrar of Voters	(3,228,367)	(5,221,110)
145	Data Processing	(18,338,106)	(13,639,507)
148	Dept of Revenue	752,654	720,661
190	Communications	(6,285,527)	(6,972,450)
200	DA Family Support	1,529,292	0
202	DA Administration	(30,266,592)	(33,258,811)
203	DA Crime Lab	(1,837,308)	(2,482,700)
204	Public Defender	(22,505,710)	(25,187,209)
210	Pre Trial Release	(3,070,514)	(3,276,468)
217	Crim Just Svcs	110,954,999	132,113,695
230	Sheriff	(25,228,868)	(32,143,868)
231	Court/Custody Oper	(10,468,031)	(11,498,575)
235	DOC Contract	(55,099,965)	(58,696,223)
240	Dept of Correction	(40,888,778)	(42,890,475)
246	Probation Dept	(40,886,470)	(43,781,542)
260	Environmental Resources Agency	(1,244,444)	(1,971,891)
261	Environmental Health	(1,490)	0
262	Dept of Agric, Wts & Meas	(1,544,350)	(1,871,406)
263	GSA Facilities Dept	(48,275,486)	(63,657,140)
293	Medical Examiner	(2,156,471)	(2,348,922)
410	Public Health	(27,359,106)	(33,698,867)
412	Mental Health	(27,355,342)	(34,183,665)
414	Criminal Justice & Institutional Svcs	98,993	98,995
417	Drug Abuse Bureau	(10,499,268)	(12,682,250)
418	Community Outreach Programs	0	(4,447,285)
501	Social Services Administration	(44,504,604)	(51,738,185)
509	Nutrition Program	(1,856,499)	(2,177,668)
511	SSA Categorcal Aids	(15,468,000)	(17,522,991)
810	Controller Debt Svc	(18,884,184)	(12,374,873)
910	Contingency - Salary Reserve	(7,214,437)	(5,690,877)
Total Use of Unallocated Revenue		(462,737,776)	(517,665,606)





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