

Fiscal Year 2004 Recommended Budget



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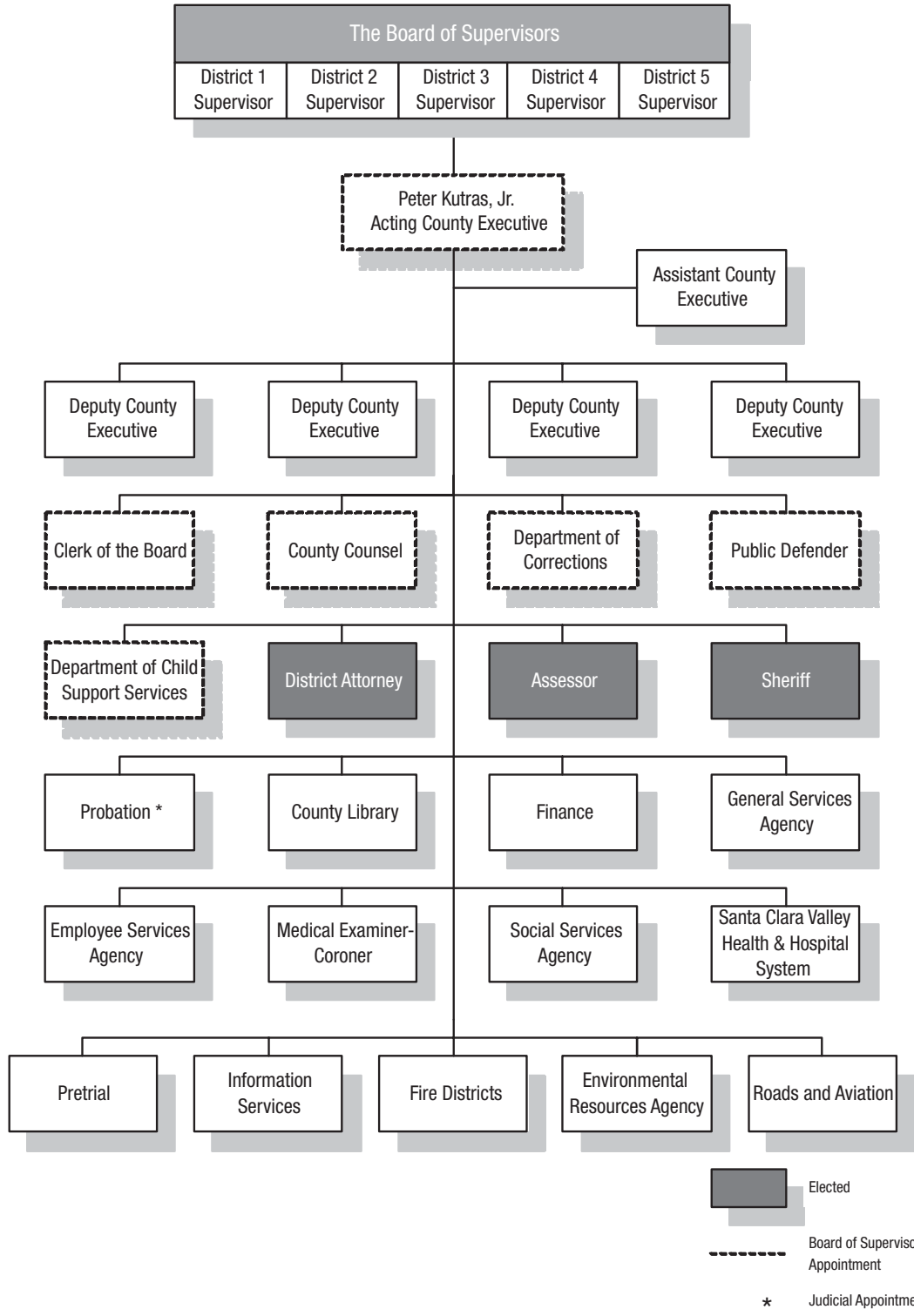
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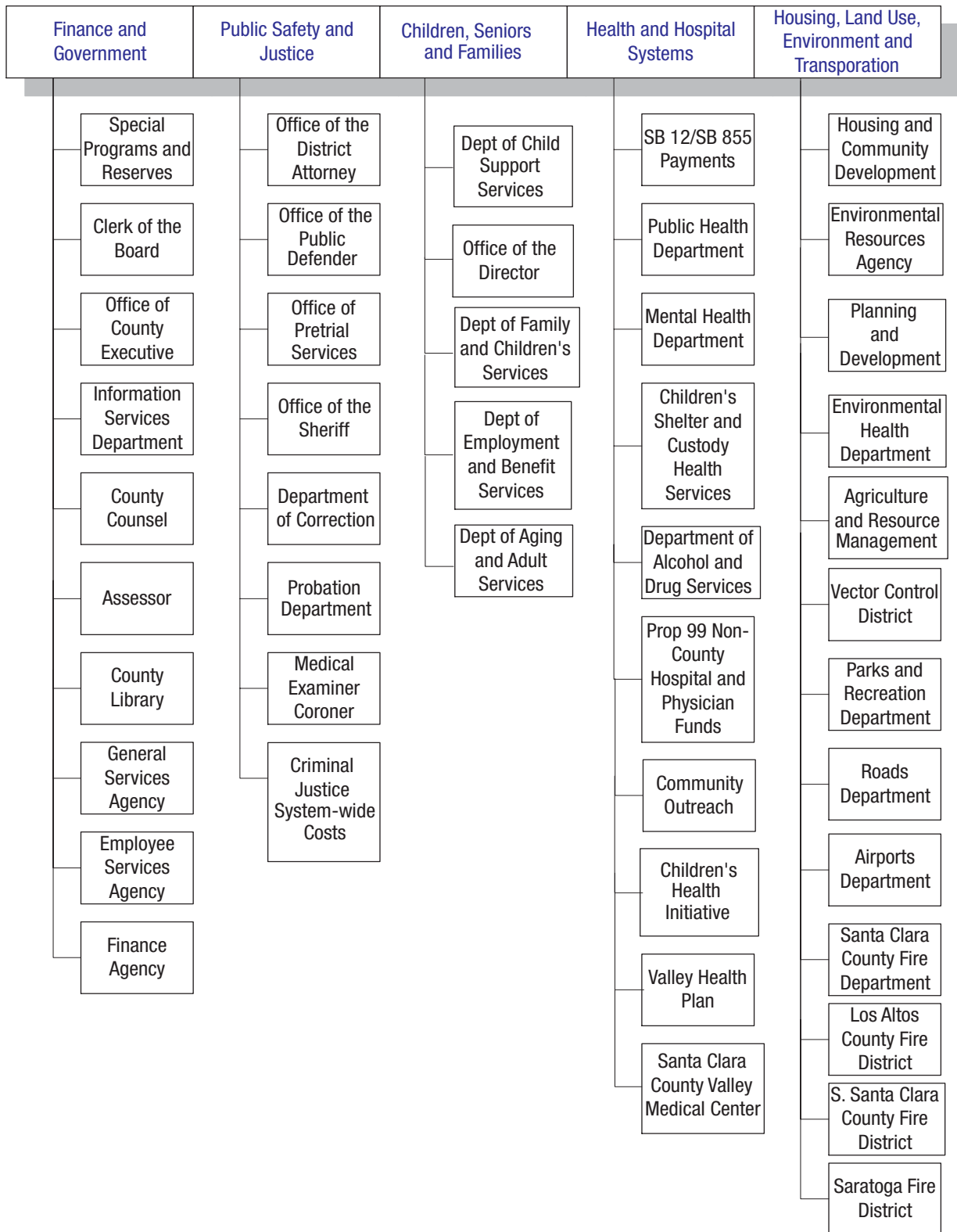
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COUNTY OF SANTA CLARA



Board of Supervisors





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Acting County Executive's Budget Message

April 28, 2003

To: Board of Supervisors



From: Peter Kutras, Jr.
Acting County Executive

Subject: FY 2004 Recommended Budget

The economic storm is here. The rainy days that the Board of Supervisors and the Administration have been prudently preparing for have arrived.

As the County Executive's budget messages for FY 2002 and FY 2003 predicted, our financial condition has continued to deteriorate. In FY 2002 the future was noted as uncertain. By the time the recommended FY03 budget was submitted, our local deficit had grown to over \$85 million and the State of California was facing a projected \$20 billion deficit. Today, our local general fund deficit for FY 2004 is \$156.2 million with the State facing a projected \$35 billion deficit for FY 2004.

Worldwide events, State and local economic conditions and a local expenditure growth rate that far exceeds our local revenue growth have contributed

to our current situation. The confluence of these events and trends is unprecedented. We continue to see our major discretionary revenues decline and, while hopeful we are at the bottom of this cycle, we see no real signs of significant economic recovery.

The recommended FY 2004 budget being presented to you only resolves our local deficit. We will be required to review our budget and make further reductions in the fall to solve State reductions that impact counties. As of the date of this message, the manner in which the State budget will be balanced remains essentially unknown. The Vehicle License Fee (VLF) backfill elimination, by itself, would result in the loss of an additional \$85 million in discretionary revenue to the County in FY 2004. Other elements of the Governor's FY 2004 mid-year budget proposals could easily include additional impacts in the range of \$35 million to \$50 million. While many believe the VLF backfill issue will be resolved, primarily because it seems almost unthinkable if it is not, it remains a very large component of potential state impacts.

We are additionally feeling the cumulative impact of past and pending reductions; FY 2003, reductions included the FY 2004 recommended budget, the anticipated State budget impacts for FY 2004 and, based on our current 5-year projection, a local deficit of approximately \$80 million for FY 2005. This means that beginning with our FY 2003 budget, through and including the FY 2005 budget, we will have reduced expenditures or found revenue solutions totaling \$473.2 million. This is the result of:

- Deficit solutions totaling \$102 million in FY 2003
- Deficit solutions totaling \$156.2 million in FY 2004

- Anticipated reductions from \$120 million to \$135 million resulting from FY 2004 state impacts (these estimates assume the loss of \$85 million in VLF revenue)
- Anticipated deficit solutions totaling \$80 million for FY 2005.

The FY 2004 recommended budget eliminates a net of 839.0 full time equivalent (FTE) positions. This results from the elimination, in all funds, of 981.6 FTE's and the addition of 142.6 FTE's to meet service needs and maximize outside revenue. With known reductions coming for FY 2004 State reductions and for FY 2005, departments and agencies are faced with staggering and complex choices of balancing the budget, maximizing revenues and meeting service demands, all with fewer employees. In recommending reductions of employees, we have paid close attention to making reductions that are vertically appropriate. The percentage of Executive Managers, Managers and Supervisors and line staff has remained constant from the pre-reduction FY 2003 base to the post reduction recommended FY 2004 staffing levels.

Table 1: Percentage of Management and Line Staff

	Base as of 04/08/03		Recommended Budget		Net Change from Base to Recommended	
	FTEs	%	FTEs	%	FTEs	%
Executive Mgmt	174.0	1.1	167.0	1.1	(7.0) ^a	-4.0
Managers & Supv	1,312.5	8.4	1,237.0	8.3	(75.5)	-5.8
Line Staff	14,181.8	90.5	13,425.3	90.5	(756.5)	-5.3
TOTAL	15,668.3		14,829.3		(839.0)	-5.4%

a. Includes the assumption of 2.0 FTE reductions by attrition

The following table summarizes the net changes in FTEs by Board policy committee area. (A more detailed version of this table, including net changes in FTEs by department can be found on page 14).

Table 2: Net Change in FTEs by Policy Committee Area

	Base as of 04/08/03		Recommended Budget		Net Change from Base to Recommended	
	FTEs	%	FTEs	%	FTEs	%
FGOC	1,896.5	12.1	1,791.0	12.1	(105.5)	-5.6
HLUET	813.0	5.2	800.0	5.4	(13.0)	-1.6
PSJC	3,797.5	24.2	3,482.5	23.5	(315.0)	-8.3
CSFC	3,165.5	20.2	2,927.0	19.7	(238.5)	-7.5
HHC	5,995.8	38.3	5,828.8	39.3	(167.0)	-2.8
TOTAL	15,668.3	100%	14,829.3	100%	(839.0)	-5.4%

This grim recap of impacts, along with the dismal forecast, are not intended to make a case for inaction or that we should not continue to provide needed services but is a reminder of the challenges we have faced and those that remain. In many departments the impact of this recommended budget is substantial. However, this is not the case for every department.

As illustrated in Table 2, the structure of the targets (across the board as a percentage of net county costs) impacts departments most if they were primarily funded by the general fund and generate little or no outside revenue. Some examples of this impact include the General Services Agency and Law and Justice departments such as the District Attorney, Sheriff, Public Defender and Department of Correction, each of whom met, with only slight modifications, especially difficult and high impact target levels. This has resulted in these areas being pared to core service levels with little discretion left to meet future reductions or to provide little more than minimum service levels during FY 2004. In the case of the Public Defender, the recommended budget contemplates a decision about whether the Public Defender's Office or an outside vendor will provide misdemeanor representation services.

As a consequence, the FY 2004 recommended budget does not maintain current service levels.

The impact of eliminating vacancies in FY 2003, combined with reductions in the FY 2004 recommended budget and using remaining vacancies to mitigate the impact of layoffs, has led us to not recommend increasing the salary savings factor



above the level approved for FY 2003. We strongly believe that departments cannot meet any higher level of salary savings considering the magnitude of reductions being recommended for FY 2004.

The FY 2004 recommended budget presents a balanced budget and solves the \$156.2 million local general fund deficit. Some modest restorations are recommended in situations where the administration believed the across-the-board reduction targets could not be achieved. The County non-general funds (Roads, VMC Enterprise etc.) are also balanced through a combination of revenues, expenditure reductions and prudent use of reserves.

Of necessity, our budget balancing strategy is heavily dependent on reductions, as we have no viable local revenue raising options. Departments have met across-the-board reductions ranging from a 12% to 14.5% reduction in net county costs. In some instances, we have recommended modifying these reductions, or have recognized revenues or other solutions to maintain the integrity of services. For example, we could not recommend reductions as deep as those that across-the-board targets would have required for the sentencing alternatives component of the criminal justice system and service components of this system in drug and alcohol, pre-trial, corrections and mental health. Sentencing alternatives and treatment programs both for those incarcerated and those in the community help provide alternatives to custodial confinement or the reduction of jail sentences. Our goal in this effort and others is to keep populations in all our institutions from increasing dramatically and causing even greater expenditure growth in the future.

Reserves

In addition to the recognition of revenues from asset development activities and other sources, ongoing reserves specifically set aside by the Board and the administration in prior budgets have been used to balance the FY 2004 budget. In addition, the magnitude of our general fund deficit has

required us to change the funding stream of the Welfare Reform Reserve from ongoing to one-time in order to balance the budget. As a result, all ongoing reserves have been exhausted at this point in time.

As we reported during the Mid-Year Budget Review, our languishing local economy will limit our ability to generate discretionary fund balance beyond the contingency reserve. Fortunately, your Board increased the contingency reserve to over \$58 million in the FY 2003 Budget process and to over \$70 million during our Mid-Year Review. Based on our commitment to maintain and improve our physical infrastructure where necessary and continuing a minimal investment in technology, we are recommending reducing the contingency reserve to \$37 million, \$3.5 million above the policy level (2% of general fund revenues net of pass throughs).

We are also recommending that in some cases one-time funds be used to support ongoing operations. This is necessary due to the sheer size of our deficit, and the need to spread some of the impact over more than one year. As indicated in our January 2003 report outlining our strategy for balancing this budget, we have allocated \$10 million in one-time funds to support operations. Also recommended within departmental solutions is the use of an additional \$2.3 million in one-time bridge financing to close the gap until ongoing revenue is realized in FY 2005 or additional reductions can be achieved through the use of future attrition. Departments realize that if these ongoing solutions do not materialize over the next year, ongoing reductions will have to be implemented in order for the County to stay within our means into the future. Other uses of one-time funds include security and anti-terrorism funds that have yet to be provided by the State or Federal governments. A complete list of the use of one-time funds can be found on page 19.

Another area where we are recommending the use of one-time funds to support ongoing operations is at Valley Medical Center. In FY 2003 reserves were



used to limit the growth in the general fund grant. This action was instrumental in mitigating reductions in other county programs. In FY 2004 an increase in the use of reserves is a component of the strategy being utilized to balance the VMC Enterprise Fund. We believe it is important to begin a discussion of reducing our reliance on reserves in the near future and develop a strategy that will map out a long-term financing plan that can be sustained into the future.

Components Of The FY 2004 Budget Solution

In summary, the \$156.2 million general fund deficit was resolved by the following combination of revenues, expenditure reductions and prudent use of reserves:

- ❑ \$116.4 million in departmental expenditure reductions and revenue solutions
- ❑ \$19.8 million in reduced costs for liability insurance, employee health insurance and retiree health. These cost reductions result in both lower general fund costs and a lower general fund grant to VMC
- ❑ \$10.0 million in one-time bridge funding
- ❑ \$5.1 million in savings resulting from the elimination of the reserve for economic uncertainty
- ❑ \$4.0 million in ongoing revenue from asset development from economic development efforts
- ❑ \$2.5 million in savings resulting from substituting \$2.5 million in one-time resources to fund the Welfare Reform Reserve at the \$5 million level
- ❑ \$0.6 million in savings resulting from the elimination of the Proposition 36 reserve

The combination of these solutions exceeded the projected deficit by \$2.2 million and provided the resources to restore reductions that the Administration could not recommend due to impacts described above.

We also want to acknowledge the assistance provided by the Harvey Rose Accountancy Corporation in developing this reduction plan. The Administration requested and the Board approved the use of Harvey Rose staff time to assist in the review and development of solutions for this budget plan. HMR staff was helpful in reviewing revenue estimates and assumptions around the retiree health benefit program. Other ideas and proposals have also been discussed but not included for a variety of reasons. There are other tasks including a zero-based service and supply analysis that have not been completed that may yield savings for the Board's consideration in June. The last analysis that Harvey Rose has just begun is the development of legal minimum budgets for each department in the general fund. This analysis, which will focus on mandated and discretionary expenditures by department, will be an important reference document when it is completed in the fall.

The Future

As with any storm, the winds eventually subside, the rain eventually stops and the sun reappears. The question we now face is how long will this economic storm last and what prudent steps can we take to deal with the duration of this storm?

We believe that barring any significant program shifts from the State, or any immediate economic recovery, that we will be dealing with deficits through at least FY 2005 and possibly FY 2006.

In many instances creative solutions have been found to meet current reduction or revenue requirements. As we respond to the State reductions, FY 2005 and beyond, more will be required from the Executives, Managers and Employees of the County.

We recommend the following strategies to prepare for the FY 2004 State reductions and for FY 2005:



- ❑ In-depth review of service mandates versus discretionary programs to refine and define core services on a department/Agency basis. As noted above, this work will be based on the report to be completed by the Management Audit Division in the Fall of 2003 in preparation for FY 2004 State reductions and the FY 2005 recommended budget process. The Administration will also begin the review of service delivery models and any economies that may result from service centralization
- ❑ Selective reduction targets (as opposed to across-the-board targets) that are designed to reduce discretionary or non-core service expenditures
- ❑ No new services or expansions of existing services unless revenue backed or mandated (i.e. electronic voting machines)
- ❑ Restrict new policy initiatives to only those designed to reduce actual expenditures and costs
- ❑ Reduce costs by department/agency consolidations and further flattening of the organization. This would include a review of overall general fund service/support function system

costs (e.g. human resources, fiscal, legal, training, marketing, public information etc.) to determine if any costs could be saved through consolidations of departmental functions or resource sharing (staff or funds) to meet countywide needs

Conclusion

Despite these difficulties and the reduced resources, County employees will continue to daily provide essential quality public services to our culturally and geographically diverse community of almost 1.7 million residents. Our mission remains to build and maintain a healthy and safe community for our residents. We will be severely tested in the next several fiscal years to continue to carry out that mission with reduced resources. Along with the Board of Supervisors and the Administration we have confidence that every employee, our Community Based Organization partners, county labor organizations, boards and commissions and our volunteers will remain resolute in our commitment to this mission and to our community.



Summary of Position Changes by Department and Policy Committee

Department	Base as of	DELETIONS ^a			ADDS Total	Net Change	Recommended	%
	04/08/03 Total FTE	Filled	Vacant	Total			FY 2004 Total FTE	
Clerk of the Board	34.0		(1.0)	(1.0)		(1.0)	33.0	-2.9
County Executive Subtotal	94.5	(5.0)	(4.0)	(9.0)		(9.0)	85.5	-9.5
<i>County Exec</i>	72.5	(4.0)	(2.0)	(6.0)		(6.0)	66.5	-8.3
<i>LAFCO</i>	2.0						2.0	
<i>Measure B</i>	3.0						3.0	
<i>Office of Affordable Housing</i>	17.0	(1.0)	(2.0)	(3.0)		(3.0)	14.0	-17.6
Registrar of Voters	39.0				9.0	9.0	48.0	23.1
Information Services	244.0		(7.0)	(7.0)	2.0	(5.0)	239.0	-2.0
Assessor	278.0	(14.0)	(3.0)	(17.0)	21.0	4.0	282.0	1.4
County Counsel	138.0	(1.0)	(4.0)	(5.0)		(5.0)	133.0	-3.6
Finance Agency Subtotal	328.0	(7.0)	(16.0)	(23.0)	3.0	(20.0)	308.0	-6.1
<i>Controller-Treasurer</i>	107.0	(6.0) ^b	(4.0)	(10.0)		(10.0)	97.0	-9.3
<i>Tax Collector</i>	66.0		(4.0)	(4.0)	3.0	(1.0)	65.0	-1.5
<i>Clerk-Recorder</i>	84.0						84.0	
<i>Department of Revenue</i>	71.0	(1.0)	(8.0)	(9.0)		(9.0)	62.0	-12.7
General Services Agency Subtotal	548.0	(48.0)	(26.0)	(74.0)	9.0	(65.0)	483.0	-11.9
<i>Procurement</i>	24.0	(3.0)	(1.0)	(4.0)	3.0	(1.0)	23.0	-4.2
<i>Intragovernmental Services</i>	116.0	(5.0)	(5.0)	(10.0)	2.0	(8.0)	108.0	-6.9
<i>Communications</i>	116.0	(4.0)		(4.0)	1.0	(3.0)	113.0	-2.6
<i>Facilities</i>	292.0	(36.0)	(20.0)	(56.0)	3.0	(53.0)	239.0	-18.2
Employee Services Agency Subtotal	193.0	(10.0)	(4.0)	(14.0)	0.5	(13.5)	179.5	-7.0
<i>HR/Labor Relations/EOED</i>	126.5	(9.0)	(2.0)	(11.0)		(11.0)	115.5	-8.7
<i>Risk Management</i>	66.5	(1.0)	(2.0)	(3.0)	0.5	(2.5)	64.0	-3.8
FINANCE & GOVERNMENT OPERATIONS	1,896.5	(85.0)	(65.0)	(150.0)	44.5	(105.5)	1,791.0	-5.6
% of Countywide Total	12.1%	18.9%	12.2%	15.3%	31.2%	12.6%	12.1%	
Environmental Resources Agency Subtotal	507.0	(4.0)	(4.5)	(8.5)	4.5	(4.0)	503.0	-0.8
<i>Planning & Development/Agency Admin</i>	91.5	(3.0)	(1.5)	(4.5)	0.5	(4.0)	87.5	-4.4
<i>Environmental Health</i>	117.0						117.0	
<i>Vector Control</i>	30.0						30.0	
<i>Agriculture & Resource Management</i>	65.5	(1.0)	(1.0)	(2.0)	1.0	(1.0)	64.5	-1.5
<i>Parks & Recreation</i>	203.0		(2.0)	(2.0)	3.0	1.0	204.0	0.5
Roads & Airports Subtotal	306.0		(9.0)	(9.0)		(9.0)	297.0	-2.9
<i>Roads Department</i>	292.0		(9.0)	(9.0)		(9.0)	283.0	-3.1
<i>Airports</i>	14.0						14.0	
HOUSING, LAND USE, ENVIRONMENT & TRANSPORTATION	813.0	(4.0)	(13.5)	(17.5)	4.5	(13.0)	800.0	-1.6
% of Countywide Total	5.2%	0.9%	2.5%	1.8%	3.2%	1.5%	5.4%	
District Attorney Subtotal	563.0	(24.0)	(23.5)	(47.5)		(47.5)	515.5	-8.4
<i>DA Criminal</i>	507.0	(23.0) ^c	(22.5)	(45.5)		(45.5)	461.5	-9.0



Department	Base as of	DELETIONS ^a			ADDS Total	Net Change	Recommended	%
	04/08/03 Total FTE	Filled	Vacant	Total			FY 2004 Total FTE	
<i>DA Crime Laboratory</i>	56.0	(1.0)	(1.0)	(2.0)		(2.0)	54.0	-3.6
Public Defender	229.5	(34.5)	(5.5)	(40.0)		(40.0)	189.5	-17.4
Pretrial Services	42.5						42.5	
Office of the Sheriff Subtotal	893.0	(36.0)	(11.0)	(47.0)	9.0	(38.0)	855.0	-4.3
<i>Sheriff Operations</i>	782.0	(24.0)	(10.0)	(34.0)	9.0	(25.0)	757.0	-3.2
<i>Court/Custody Operations^d</i>	111.0	(12.0)	(1.0)	(13.0)		(13.0)	98.0	-11.7
Department of Correction Subtotal	1,127.5	(73.5)	(24.5)	(98.0)	0.5	(97.5)	1,030.0	-8.6
<i>DOC Contract</i>	724.5	(48.0)	(8.0)	(56.0)	0.5	(55.5)	669.0	-7.7
<i>Department of Correction</i>	403.0	(25.5)	(16.5)	(42.0)		(42.0)	361.0	-10.4
Probation Department	919.0	(2.0)	(87.0)	(89.0)		(89.0)	830.0	-9.7
Medical Examiner-Coroner	23.0	(3.0)	(1.0)	(4.0)	1.0	(3.0)	20.0	-13
PUBLIC SAFETY AND JUSTICE	3,797.5	(173.0)	(152.5)	(325.5)	10.5	(315.0)	3,482.5	-8.3
% of Countywide Total	24.2%	38.5%	28.6%	33.2%	7.4%	37.5%	23.5%	
Department of Child Support Services	399.0	(58.5)	(5.0)	(63.5)		(63.5)	335.5	-15.9
Social Services Agency Subtotal	2,766.5	(24.0)	(151.0)	(175.0)		(175.0)	2,591.5	-6.3
<i>Social Services</i>	2,758.5	(24.0)	(150.0)	(174.0)		(174.0)	2,584.5	-6.3
<i>Nutrition Services</i>	8.0		(1.0)	(1.0)		(1.0)	7.0	-12.5
CHILDREN, SENIORS & FAMILIES	3,165.5	(82.5)	(156.0)	(238.5)	0.0	(238.5)	2,927.0	-7.5
% of Countywide Total	20.2%	18.4%	29.3%	24.3%	0.0%	28.4%	19.7%	
Public Health Department	727.5	(14.0)	(22.5)	(36.5)		(36.5)	691.0	-5.0
Mental Health Department	395.0	(23.5)	(19.5)	(43.0)		(43.0)	352.0	-10.9
Custody Health Services	275.7	(9.2)	(2.5)	(11.7)	3.8	(7.9)	267.8	-2.9
Department of Drug & Alcohol Services	205.0	(15.0)	(9.5)	(24.5)		(24.5)	180.5	-12.0
Community Outreach Services	105.0	(1.0)	(11.0)	(12.0)		(12.0)	93.0	-11.4
Valley Health Plan	52.0						52.0	
Valley Medical Center ^e	4,235.6	(42.0)	(80.4)	(122.4)	79.3	(43.1)	4,192.5	-1.0
HEALTH & HOSPITAL SERVICES	5,995.8	(104.7)	(145.4)	(250.1)	83.1	(167.0)	5,828.8	-2.8
% of Countywide Total	38.3%	23.3%	27.3%	25.5%	58.3%	19.9%	39.3%	
COUNTYWIDE TOTAL^f	15,668.3	(449.2)	(532.4)	(981.6)	142.6	(839.0)	14,829.3	-5.4

- Number "filled" and "vacant" for Deletions may have changed subsequent to the preparation of this report, due to updated employee status information
- Assumes 1.0 FTE reduction by attrition
- Assumes 1.0 FTE reduction by attrition
- The remaining 98.0 FTE positions in Court/Custody Operations (BU 231) are reallocated to the Office of the Sheriff (64.0 FTE) and to the Department of Correction (34.0 FTE) in the Recommended Budget. That reallocation is not reflected in this table in order to more clearly show actual reductions in staff for both departments
- All figures for SCVMC reflect funded FTEs only
- The Countywide Total figures do not include position counts for the Board of Supervisors or the County Library



Performance-Based Budget Status

The County Executive's FY 2004 Recommended Budget includes Performance-based Budget (PBB) information from every department. In addition, there are five departments which are pilot departments for an expanded format of PBB information.

Background

At the beginning of FY 2003, the PBB effort was a work in progress. County departments had begun to collect data or were refining existing data collection efforts. The FY 2003 Recommended Budget had been the first countywide performance effort, and focused primarily on demonstrating that each department had a public purpose and desired results. These elements of performance were meant to stand the test of time, and progress toward them could be measured with future data collection efforts on the part of departments.

At the FY 2003 budget hearings, the Board approved funds for a Performance Management Task Force to further the County's performance management and measurement efforts.

Activities in FY 2003

As the fiscal year began, departments were in the position to emphasize the data gathering aspects of performance measurement. Many had put statements in the FY 2003 Recommended Budget that "data (is) under development for FY 2004." As the county developed a greater understanding of the breadth and depth of the State budget impact, PBB activities took second place to the development of reduction plans, implementation of a harder hiring freeze, and managing departmental budgets within the current level of resources.

The County Executive's Office of Budget and Analysis also focused primarily on budget projections and reduction plans, while the departments worked on PBB independent of consulting, unless it was requested. As part of reports to the Finance and Government Operations Committee, OBA provided departments and the Board with questions that departments needed to ask themselves as they evaluated their performance measures, as well as a list of benchmarking activities that were taking place in departments.

Pilot Departments for FY 2004

The Performance Management Task Force met during the year, and recommended that one department per Board committee serve as a pilot to demonstrate how performance measures might be expanded beyond the graphic format into a tabular format with trend data over time. The five selected departments are:

Pilot Departments

Board Committee	Department
Finance and Government Operations	Department of Risk Management
Public Safety and Justice	Probation Department
Children, Seniors and Families	Department of Child Support Services
Health and Hospital	Mental Health Department
Housing, Land use, Environment and Transportation	Roads Department

The PBB information presented for the five departments is slightly different for each one. Under the current circumstances, it was important that the departments who were taking on an expanded PBB responsibility "own" their presentation and information, rather than both the Administration and departments spending time to agree on a uniform format, and then forcing all five departments into one format.

This approach has provided departments with flexibility, as well as the freedom to choose information that is of particular relevance to their operations. Where possible, departments have added benchmarking data to their display of information. As departments gather more data and become more experienced with PBB, it may be possible to add standard measures to the format.

Presentation of PBB Information to Board Committees

As part of the Board Committee agendas in the spring of 2003, each of the PBB submittals has been agendized for a meeting prior to finalization of the FY 2004 Recommended Budget. Comments received from Board members have been incorporated into the PBB information included in the budget document.

Agenda for FY 2004

The new format is an exciting development for PBB. The tabular format, in addition to the graphs, lends itself to a wider range of information than had

previously been provided. The Administration looks forward to expanding this format to other departments, pending Board of Supervisors' feedback and priority-setting for FY 2004.



Status of Inventory Items Approved in FY 2003

Budget Unit Number	Proposal	Sponsor	Ongoing Expense	One-Time Expense	Status in FY 2004 Recommended Budget
The following items were funded on a one-time basis in FY 2003.					
106	Domestic Violence Conference & Council Retreat	PSJC	0	33,550	Project Completed-No Funding
106	Support Network for Battered Women	Kniss	0	13,000	Project Completed-No Funding
107	Add Obj 2 Expenses (Habitat Conservation)	HLUET		99,475	One-time funding of \$105,000 recommended for FY 2004
107	Youth Task Force	HHC	0	66,500	Recommended for Ongoing Funding in FY 2004
107	Citizenship & Immigration Services	CSFC	0	174,050	Project Completed-No Funding
107	Immigrant Action Network	CSFC	0	190,000	Project Completed-No Funding
235	Add Back 6 Sheriff Correctional Officers deleted from BU 231	PSJC	0	500,000	Recommended for Ongoing Funding in FY 2004
511	Restore Welfare Reform Reserve Reduction with one-time funds	Alvarado	0	2,500,000	Recommended for One-time Funding at \$5 Million
603	Accelerated Safety Projects Implementation	HLUET	0	2,000,000	Project Incomplete-Funds to be Rolled Over
603	District Infrastructure	HLUET	0	2,000,000	Project Incomplete-Funds to be Rolled Over
Total			\$0	\$7,576,575	
The following items were funded on an ongoing basis in FY 2003.					
107	Add 1 Program Mgr. II (Habitat Conservation)	HLUET	114,700	0	Funded in Recommended Budget
120	Add 1/2 Attorney IV, Deputy County Counsel (Habitat Conservation)	HLUET	85,825	0	Recommended for Deletion
204	Add back 1 Accountant II in the Office of the Public Defender to be funded from within existing departmental resources.	PSJC	0	0	Position Deleted in FY 2003
204	Partial add back (\$40,096) of the reduction in the Services & Supplies budget in the Office of the Public Defender, to be funded from within existing resources.	PSJC	0	0	Funded in Recommended Budget
204	Rescind the targeted attrition of 1 Attorney in the Office of the Public Defender, to be funded from within existing departmental resources.	PSJC	0	0	Recommended for Deletion
210	Add Back 2 Pretrial Service Officers	PSJC	133,512	0	Funded in Recommended Budget
Total			\$334,037	\$0	



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. Due to the continuing financial challenges facing the County, the Administration is recommending that \$10 million in one-time funds will be allocated to support ongoing operations. This action is being taken to avoid dismantling service delivery networks.

The major source for one-time resources in FY 2004 will be the amount the contingency reserve exceeds the policy level in FY 2003. With the economy providing few if any signs of recovery, we are currently projecting a very small amount of discretionary fund balance for FY 2003. The Board has, however, acted prudently and increased the contingency reserve to over \$72 million in the current year. With the policy level set at \$33.5 million, over \$38 million can be made available to fund essential one-time needs. Although this will continue to draw down reserves, we have little choice at this time as the Administration does not want to abandon the funding of maintenance and technology projects.

The County Executive's Office of Budget and Analysis regularly analyzes and estimates the fund balance during the course of the year. In a normal year, fund balance estimates make up the majority of the funding for one-time needs. In FY 2003, the Administration is recommending the modification of the Tax Loss Reserve fund to free up an additional \$10 million to support one-time priorities. We are also recommending \$1.3 million in interest earned on unexpended balances in Fund 50 (Capital Fund).

In FY 2004 we will continue to use priority levels with our one-time recommendations. Priority rankings will provide the Board with additional options if State or Federal actions require the consideration of additional bridge financing (the use of one-time funds to support ongoing operations). For each category of one-time expenditure, a priority level has been established to identify the Administration's assessment of relative importance. Requests for one-time expenditures far exceed what has been recommended but additional actions may be necessary if State and/or Federal action dramatically alter our funding streams. The use of priority levels will provide the Board with additional input when making final resource allocation decisions.

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 2004, the County Executive recommends the following allocation of one-time resources:

Source of One-Time Resources

One-Time Resources	FY 2004 Value
FY 2003 Projected Fund Balance	1,300,000
Interest on Unexpended Balances in Fund 50	1,350,000
Recalculated Tax Loss Reserve	10,000,000
Excess Contingency Reserve	38,600,000
Total Available One-Time Resource	\$51,250,000



Recommended One-Time Allocations

Capital Needs	Priority	FY 2004 Value
Security Master Plan	1	1,000,000
New Water Storage Tank - Muriel Wright Center	1	800,000
Grease Trap Interceptor - Elmwood Kitchen Facility	1	620,000
Berger Drive Building One Remodel	1	550,000
Berger Warehouse Remodel	1	2,000,000
Backlog Life-Cycle Infrastructure Investment Program	1	5,000,000
Total Capital Requirements		\$9,970,000
Technology Needs		
Health Insurance Portability Act - HIPAA	1	1,264,518
Replace OSCAR System - Mental Health	1	1,385,489
CAD System Hardware Upgrade - GSA Communications	2	227,830
Juvenile Records Management System	2	1,162,870
Jail Medical Management System	2	700,000
GIS Program Department Layer Adjustment	3	150,000
GIS Program Repository	3	276,020
E-Government CMA Security Update	3	156,955
GIS Habitat Conservation Plan	3	281,318
Public Health Integrated Health System	3	295,000
Total Technology Requirements		\$5,900,000
Other Miscellaneous One-Time Requirements		
Net Cost of Acquiring Electronic Voting Machines	1	3,171,611
Bridge Financing for Ongoing Operations	1	10,000,000
Fund the Amortization of Unfunded Liability in Retiree Health	1	10,031,450
Fund the Welfare Reform Reserve from One-Time Funds	1	5,000,000
Fund Anti-Terrorism Effort in the District Attorney's Office	2	319,961
Funds to Complete the ASAP Project (New Financial System)	2	1,300,000
One-Time Costs Related to Acquisition of Electronic Voting Machines	2	342,000
One-Time Funds to Support Program Costs in the Department of Correction	2	327,907
Fund the Sheriff's Anti-Terrorism Program	2	547,056
Other Miscellaneous One-Time Needs	2	840,015
Total Miscellaneous Requirements		\$31,880,000
Increase Contingency Reserve		
Increase from Policy Level to \$37 million	1	3,500,000
Total Contingency Reserve Requirements		3,500,000
Total Allocation of All One-Time Resources		\$51,250,000



Overview of Revenue Growth

General Fund revenues are projected to total \$1,792,620,085 in Fiscal Year 2004. Compared to the \$1,791,464,341 in the Fiscal Year 2003 Approved Budget, revenues are projected to increase by \$1,155,744, a 0.06% increase. The outlook for revenue growth has deteriorated considerably over the last two years. In FY 2002 General Fund revenues were expected to increase by \$135 million, a 9% increase. Then in FY 2003 the growth outlook fell to \$73.2 million, a 4% increase. With growth of only \$1.2 million in FY 2004, six revenue sources are expected to increase and four to decrease, as shown in the table on this page.

The two largest General Fund revenue sources, State and Federal Aid, totaled \$1.102 billion in FY 2003. Together they are projected to decrease by \$8,750,000 in FY 2004. These and other sources and revenue accounts with noteworthy increases (or decreases) are discussed below and listed in detail in the table on the following pages. That table also shows the departments that will be impacted by changes in the specified revenues, and the desired outcomes associated with their use.

Current Property Taxes. “Current Property Taxes,” the third-largest General Fund revenue source, are discretionary revenues available to advance the priorities of the Board of Supervisors. The outlook for growth in “Current Property Taxes,” \$15.8 million in FY 2004 versus \$20.6 million in FY 2003, reflects the continuing decline of the local economy and real estate markets in 2001 and 2002. Secured Property Taxes are expected to increase the most, by \$17 million, while Supplemental Property Taxes and Unsecured Property Taxes are projected to shrink by \$750,000 and \$478,000, respectively, in FY 2004.

State Aid. “State Aid” is the County’s largest revenue source, comprised of over fifty accounts totaling \$754.6 million. It is expected to increase by \$10.1 million, 1.4% more than the year-ago amount of \$735.9 million. The largest revenue-account increase in the General Fund this year is the \$20.99 million jump in State Support Enforcement Incentive funds (accompanied by an even larger drop of \$26.21 million in Federal Title IV-D child support revenues) with the California Department of Child Support Services overseeing the collection of child support by counties throughout the State. Other noteworthy increases are: \$10.9 million more for In-

Home Supportive Services; \$4.2 million in one-time revenues being used to continue operation of SSA programs pending recovery of the State Realignment Sales Tax; and an increase of \$3.3 million in Motor Vehicle In-Lieu revenues.

The largest decrease in State Aid in FY 2004 is the projected \$25.4 million decline in Public Safety Sales Tax, following a \$19.5 million drop in FY 2003. These losses are the result of steep declines in local taxable sales, down 14% for the second straight year, compared to statewide decreases of 1%-to-2% in 2001 and 2002., respectively. Another significant loss is the \$8 million decrease in State Mandated Cost Reimbursements, which have been suspended indefinitely by the State.

Overview of FY 2003 - FY 2004 Growth in General Fund Revenue

Revenue Source	FY 2003 - FY 2004 Increase (Decrease) \$
Current Property Taxes	15,797,479
State Aid	10,107,170
Other Revenues	9,495,621
Charges for Current Services	7,558,044
Fines, Forfeitures, and Penalties;	1,112,385
Licenses, Permits and Franchises	724,375
Transfers	(2,682,568)
Revenue From the Use of Money and Property	(9,986,523)
Other Taxes	(12,115,219)
Federal Aid	(18,855,020)
FY 2003- FY 2004 Total Revenue Growth	1,155,744
FY 2003 Approved General Fund Revenue	1,791,464,341
FY 2004 Recommended General Fund Revenue	1,792,620,085

Other Revenues. An increase of \$9.5 million in “Other Revenues” includes a \$2.8 million augmentation in local contributions from the San Jose Redevelopment Agency, and \$5 million from asset development efforts in the economic development area throughout the County.

Charges for Current Services. An increase of \$7.6 million in “Charges for Current Services” reflects growth in reimbursements for services by a variety of departments.



Revenue from the Use of Money and Property. This is one of three revenue sources showing decreases of \$10 million or more. “Revenue From the Use of Money and Property” is projected to drop by \$10 million. This loss is the result of extremely low interest rates in 2002 and the first half of 2003, reducing the amount of interest to be earned on deposits and investments in FY 2004 to \$8.9 million, less than half of the FY 2003 amount of \$18.9 million.

Other Taxes. The \$12.1 million decrease in “Other Taxes” is due to a \$15 million drop in Penalties and Costs of Delinquent Taxes. This decrease comes in the aftermath of a one-time increase in Penalties and Costs in FY 2003, when the Tax Loss Reserve fund was reduced from 2% of the Teeter tax levy to 1%. Real Property Transfer Taxes, on the other hand, are expected to rise by \$4 million, anticipating a recovery of the local real estate market after a prolonged downturn that began in 2001.

Federal Aid. The second largest revenue source, “Federal Aid” is projected to decrease by \$18,855,020. The two revenue accounts impacted most are Federal Title IV-D for Child Support Services (down \$26.2 million) and Federal Title IV-F for low-income families in transition from welfare to work (down \$19.3 million). These are counteracted somewhat by revenue gains for administering Medi-Cal health coverage (\$9.4 million spread over three accounts) and a \$10 million increase for In-Home Supportive Services to assist low-income seniors, blind, and disabled persons to remain in their homes and retain an independent life style.

Relatively small changes in three other sources in the table shown below include: a \$1.1 million increase in “Fines, Forfeitures, and Penalties;” a \$724,000 increase in “Licenses, Permits, and Franchises;” and a \$2.6 million decline in “Transfers” to Valley Medical Center and other departments providing medical services for the poor.

Revenue Account	Revenue Source and Account Names	Revenue Inc./(Dec.)		Department(s) Using Revenues	Desired Outcomes
		Recommended vs. FY 2003 Approved	FY 2004		
	Current Property Taxes		\$15,797,479		
9010	Current Secured Property Taxes		\$17,025,797	Departments Using Unallocated Revenues	Advancement of Board Priorities
9020	Current Unsecured Property Taxes		(\$477,866)	Departments Using Unallocated Revenues	Advancement of Board Priorities
9009	SB 813 Supplemental Property Taxes		(\$750,452)	Departments Using Unallocated Revenues	Advancement of Board Priorities
	State Aid		\$10,107,170		
9324	State Support Enforcement Incentives		\$20,988,149	Department of Child Support Services	Continuous & Adequate Child Support; Public Assitance/Other Cost Avoidance
9441	State In-Home Supportive Services PCP		\$10,883,634	SSA Aging and Adult Services	Maintain Seniors' Quality of Life and Opportunities for Independent Living
9316	State Foster Care Aid Payments		\$5,457,786	SSA Family & Children's Services and Probation	Wrap-around Services that Prevent Out-of-home placement of At-risk Children
9460	State Dept. of Social Services Prior Year Reimbursement		\$4,205,498	SSA Departments Using Realignment Revenues	Continue Operating Programs Pending Recovery of State Realignment Sales Tax
9464	State Severely Emotionally Disturbed Aid Payments		\$3,362,072	SSA Family and Children Services	Wrap-around and Mental Health Services for Emotionally Disturbed Children
9313	Motor Vehicle In-lieu Revenue		\$3,271,816	Departments Using Unallocated Revenues	Advancement of Board Priorities
9325	State Medi-Cal Administration		\$2,327,500	SSA Employment & Benefit Services	Provide Low-income Families Access to Medications & Services for Mental Health
9445	State Non-Assistance Food Stamps		(\$2,764,110)	SSA Employment & Benefit Services	Assist Low-income Self-Sufficiency through Cash Assistance for Food
9432	State Child Welfare Services		(\$5,184,789)	SSA Family & Children's Services and Probation	Wrap-around Services that Prevent Out-of-home placement of At-risk Children



Revenue Account	Revenue Source and Account Names	Revenue Inc./(Dec.) FY 2004		Department(s) Using Revenues	Desired Outcomes
		Recommended vs. FY 2003 Approved			
9403	State Mandated Cost Reimbursements		(\$8,034,246)	Depts Performing State-Mandated Services	State Reimbursements of Costs Incurred by Depts. Performing Mandated Services
9336	State Aid - Public Safety Sales Tax		(\$25,373,000)	Public Safety and Justice Departments	Increase Public Safety Services
	Charges For Current Services		\$7,558,044		
9901	Charges for Services		\$2,831,572	Fee-Reimbursed Departments	Reimbursement for Services
	Other Revenue		\$7,695,621		
9899	Miscellaneous Income		\$5,000,000	Various Departments	Advancement of Board Priorities
9818	Local Contributions		\$2,838,093	Various Departments	Advancement of Board Priorities
	Fines, Forfeitures, and Penalties		\$1,112,385	Criminal Justice Departments	Increase Public Safety Services
	Licenses, Permits, And Franchises		\$724,375	Public and Environmental Health, & Other Permit and Licensing Depts.	Preserve and Enhance Public and Environmental Health
	Transfers		(\$2,682,568)		
9996	Operating Transfers		(\$2,557,568)	VMC and Other Health Departments	Medical Services for the Poor
	Revenue From The Use Of Money And Property		(\$8,856,938)		
9251	Interest on Deposits and Investments		(\$9,198,993)	Departments Using Unallocated Revenues	Advancement of Board Priorities
9253	Interest - Other		(\$2,055,000)	Departments Using Unallocated Revenues	Advancement of Board Priorities
	Other Taxes		(\$12,115,219)		
9121	Real Property Transfer Taxes		\$4,010,000	Departments Using Unallocated Revenues	Advancement of Board Priorities
9105	Penalties and Costs of Delinquent Taxes		(\$15,010,067)	Departments Using Unallocated Revenues	Advancement of Board Priorities
	Federal Aid		(\$18,855,020)		
9541	Federal In-Home Supportive Services - PCP		\$10,069,113	SSA Aging & Adult Services	Assist Low-income Seniors, Blind, Disabled to Remain Independently at Home
9871	Federal Child Welfare Services - Title IV E		\$6,474,525	SSA Family & Children Services and Probation	Provide Case Management & Protection of Children in Out-of-Home Placement
9379	Federal Medi-Cal Eligibility Administration		\$3,594,559	SSA Employment & Benefit Services	Assist Low-income Families Self-Sufficiency through Health Care
9481	Federal Medi-Cal Administration		\$3,412,147	Mental Health, Public Health, Drug & Alcohol	Assist Low-income Families Self-Sufficiency through Health Care
9482	Federal SB 910 Medi-Cal Administration Claim		\$2,392,050	Public Health Department	Assist Low-income Families Self-Sufficiency through Health Care
9527	Federal Emergency Assistance ANEC		(\$3,312,069)	SSA Services	Assist Low-income Self-Sufficiency through Cash Assistance
9587	Federal Jobs Title IV-F		(\$19,343,703)	SSA Employment & Benefit Services	Transition From Welfare to Work and Help Families become Self-Sufficient
9881	Federal Title IV-D Child Support		(\$26,213,121)	Department of Child Support Services	Continuous & Adequate Child Support; Public Assitance/Other Cost Avoidance
	FY 2003- FY 2004 Total Revenue Growth		\$1,155,744		



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 2003 Appropriations			FY 2004 Recommended	Columns 2 to 4	
	FY 2002 Actual	As of 7/1/02	As of 4/8/03		Increase (Decrease)	% Change
Expenditures by Agency						
Special Programs And Reserves	210,152,965	191,591,119	210,158,811	243,896,280	52,305,161	27%
Legislative And Executive Departments	355,898,378	554,359,856	738,588,884	363,678,371	(190,681,485)	-34%
General Services Agency	119,035,944	105,904,107	227,464,811	83,079,536	(22,824,571)	-22%
SCV Health and Hospital System	1,102,097,852	1,172,294,698	1,192,980,091	1,231,301,432	59,006,734	5%
Children, Seniors, And Families	512,999,109	612,071,840	615,357,119	569,395,983	(42,675,857)	-7%
Law And Justice Departments	439,390,007	467,951,152	482,327,319	458,393,079	(9,558,073)	-2%
Environmental Resources Agency	78,666,764	83,721,489	105,482,054	85,143,983	1,422,494	2%
Employee Services Agency	64,817,992	76,166,621	83,858,856	84,387,056	8,220,435	11%
Finance Agency	27,117,676	35,022,699	42,951,155	17,783,761	(17,238,938)	-49%
Roads And Airports Departments	58,263,609	69,531,031	122,527,306	44,352,420	(25,178,611)	-36%
Fire Districts	59,231,784	76,451,635	76,451,635	84,169,545	7,717,910	10%
Total Net Expenditures	3,027,672,080	3,445,066,247	3,898,148,041	3,265,581,446	(179,484,801)	-5%
Expenditures by Object						
Salaries And Employee Benefits	1,205,027,618	1,368,113,808	1,370,934,613	1,426,759,989	58,646,181	4%
Services And Supplies	1,398,233,247	1,778,886,031	1,994,245,252	1,595,934,467	(182,951,564)	-10%
Other Charges	43,137,355	54,912,232	56,220,344	59,151,582	4,239,350	8%
Fixed Assets	82,787,145	60,189,908	225,641,827	57,903,226	(2,286,682)	-4%
Operating/Equity Transfers	453,577,947	280,354,028	339,381,510	273,789,480	(6,564,548)	-2%
Reserves		97,813,618	107,910,717	68,268,827	(29,544,791)	-30%
Subtotal Expenditures	3,182,763,312	3,640,269,625	4,094,334,263	3,481,807,571	(158,462,054)	-4%
Expenditure Transfers	(155,091,232)	(195,203,378)	(196,186,222)	(216,226,125)	(21,022,747)	11%
Total Net Expenditures	3,027,672,080	3,445,066,247	3,898,148,041	3,265,581,446	(179,484,801)	-5%



Countywide Budget Summary (All Funds)

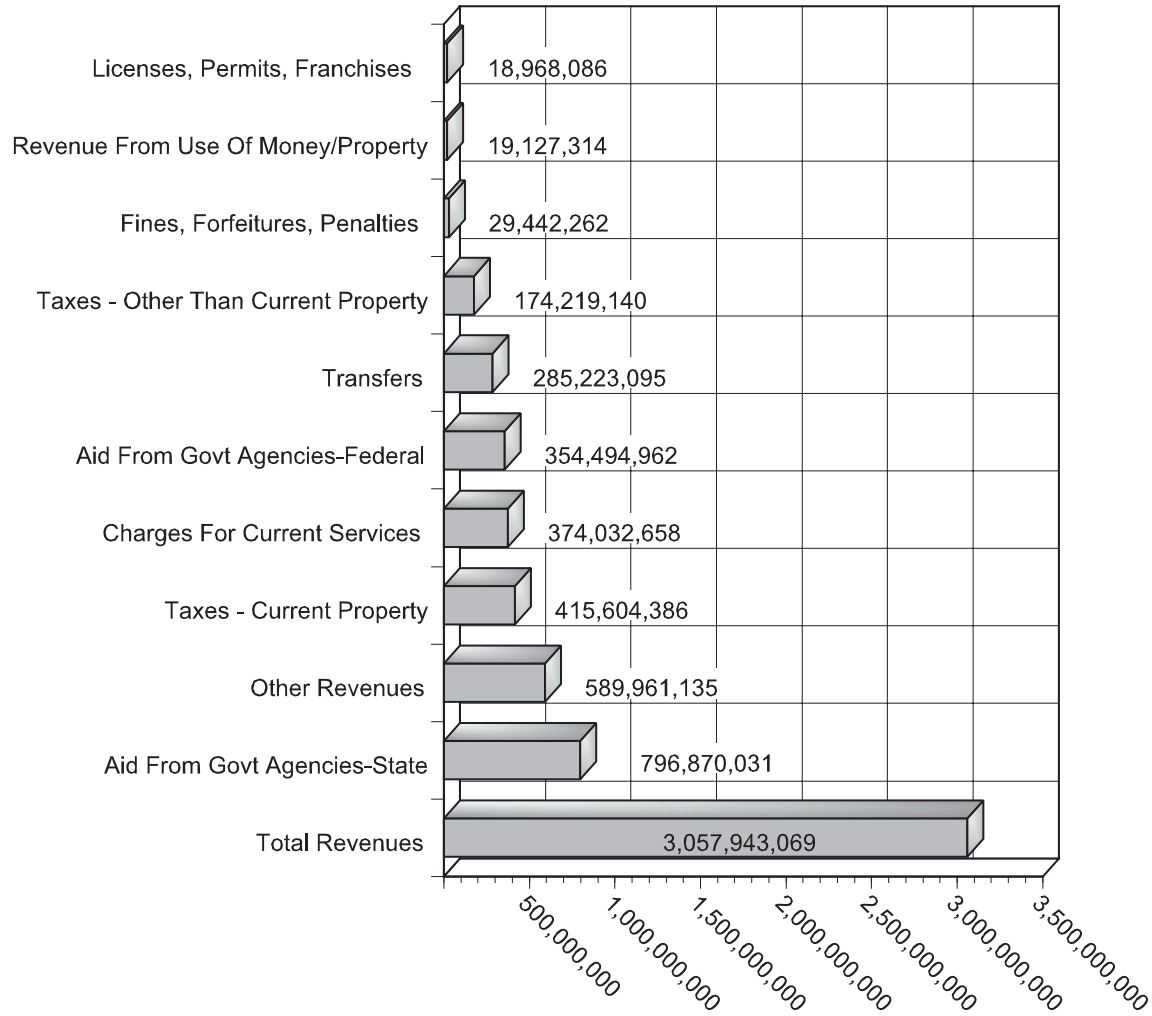
	FY 2003 Appropriations			FY 2004 Recommended	Columns 2 to 4	
	FY 2002 Actual	As of 7/1/02	As of 4/8/03		Increase (Decrease)	% Change
Resources by Type						
Taxes - Current Property	380,792,906	396,373,595	396,607,744	415,604,386	19,230,791	5%
Taxes - Other Than Current Property	165,943,149	207,552,419	207,755,419	174,219,140	(33,333,279)	-16%
Licenses, Permits, Franchises	17,722,668	18,040,552	18,319,884	18,968,086	927,534	5%
Fines, Forfeitures, Penalties	39,087,797	28,371,477	43,516,238	29,442,262	1,070,785	4%
Revenue From Use Of Money/Property	74,980,830	29,912,469	36,334,132	19,127,314	(10,785,155)	-36%
Aid From Govt Agencies-State	721,292,651	797,530,949	844,302,591	796,870,031	(660,918)	-0%
Aid From Govt Agencies-Federal	331,698,435	374,060,178	389,386,410	354,494,962	(19,565,216)	-5%
Charges For Current Services	345,483,373	359,718,644	367,086,365	374,032,658	14,314,014	4%
Transfers	450,722,706	296,000,920	336,462,687	285,223,095	(10,777,825)	-4%
Other Revenues	553,417,480	532,858,774	701,395,753	589,961,135	57,102,361	11%
Total Revenues	3,081,141,995	3,040,419,977	3,341,167,223	3,057,943,069	17,523,092	1%
Resources by Agency						
Special Programs And Reserves	107,456,590	30,763,551	62,005,215	84,292,165	53,528,614	174%
Legislative And Executive Departments	218,736,636	228,884,778	391,016,450	219,374,050	(9,510,728)	-4%
General Services Agency	94,623,264	36,174,057	60,176,643	31,472,487	(4,701,570)	-13%
SCV Health and Hospital System	1,112,554,076	1,038,541,906	1,057,837,403	1,094,405,810	55,863,904	5%
Children, Seniors, And Families	447,635,476	510,431,339	508,446,014	471,200,010	(39,231,329)	-8%
Law And Justice Departments	280,879,518	298,045,717	302,725,980	276,082,131	(21,963,586)	-7%
Environmental Resources Agency	77,160,788	80,606,570	90,044,169	78,847,491	(1,759,079)	-2%
Employee Services Agency	58,130,382	59,485,550	60,002,502	62,834,628	3,349,078	6%
Finance Agency	565,084,069	625,604,088	625,510,333	628,721,725	3,117,637	0%
Roads And Airports Departments	57,488,659	68,199,229	119,719,322	45,268,285	(22,930,944)	-34%
Fire Districts	61,392,537	63,683,192	63,683,192	65,444,287	1,761,095	3%
Total Revenues	3,081,141,995	3,040,419,977	3,341,167,223	3,057,943,069	17,523,092	1%

Permanent Authorized Positions (FTEs)

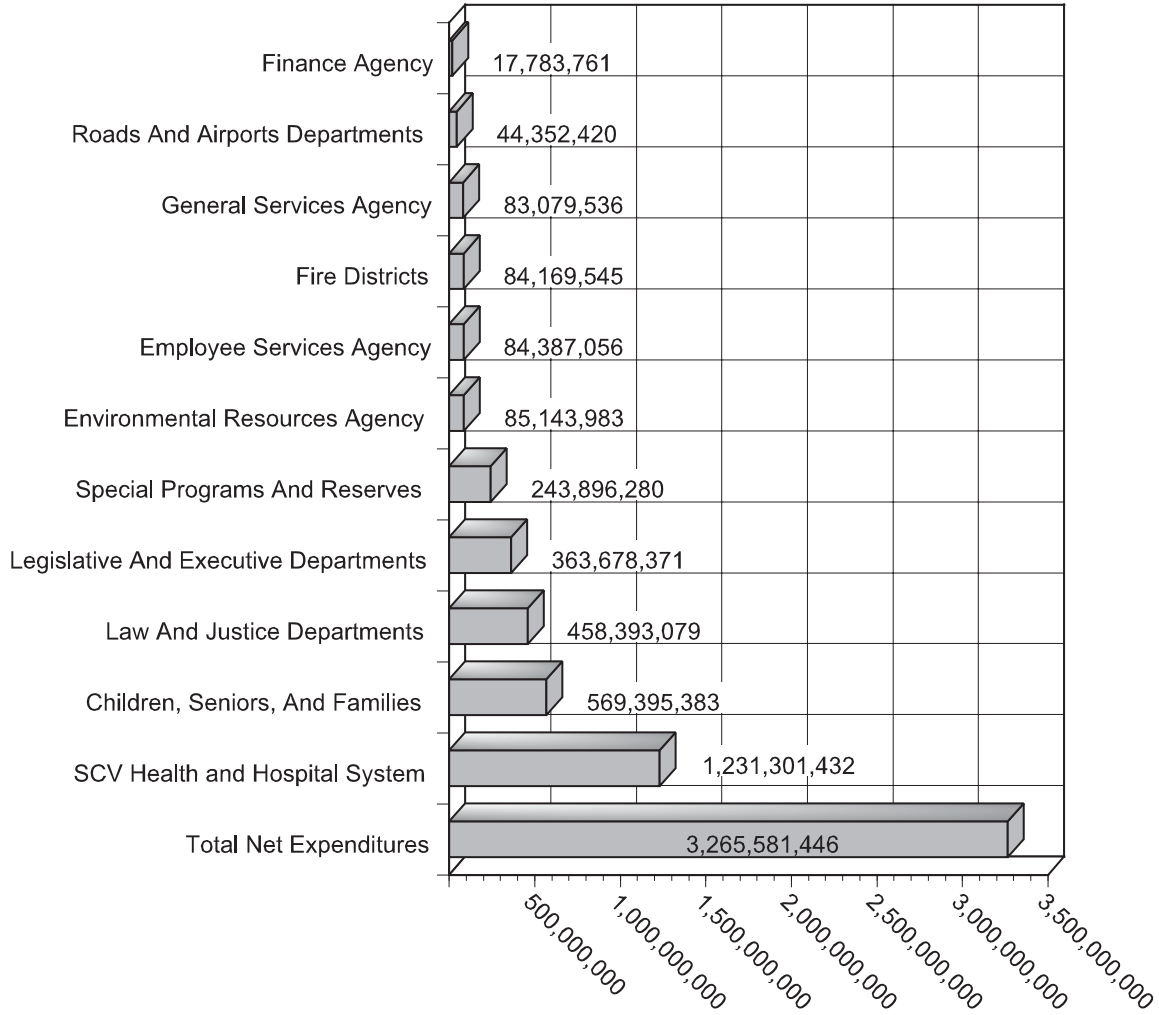
	FY 2003 Positions		FY 2004 Recommended	Difference (3-1)	% Change
	As of 7/1/02	As of 4/8/03			
Legislative And Executive	1,087.8	1,089.8	1,082.8	(5.0)	0%
General Services Agency	566.5	548.0	483.0	(83.5)	-15%
Employee Services Agency	193.0	193.0	179.5	(13.5)	-7%
Finance Agency	321.0	328.0	309.0	(12.0)	-4%
Law And Justice Departments	3,811.5	3,797.5	3,483.5	(328.0)	-9%
Children, Seniors And Families	3,330.5	3,165.5	2,927.0	(403.5)	-12%
Hospital And Clinics	5,962.6	5,995.8	5,828.8	(133.8)	-2%
Environmental Resources Agency	501.5	507.0	503.0	1.5	0%
Roads And Airports Departments	306.0	306.0	297.0	(9.0)	-3%
Total Positions	16,080.3	15,930.5	15,093.6	(986.7)	-6%



All Fund Resources



All Fund Expenditures



Countywide Budget Summary (General Fund)

	FY 2003 Appropriations			Columns 2 to 4		
	FY 2002 Actual	As of 7/1/02	As of 4/8/03	FY2004 Recommended	Increase (Decrease)	% Change
Expenditures by Agency						
Special Programs And Reserves	210,152,965	191,591,119	210,158,811	243,896,280	52,305,161	27%
Legislative And Executive Departments	67,956,343	75,364,027	89,480,102	77,594,308	2,230,281	3%
General Services Agency	69,293,011	70,311,237	69,425,950	56,640,456	(13,670,781)	-19%
SCV Health and Hospital System	377,544,648	435,652,401	441,418,221	438,528,153	2,875,752	1%
Children, Seniors, And Families	512,999,109	612,071,840	615,357,119	569,395,983	(42,675,857)	-7%
Law And Justice Departments	435,551,273	467,841,152	482,217,319	458,283,079	(9,558,073)	-2%
Environmental Resources Agency	14,181,497	16,508,612	16,577,785	15,534,822	(973,790)	-6%
Employee Services Agency	9,895,974	11,271,185	12,879,280	10,397,689	(873,496)	-8%
Finance Agency	17,203,248	22,252,768	26,307,354	5,749,315	(16,503,453)	-74%
Total Net Expenditures	1,714,778,068	1,902,864,341	1,963,821,941	1,876,020,085	(26,844,256)	-1%
Expenditures by Object						
Salaries And Employee Benefits	751,384,484	855,032,953	855,787,294	858,747,782	3,714,829	0%
Services And Supplies	832,854,031	980,962,403	999,900,991	1,012,897,998	31,935,595	3%
Other Charges	11,114,163	9,245,123	10,362,602	9,120,058	(125,065)	-1%
Fixed Assets	22,552,819	20,321,099	48,052,436	14,486,812	(5,834,287)	-29%
Operating/Equity Transfers	232,715,877	124,075,007	127,176,021	122,439,314	(1,635,693)	-1%
Reserves		83,363,405	93,641,504	48,374,827	(34,988,578)	-42%
Subtotal Expenditures	1,850,621,374	2,072,999,990	2,134,920,848	2,066,066,791	(6,933,199)	-0%
Expenditure Transfers	(135,843,306)	(170,135,649)	(171,098,907)	(190,046,706)	(19,911,057)	12%
Total Net Expenditures	1,714,778,068	1,902,864,341	1,963,821,941	1,876,020,085	(26,844,256)	-1%
Resources by Type						
Taxes - Current Property	296,342,537	308,122,404	308,122,404	323,919,883	15,797,479	5%
Taxes - Other Than Current Property	25,541,409	53,580,219	53,783,219	41,465,000	(12,115,219)	-23%
Licenses, Permits, Franchises	8,483,407	7,966,890	8,246,222	8,691,265	724,375	9%
Fines, Forfeitures, Penalties	30,581,772	19,061,327	32,476,699	20,173,712	1,112,385	6%
Revenue From Use Of Money/Property	21,667,670	18,882,372	18,868,252	8,895,849	(9,986,523)	-53%
Aid From Govt Agencies-State	665,356,146	735,925,641	748,790,013	746,032,811	10,107,170	1%
Aid From Govt Agencies-Federal	318,784,933	366,243,313	373,999,350	347,388,293	(18,855,020)	-5%
Charges For Current Services	109,739,091	110,379,267	115,744,787	117,937,311	7,558,044	7%
Transfers	161,772,344	121,504,521	122,897,446	118,821,953	(2,682,568)	-2%
Other Revenues	41,476,591	49,798,387	53,102,532	59,294,008	9,495,621	19%
Total Revenues	1,679,745,900	1,791,464,341	1,836,030,924	1,792,620,085	1,155,744	0%
Resources by Agency						
Special Programs And Reserves	107,456,590	30,763,551	62,005,215	84,292,165	53,528,614	174%
Legislative And Executive Departments	6,893,243	14,105,976	22,441,491	20,355,568	6,249,592	44%
General Services Agency	6,949,984	4,397,167	4,488,317	5,448,780	1,051,613	24%
SCV Health and Hospital System	271,894,387	308,536,199	310,463,611	308,242,209	(293,990)	-0%
Children, Seniors, And Families	447,635,476	510,431,339	508,446,014	471,200,010	(39,231,329)	-8%
Law And Justice Departments	277,425,585	297,935,717	302,615,980	275,972,131	(21,963,586)	-7%



Countywide Budget Summary (General Fund)

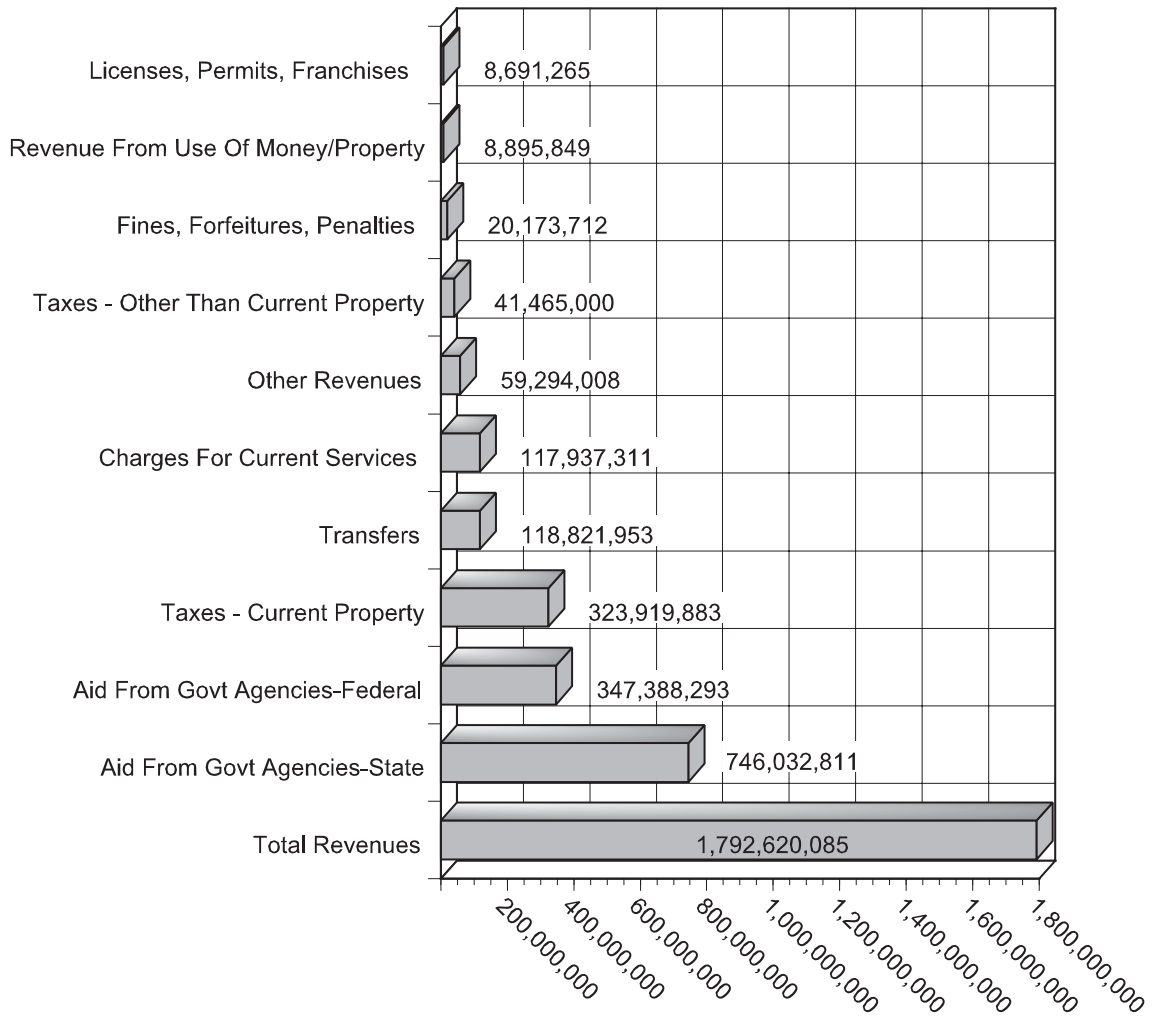
	FY 2003 Appropriations			Columns 2 to 4		
	FY 2002 Actual	As of 7/1/02	As of 4/8/03	FY2004 Recommended	Increase (Decrease)	% Change
Environmental Resources Agency	9,411,058	10,838,438	11,075,595	10,121,147	(717,291)	-7%
Employee Services Agency	405,497	372,766	505,268	503,500	130,734	35%
Finance Agency	551,674,080	614,083,188	613,989,433	616,484,575	2,401,387	0%
Total Revenues	1,679,745,900	1,791,464,341	1,836,030,924	1,792,620,085	1,155,744	0%

Permanent Authorized Positions (FTEs)

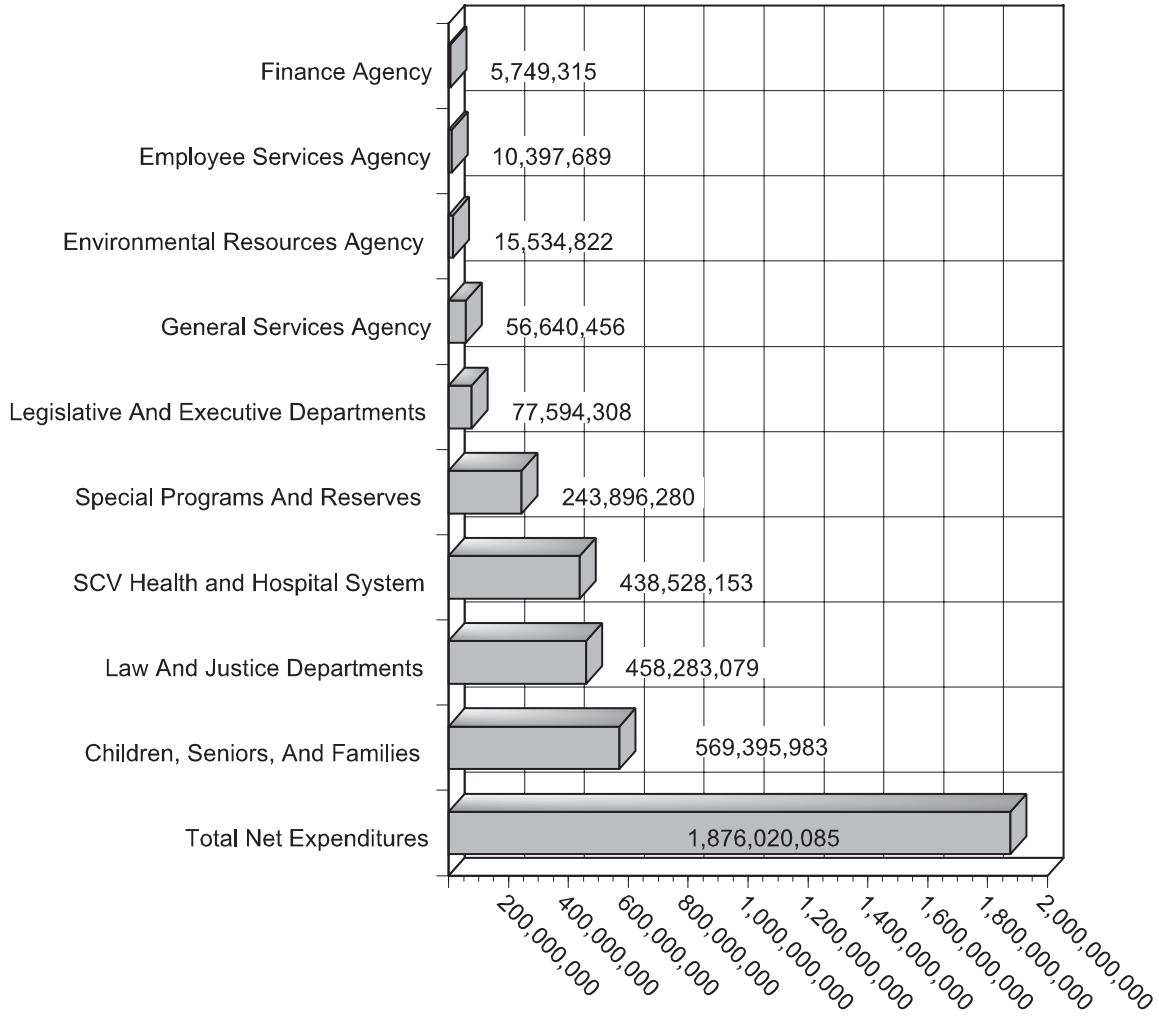
	FY 2003 Positions		FY 2004	Difference	% Change
	As of 7/1/02	As of 4/8/03	Recommended	(3-1)	
Legislative And Executive	650.5	645.5	644.5	(6.0)	-1%
General Services Agency	494.5	478.0	415.0	(79.5)	-16%
Employee Services Agency	142.0	142.0	130.0	(12.0)	-8%
Finance Agency	321.0	328.0	309.0	(12.0)	-4%
Law And Justice Departments	3,811.5	3,797.5	3,483.5	(328.0)	-9%
Children, Seniors And Families	3,330.5	3,165.5	2,927.0	(403.5)	-12%
Hospital And Clinics	1,708.7	1,708.2	1,584.3	(124.4)	-7%
Environmental Resources Agency	154.5	147.0	141.0	(13.5)	-9%
Total Positions	10,613.1	10,411.7	9,634.3	(978.8)	-9%



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 2004 Budget Strategy Statement

This statement reflects the strategies and priorities of the County of Santa Clara Board of Supervisors. These strategies and priorities will direct the budget process and recommendations contained in the FY 2004 Recommended Budget.

Introduction

As we begin the FY 2004 Recommended Budget process, the reality of the current statewide and local economic decline is beginning to hit home. What was once considered a moderate downturn has grown into a significant economic event that has the potential to severely impact the residents of Santa Clara County.

During the last month, the Administration was shocked by the Governor's announcement that the State budget deficit had grown from \$20 billion to \$35 billion in a matter of weeks. As the Administration nears completion of its initial projection for the County's General Fund, all indications suggest we could be facing a similar condition of being stunned by the magnitude of our "local" problem.

In October, the Administration released an update to our Five-Year Financial Projections. At that time, the Administration anticipated a shortfall in the \$75 million to \$85 million range. Subsequent revenue collection information including a dramatic drop in Public Safety Sales Tax Collections in December has forced it to revise our revenue estimates downward. Declining revenue collections will result in a projected deficit that could far exceed \$100 million.

The Administration is in the process of completing its analysis of expenditure and revenue trends, but it has not yet received all of the necessary information from departments regarding revenue estimates. As a result, the Office of Budget and Analysis (OBA) is still reviewing and refining its projections for FY 2004. Even

though the Administration is still reviewing each and every data point, staff are not aware of any modification or adjustment that will dramatically impact the magnitude of the projected shortfall.

In October, the Administration anticipated a relatively low rate of revenue growth in the 3% range. Current information indicates that our revenues will actually decline between FY 2003 and FY 2004. The County has not experienced this kind of scenario at any time in the recent past and it comes during a time when expenditures are increasing at an alarming rate. As OBA staff review our expenditure estimates from October, they are very close to the estimates included in the FY 2004 Current Level Budget. The impact of a flat local economy is affecting our revenues in a manner that staff could not have anticipated.

A deficit of this magnitude will require a review of the services the County currently provides and decisions that cannot focus on individual positions, but on whole programs or departments in order to generate the savings needed to balance the budget. At the same time, the County will be forced to rethink our financial policies and consider suspending policies or changing them in order to maintain the framework of the organization. Every decision will be difficult and will require a higher level of discipline at all levels of the organization to achieve the legally required balanced General Fund budget.

The County is facing a shortfall of this magnitude because of the convergence of many negative factors. They include:

- A \$30 million increase in the General Fund subsidy to Valley Medical Center. The hospital's initial estimates indicate it will need \$50 million to maintain the current level of services in FY 2004. While suffi-



cient reserves exist to cover this need, it would increase the reliance on one-time funds to support ongoing operations to \$85 million in FY 2004. The Administration believes it is prudent to at least support \$30 million in additional costs at this time.

- ❑ Previously negotiated salary adjustments for all employees have been included in our expenditure projections. No salary reserve has been established to address realignments, reclassifications, or any other unbudgeted salary requirements in FY 2004.
- ❑ Funding the unfunded liability in the Retiree Health Program amortized over 20 years with one-time funds. This action will require an allocation of \$10 million in one-time funds in the FY 2004 Recommended Budget.
- ❑ No change in confidence levels for either workers' compensation or liability insurance. These items are scheduled for discussion with the Finance and Government Operations Committee and the full Board. The Administration supports a change in policy when considering the potential magnitude of the projected deficit.
- ❑ An absolute decline in discretionary revenue collections between FY 2003 and FY 2004.

This estimate does not include any impacts from the State budget that was recently released by the Governor. As is discussed in the budget reduction strategies transmittal, the Administration believes the County must focus our attention on short-term solutions to balance the General Fund in FY 2004. It is important to recognize that a variety of changes will be made to the Governor's proposal and the Board should consider the impacts of the State budget when it is adopted by the Legislature and signed by the Governor.

Based on input from the Board and Administration and recognizing the County is facing a very difficult financial situation, we propose the following strategies and priorities to guide the development of the FY 2004 Recommended Budget:

Strategies to Balance the FY 2004 General Fund Budget

- ❑ **Prudently Modify Current Financial Policies to Generate Available Resources.** Consider policies relating to fees and charges, salary savings, funding

of liability and workers' compensation insurances, the use of extra help and overtime, and trust fund balances.

- ❑ **Consider Flexible Budget Strategies Around One-Time or Temporary Solutions.** The use of one-time resources, such as the Contingency Reserve in excess of the Board policy funding level, allows the County to avoid structurally dismantling important services or systems. Consider temporary strategies such as reducing unnecessary travel, further reducing annual capital and technology project expenditures, or increasing fees for County services.
- ❑ **Aggressively Pursue Cost Saving Measures that do not Significantly Impact Service Levels.** The budget reduction methodology should consider administrative overhead reductions; then identify process improvements, efficiencies or legislative changes; then, as a last resort, consider direct service cuts based upon program effectiveness. Reductions should seek to avoid the loss of State and Federal reimbursements.
- ❑ **Attempt to Mirror Cuts in State and Federal Funding.** Efforts should be made to make cuts in our budget to mirror those made at the State and Federal level. However, at the local level, our budget should ultimately be a reflection of our priorities and should not be directed solely by State or Federal reductions.
- ❑ **Use the Welfare Reform Reserve to offset childcare and career training cutbacks and to fund future caseload growth above currently budgeted levels.** Consider a policy for distributing and replenishing ongoing funds in the Welfare Reform Reserve.
- ❑ **Further explore potential cost savings in the retirement system including early retirement or increasing the amortization period for eliminating the unfunded liability in the Retiree Health Program.**
- ❑ **Further explore with employee organizations possible alternative health insurance programs to reduce the cost of this benefit.**
- ❑ **Develop a policy that creates a temporary ceiling on personnel cost increases including salaries, extra-help, and overtime.** Consider limiting realignments and reclassifications to control near term labor contract costs.



- Focus on existing programs and services, and continue to evaluate their effectiveness. Evaluate service delivery of all programs, and reinforce performance evaluation through performance-based budget goals.
- Include outcome measurement criteria in all justifications for proposed cuts.
- Develop process and efficiency improvement goals for department management. Establish a specific cut within reduction targets that results from work process or efficiency improvements in the provision of services. Establish incentives for departments by allowing cost reductions due to efficiency improvements to offset other reductions.
- Resist making cuts to high priority public safety programs that would put our residents' health and safety at risk.
- Make efforts to continue to direct funding towards prevention and early intervention strategies that have demonstrated effectiveness and reduce long-term costs to the County.
- Consider efforts to streamline the enforcement process as well as invest in eliminating illegal structures, substandard housing, and blight in the community.
- Make efforts to minimize reductions in support services to foster parents so that we can maintain the number of foster families in the system.

Board Priorities to be Considered in the Development of the FY 2004 Budget

- Protect Ongoing Reserves. Make every effort to maintain the Reserve for Economic Uncertainty at its current balance of \$3.1 million. Replenish reserves at the first opportunity in order to maintain a strong financial foundation, protect our high credit rating, and keep borrowing costs low.
- Minimize Layoffs. Further undertake strategies to eliminate vacant positions, minimize layoffs, and maintain coded positions that are funded by fees or reimbursements. When layoffs are inevitable, affected employees should be given the opportunity to retain County employment by filling vacant codes.
- Strive for Equity. Ensure that there is greater vertical equity--from line staff to executive managers--as budget reduction proposals are developed. The effects of closing the budget deficit should be spread across all departments and through all levels of the organization so that no one department or level is unfairly affected.
- Make every effort to minimize reductions in the current level of direct services that enable self-sufficiency and provide protection to seniors, dependent or disabled adults, emancipating foster youth, immigrants, and CalWORKs families. Make every effort to preserve the safety net as much as possible.
- Increase the County's emergency readiness and coordinated response in the areas of public health, healthcare, and public safety services:
 - Seek to maintain positions in Public Health programs that generate Federal participation revenues.
 - Continue to improve communication and coordination between cities and County first responder services through joint training exercises.
- Invest in the creation and preservation of affordable, livable communities:
 - Develop an operating plan and allocation criteria for delegated redevelopment funds dedicated to the support and construction of affordable housing.
 - Continue the stewardship of Measure A/B to strive for the timely completion of transportation projects within available resources.
 - Continue to assess the impact of current growth and future development on unincorporated areas, and comprehensively improve County land use policies to protect and support open space, hillsides, and agricultural resources.
- Continue to advocate for legislative efforts to simplify programs like CalWORKs.

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.

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

The following committees will be reviewing the budget recommended by the County Executive.

Finance and Government Operations

The Finance and Government Operations Committee (FGOC) provides oversight and direction to the County Executive in the areas of Finance, Budget, Technology and Capital Projects.

The FGOC 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 FGOC 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 to identify areas where savings or additional revenues can be found.

Finally, the FGOC 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. A key area of focus is preserving the non-custodial treatment options brought about by the implementation of the voter-approved referendum mandating drug treatment instead of incarceration for non-violent drug crimes. Another key area is the statutory relationship between the Department of Correction and the Office of the Sheriff. 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.

Children, Seniors and Families

This committee is focused on a wide variety of issues in the Social Services and Child Support enforcement arena. The current focus of the committee is on reorganization in the face of budget reductions. The Department of Child Support Services and the Department of Family and Children's Services are both undergoing organizational changes at this time. 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 Benefit Services. This committee is also working through many of the welfare reform and safety-net issues that will have a major impact on clients being "timed out" from receiving Federal assistance.

Health and Hospital

The work of the Health and Hospital Committee is focused on the operation of a comprehensive health care system that provides prevention, education, and treatment; monitoring the ongoing health status of our County, and maintaining a health care safety net for our community's most vulnerable residents. This committee reviews the budget recommendations of the following county departments:

- Public Health Department
- Mental Health Department
- Alcohol and Drug Services
- Children's Shelter and Custody Health Services
- Community Outreach Services
- Valley Health Plan
- Santa Clara Valley Medical Center
 - Hospital
 - Clinics
 - Emergency Medical Services

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 reviews the impact of budget recommendations for the Environmental Resources Agency and oversees issues related to the Housing Trust Fund and the Office of Affordable Housing.

Fiscal Year 2004 Budget Timeline

Nov.	Dec	Jan.	Feb.	Mar	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.
Preparation of Current Level Budget											
Mid Year Budget Review											
5-Year Projections Provided to Board of Supervisors											
Department FY 2004 Budget Requests Submitted to County Executive											
Staff Analysis of Budget											
FY 2004 Budget Review Meetings with County Executive											
FY 2004 Recommended Budget Prepared											
FY 2004 Recommended Budget Released to Public											
FY 2004 Budget Preview Workshop: Board of Supervisors Identify Budget Strategies											
FY 2004 Inventory Process											
Santa Clara County Board of Supervisors Budget Hearings and Adoption, June 16 - 20, 2003											
Implementation of FY 2004 Budget becomes Effective July 1, 2003											
FY 2004 Final Budget Prepared for Release in September, 2003											

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 2004 runs from July 1, 2003 to June 30, 2004. 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)



In each Budget Unit Section is a report called “**Major Changes to the Budget.**” Below are paragraphs describing where you can find information related to the stages of the budget.

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 2003.”

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 2003:”

- ❑ **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 2004.”

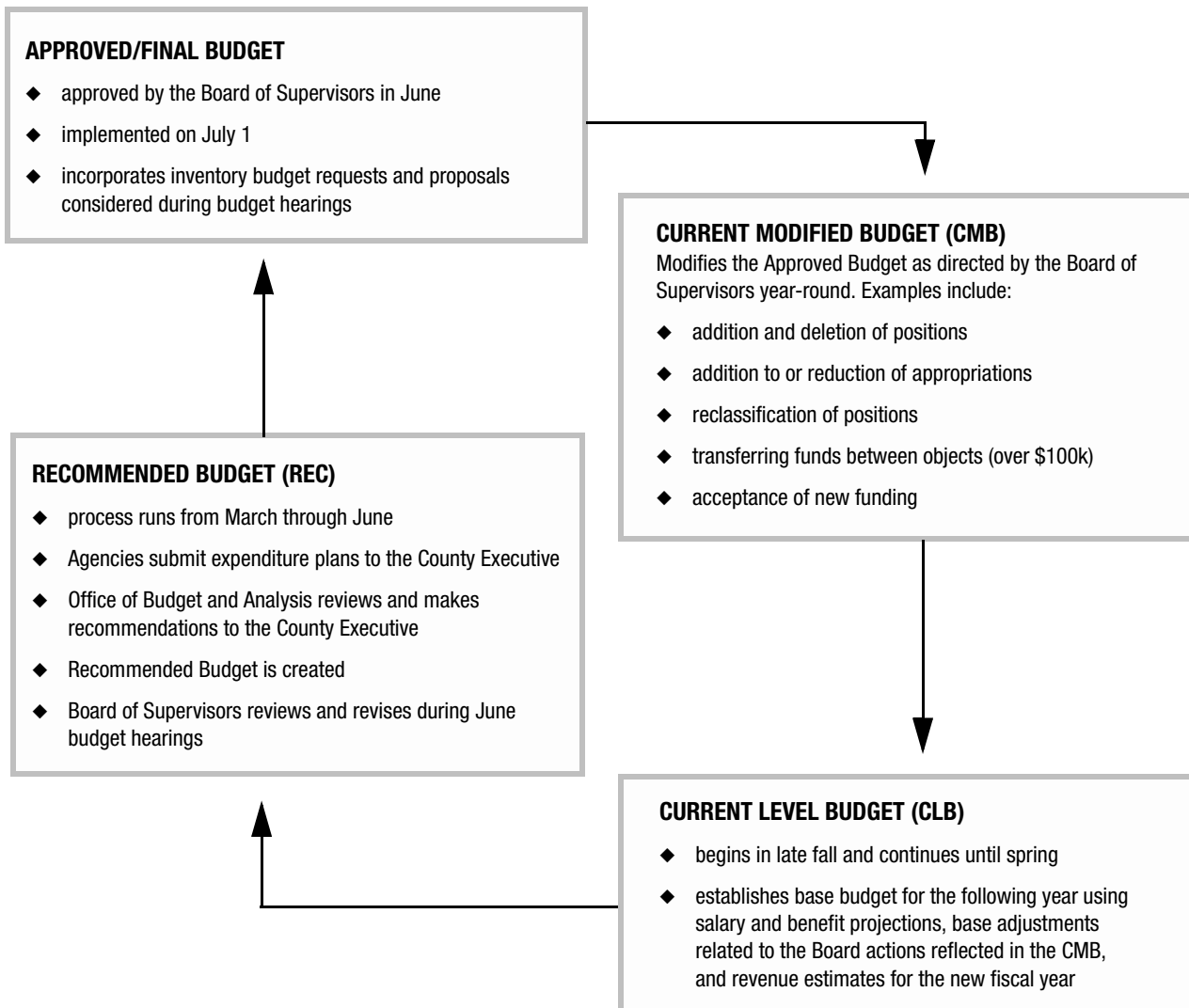
The *total* budget in each cost center recommended for FY 2004 is at the bottom of each of the cost center pages.

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. An inventory of additional budget requests and proposals, sponsored by the five Board Committees or by individual Board members, is developed in May and early June for review and consideration during the budget hearings. 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.

FY 2003 Approved positions, appropriations, and revenues for this cost center for FY 2003.

Adjustments to this cost center, approved by the Board of Supervisors during FY 2003.

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 2003.

All other adjustments required to maintain the current program services. Typical changes include: removal of one-time appropriations granted by the Board in FY 2003, annualization of partial year changes approved by the Board in FY 2003, adjustments to revenues to reflect FY 2004 factors.

Reflects the total positions, appropriations, and revenues necessary to maintain the FY 2003 level of service in FY 2004.

County Executive recommended changes to the current level of service for FY 2004.

Subtotal of FY 2003 Approved Budget levels and all adjustments.

Positions, Appropriations, and Revenues - Starting with July 2002, increases or decreases during FY 2003, and recommended increases or decreases for FY 2004.

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	3.0	552,774	203,973
Board Approved Adjustments During FY 2003		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 2004			
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

Subtotal of all changes recommended by the County Executive for FY 2004.

Total positions, appropriations, and revenues necessary to fund the recommended level of service for this cost center in FY 2004. If no further action is taken by the Board of Supervisors at Budget Hearings, this line becomes the Approved Budget level for FY 2004.



Glossary

Addbacks

See "Inventory."

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.

Board Committees

There are five Board Committees focusing on the major policy and budgetary issues of the five major functional areas of County Government: (1) Finance & Government Operations, (2) Public Safety & Justice, (3) Children, Seniors & Families, (4) Health & Hospital, and (5) Housing, Land Use, Environment & Transportation.

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' final deliberations on the Recommended County Budget and the Inventory List. 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.

Budget Workshop

Board of Supervisors' initial informal deliberations on the Recommended County Budget. Usually held in the May.

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 Patio Area outside the Isaac Newton Senter Auditorium.

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.

Comprehensive Performance Management (CPM)

A system of managing services based on measurable results. CPM has allowed 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.

Contingency

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

Contingency Reserve

The major unobligated reserve, required by Board policy to be set to at least 2% of General Fund revenues, net of pass-throughs. This General Fund reserve is reappropriated each year with one-time revenues.

Cost Center

The basic organizational unit of the budget, with a designated manager who is responsible for the unit's expenditures and activities. *Also referred to as an Index Code.*

CSFC

The Children, Seniors and Families Committee, one of five Board Committees. *See "Board Committees"*

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.

FGOC

The Finance and Government Operations Committee, one of five Board Committees. *See "Board Committees"*

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.

Full-Time Equivalent (FTE)

The manner in which position counts are described in the Budget. Equivalent to a position funded for 40 hours per week. One FTE can be one full-time position or any combination of several part-time positions whose funding totals one full-time position.

Fund

An independent fiscal and accounting entity with a self-balancing set of accounts. Revenue from the countywide 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.

HHC

The Health and Hospital Committee, one of five Board Committees. See *"Board Committees"*

HLUET

The Housing, Land Use, Environment, and Transportation Committee, one of five Board Committees. See *"Board Committees"*

Index Code

See *"Cost Center."*

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).

Inventory

Additional budget requests and proposals, sponsored by the five Board Committees or by individual Board members, developed in May and early June for review and consideration during the budget hearings. Inventory items are also referred to as "addbacks."

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.

Net County Cost

The cost to the General Fund reflecting total expenditures less expenditure reimbursements and revenues. When plans are developed by departments to meet their budget reduction targets, they are evaluated based on their impact on net County cost. See *"Reduction Targets"*

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.

One-time

Refers to revenues or expenditures which are expected to occur in only one budget year, but not in the following fiscal year e.g. in FY 2004 but not in FY 2005.

Ongoing

Refers to revenues or expenditures which are expected to recur from one fiscal year to the next e.g. in FY 2004, FY 2005, and succeeding years.

Organizational Flattening

Budget reductions achieved by position deletions applied selectively to management, resulting in an organization with relatively fewer managers and/or layers of management. Compare *"Vertically Appropriate Reductions"*

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-Based Budget (PBB)

A budget which enables policy makers to examine data about whether the funded services and products are accomplishing the desired policy outcomes. Data is still in the development stages for many of the performance measures. After several years of pilot departments presenting versions of Performance-based budgeting in Santa Clara County, all County departments present their budget in PBB format. Further refinement, particularly with regard to measurement development and presentation, will continue.

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.

PSJC

The Public Safety and Justice Committee, one of five Board Committees. See "Board Committees"

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. "Across-the-board" targets are percentage reductions applied equally to all departments. "Selective" reduction targets are developed taking revenue-raising, cost-avoidance, or other factors into account, resulting in percentage reductions that vary across departments.

Reserve for Economic Uncertainty

A reserve first established in FY 1998 that tends to grow during good economic times and become depleted following down-turns in the business cycle. It is budgeted in Special Programs (*See BU 119*) and is financed with ongoing General Fund revenues.

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.

Vertically Appropriate Reductions

Budget reductions achieved by position deletions with percentage reductions applied equally to executive managers, managers and supervisors, and line staff. Compare “Organizational Flattening”

Welfare Reform Reserve

A reserve established in FY 1998 to provide a safety net for poor families that have lost their eligibility to receive cash benefits. It is budgeted in SSA Categorical Aids Payments (*See BU 119*) and is financed with one-time and/or ongoing General Fund revenues.

Section 1: Finance & Government Operations

Section 1: Finance &
Government Operations



Finance and Government Operations

Mission

The mission of Finance and Government Operations 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.



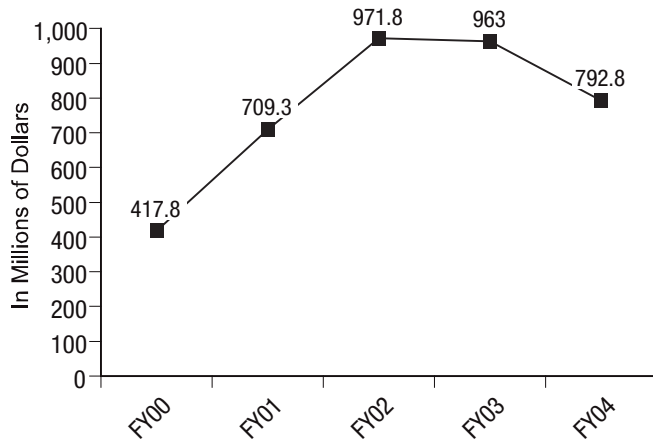
Departments

- In Home Support Services Program Costs
- 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 the County Executive
- Office of the Assessor
- Measure B Transportation Improvement Program
- Office of the County Counsel
- Registrar of Voters
- Information Services Department
- County Library
- General Services Agency
 - Procurement Department
 - Intragovernmental Services
 - Communications
 - Facilities Department
- Employee Services Agency
 - Human Resources, Labor Relations, and Equal Opportunity & Employee Development
 - Risk Management Department
- Finance Agency
 - Controller-Treasurer/Debt Service
 - Tax Collector
 - County Clerk/Recorder
 - Department of Revenue

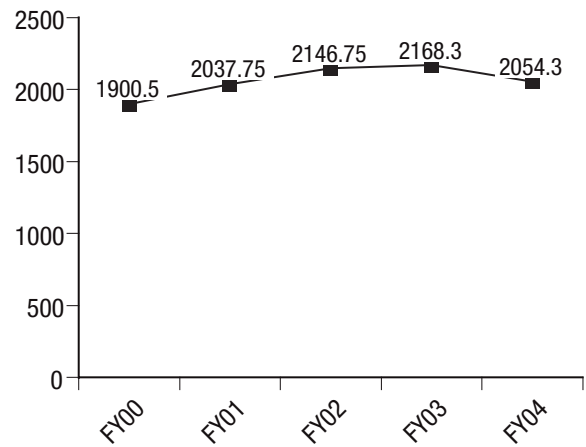
Finance and Government Operations

Special Programs and Reserves Budget Units 0119, 0910
The Board of Supervisors Budget Units 0101, 0102, 0103, 0104, 0105
County Executive Budget Units 0107, 0113, 0168
Information Services Department Budget Unit 0145
Clerk of the Board Budget Unit 0106
County Counsel Budget Unit 0120
Registrar of Voters Budget Unit 0140

Assessor Budget Unit 0115
County Library Budget Unit 0610
General Services Agency Budget Units 0135, 0190, 0263, 0118
Finance Agency Budget Units 0110, 0112, 0114, 0148, 0810
Employee Services Agency Budget Units 0130, 0132
Measure B Transportation Improvement Program Budget Unit 0117



Expenditure Trend



Staffing Trend



Expenditures by Department

BU	Department Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
0116	In Home Support Services Program Costs	3,055,299	6,010,419	6,010,419	86,195,847	80,185,428	1,334
0119	OBA Special Programs	207,097,666	126,932,580	132,016,426	120,700,433	(6,232,147)	-5
0910	Appropriations-Contingencies		58,648,120	72,131,966	37,000,000	(21,648,120)	-37
0101	Supervisory District 1	777,767	866,046	855,729	800,411	(65,635)	-8
0102	Supervisory District 2	768,130	866,046	855,353	800,411	(65,635)	-8
0103	Supervisory District 3	772,294	866,046	854,950	800,411	(65,635)	-8
0104	Supervisory District 4	820,008	866,046	855,963	800,411	(65,635)	-8
0105	Supervisory District 5	741,940	866,046	855,053	800,411	(65,635)	-8
0106	Clerk Of The Board	6,838,869	5,691,139	5,862,792	5,044,274	(646,864)	-11
0107	County Executive	8,986,145	10,534,825	11,512,279	10,427,712	(107,113)	-1
0113	LAFCO	120,359	351,129	351,129	370,099	18,970	5
0115	Assessor	19,157,855	27,796,720	35,980,506	30,631,952	2,835,232	10
0117	Measure B Trans Improvement Pgm	227,712,511	412,183,219	575,759,647	219,191,379	(192,991,840)	-47
0120	County Counsel	4,793,810	5,153,431	5,543,649	4,645,494	(507,936)	-10
0140	Registrar Of Voters	8,142,345	8,523,299	9,219,808	12,988,545	4,465,246	52
0145	Information Services Department	44,828,377	45,457,655	49,514,532	41,727,382	(3,730,273)	-8
0168	Office of Affordable Housing	7,422,568	6,462,810	12,403,259	8,607,708	2,144,898	33
0610	County Library	24,015,400	27,875,399	28,164,235	26,041,770	(1,833,629)	-7
0118	Purchasing	3,357,307	2,424,897	2,568,030	1,924,063	(500,834)	-21
0135	GSA Intragovernmental Services	35,602,507	34,105,021	38,676,064	32,235,824	(1,869,197)	-5
0190	GSA Communications	11,218,222	8,895,785	9,621,109	9,409,528	513,743	6
0263	Facilities Department	68,857,908	60,478,404	176,599,608	39,510,121	(20,968,283)	-35
0130	HR, LR, and EOED	25,355,770	27,969,210	31,496,450	30,956,606	2,987,396	11
0132	Department of Risk Management	39,462,222	48,197,411	52,362,406	53,430,448	5,233,037	11
0110	Controller Treasurer	(12,630,024)	(6,985,625)	(5,907,439)	(22,697,950)	(15,712,325)	225
0112	Tax Collector	6,583,650	7,628,597	9,325,541	7,759,276	130,679	2
0114	County Clerk/Recorder	8,315,061	9,409,918	9,479,233	10,140,179	730,261	8
0148	Department Of Revenue	4,857,690	5,264,704	5,262,046	4,900,475	(364,228)	-7
0810	Controller-County Debt Service	19,991,299	19,705,105	24,791,775	17,681,781	(2,023,324)	-10
	Total Expenditures	777,022,955	963,044,402	1,303,022,517	792,825,004	(170,219,397)	-18%

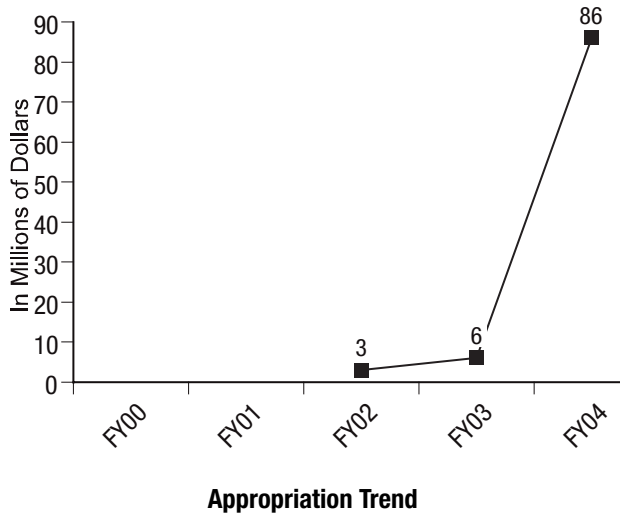


Revenues by Department

BU	Department Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
0116	In Home Support Services Program Costs	2,423,160	4,290,293	4,290,293	62,148,977	57,858,684	1,349
0119	OBA Special Programs	105,033,430	26,473,258	57,714,922	22,143,188	(4,330,070)	-16
0101	Supervisory District 1						
0102	Supervisory District 2	1,799					
0103	Supervisory District 3						
0104	Supervisory District 4						
0106	Clerk Of The Board	495,419	127,471	42,253	38,500	(88,971)	-70
0107	County Executive	557,768	994,383	1,688,978	5,994,000	4,999,617	503
0113	LAFCO	280,698	228,665	228,665	229,414	749	
0115	Assessor	1,741,765	8,943,742	17,230,510	10,558,454	1,614,712	18
0117	Measure B Trans Improvement Pgm	150,861,470	152,360,000	300,612,250	133,728,220	(18,631,780)	-12
0120	County Counsel	1,207,958	1,255,255	1,322,555	1,057,030	(198,225)	-16
0140	Registrar Of Voters	2,423,824	2,595,125	1,656,080	2,612,584	17,459	1
0145	Information Services Department	26,766,120	31,617,544	31,273,536	31,736,137	118,593	
0168	Office of Affordable Housing	7,827,668	5,735,365	11,675,559	7,699,808	1,964,443	34
0610	County Library	26,572,147	25,027,228	25,286,064	25,719,903	692,675	3
0118	Purchasing	201,419	130,000	209,150	75,000	(55,000)	-42
0135	GSA Intragovernmental Services	21,971,607	18,583,715	18,514,471	17,575,491	(1,008,224)	-5
0190	GSA Communications	3,795,333	1,265,814	1,257,814	1,258,902	(6,912)	-1
0263	Facilities Department	68,654,905	16,194,528	40,195,208	12,563,094	(3,631,434)	-22
0130	HR, LR, and EOED	17,268,920	15,993,567	16,126,069	20,501,138	4,507,571	28
0132	Department of Risk Management	40,861,462	43,491,983	43,876,433	42,333,490	(1,158,493)	-3
0110	Controller Treasurer	205,040,547	248,914,443	248,370,034	225,316,823	(23,597,620)	-9
0112	Tax Collector	310,205,363	328,726,824	329,060,278	350,868,510	22,141,686	7
0114	County Clerk/Recorder	29,938,987	27,914,574	28,031,774	34,038,100	6,123,526	22
0148	Department Of Revenue	7,615,953	7,957,886	7,957,886	8,321,865	363,979	5
0810	Controller-County Debt Service	12,283,219	12,090,361	12,090,361	10,176,427	(1,913,934)	-16
	Total Revenues	1,044,030,941	980,912,024	1,198,711,143	1,026,695,055	45,783,031	5%



In Home Support Services Program Costs



Description of Major Services

In-Home Supportive Services (IHSS)

In Santa Clara County, the Social Services Agency determines consumer eligibility and the number of service hours that each person can receive for domestic and personal care services. The consumer population includes those eligible aged, blind, and disabled persons who require assistance to remain safely in their homes. The staff who determine eligibility are budgeted in the Department of Aging and Adult Services in the Social Services Agency.

The primary contractor for IHSS is the Council on Aging (COA), which operates the Contract Mode on behalf of the County, whereby an eligible person receives services from an employee of the COA, and the Independent Provider Mode on behalf of the *Public Authority*, whereby an eligible person receives services from a person who works for them as an independent contractor.

The COA presently employs approximately 100 full and part-time staff who are dispatched Monday through Friday, between the hours of 8 am and 5 pm. Nearly 1,100 IHSS recipients are served via the Contract Mode.

Approximately 6,500 consumers receive services from 6,287 Independent Providers.

The Public Authority

The Public Authority provides a registry to match IHSS consumers with independent home care providers, screens care providers, offers access to training for both consumers and providers, acts as the employer of record for independent home care providers for collective bargaining purposes, and administers benefits to independent providers, such as medical, dental and vision coverage.

The Public Authority as an employer of record officially began in Santa Clara County in April 1999. Since that time, Independent Provider (IP) wages have increased from \$6.25/hour to the current rate of \$10.50/hour. In

addition, benefits have been provided to the IPs, beginning with Valley Health Plan benefits in September 2000, and adding dental and vision benefits in October 2001. Benefits are available to all IPs who are authorized to work at least 35 hours/month. The health benefits are administered on an open enrollment basis, and the number of eligibles varies each month. The table below shows the latest information related to benefit costs.

Benefits Provided to Independent Providers

Benefit Provided	# Eligible in May 2003	Monthly Premium Cost
Valley Health Plan	1,810	\$317,003
Pacific Union Dental	2,413	\$57,598
Vision Service Plan	2,413	\$16,867
Total Monthly Cost		\$391,468
Projected Annual Cost, without Reimbursement		\$4,697,616
Estimated Net Cost of Benefits		\$1,174,404

The Public Authority costs were budgeted in the Special Programs (BU 119) prior to FY 2004. Due to the rising costs of the IHSS program, the costs for the Public Authority, along with the Contract Mode and the Independent Provider mode, have been moved to this new budget unit so that the true cost of the program might be more easily understood.

IHSS caseload growth has continued with a notable increase in intake referrals. Between 1998 and 2002, caseload has grown 75%. Continued caseload growth is anticipated due to the increasing aging population and the strong desire of individuals to remain in their home environment for as long as possible.

Despite the increasing general fund cost of the program, the IHSS program receives a high rate of federal reimbursement. Nearly seventy-three percent of total expenditures and nearly sixty-eight percent of all cases are now federally-eligible. State contributions are capped for Public Authority and for benefit costs, with the County picking up the unreimbursed share of cost for benefits.

County Executive's Recommendation

Maintain the Current Level Budget for FY 2004.

In Home Support Services Program Costs — Budget Unit 0116 Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
1002	IHSS Program	3,055,299	6,010,419	6,010,419	7,744,292	1,733,873	29
1003	IHSS Independent Provider Mode				72,044,035	72,044,035	
1004	IHSS Contract Mode				6,407,520	6,407,520	
	Total Expenditures	3,055,299	6,010,419	6,010,419	86,195,847	80,185,428	1,334 %



In Home Support Services Program Costs — Budget Unit 0116

Revenues by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
1002	IHSS Program	2,423,160	4,290,293	4,290,293	4,290,293		0
1003	IHSS Independent Provider Mode				53,235,911	53,235,911	0
1004	IHSS Contract Mode				4,622,773	4,622,773	0
Total Revenues		2,423,160	4,290,293	4,290,293	62,148,977	57,858,684	1,349%

IHSS Program — Cost Center 1002

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget		6,010,419	4,290,293
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		19,238	
Other Required Adjustments		1,714,635	0
	Subtotal	7,744,292	4,290,293
Recommended Changes for FY 2004			
Total Recommendation		7,744,292	4,290,293

IHSS Independent Provider Mode — Cost Center 1003

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget			
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		72,044,035	53,235,911
	Subtotal	72,044,035	53,235,911
Recommended Changes for FY 2004			
Total Recommendation		72,044,035	53,235,911



**IHSS Contract Mode — Cost Center 1004
Major Changes to the Budget**

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget			
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		6,407,520	4,622,773
Subtotal		6,407,520	4,622,773
Recommended Changes for FY 2004			
Total Recommendation		6,407,520	4,622,773

Section 1: Finance & Government Operations



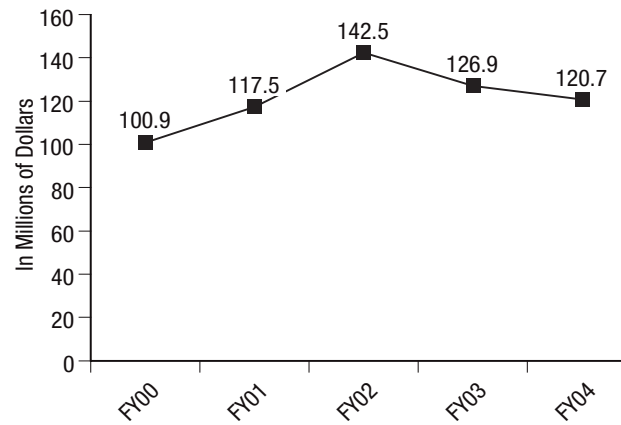
Special Programs and Reserves

Overview

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 or to segregate programs that need to be managed centrally. In addition, the Special Programs budget is often used as the source to fund minor unanticipated expenses that arise during the course of the fiscal year. Over the years the Special Programs budget has included a wide variety of appropriations that are managed by the Office of Budget and Analysis.

In addition to the major appropriations discussed below, there are a wide variety of other programs funded in the Special Programs budget, including \$5 million to operate the Criminal Justice Information Control System. This system is the backbone of the criminal justice system and is used by every agency in the criminal justice system.

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



Appropriation Trend

County Executive's Recommendation

General Fund Subsidy to SCVMC

Recommendation: Reduce the General Fund subsidy to Santa Clara Valley Medical Center (SCVMC).

Background: The largest of the appropriations in the Special Programs budget is the General Fund subsidy to Santa Clara Valley Medical Center (SCVMC). The General Fund subsidy is comprised of three basic elements: pass-through revenues, unreimbursed County services (i.e., medical care to inmates and employee physicals), and the General Fund Grant. Additionally the General Fund reimburses Santa Clara Valley Health and Hospital System (SCVHHS) central services costs allocated to Health and Hospital General Fund departments.

FY 2004 General Fund Subsidy to SCVMC

Components of Subsidy	\$ in Millions
VLF Revenue Pass-Through	51.0
Tobacco Settlement Revenue Pass-Through	12.0
Unreimbursed County Services	4.5
General Fund Grant	40.9
Subtotal General Fund Subsidy	108.4
Technology Project for HIPAA (One-time)	1.3
Total General Fund Subsidy	109.7

The FY 2004 base budget assumptions included a \$30 million increase in the General Fund subsidy to SCVMC. A total reduction of \$23.4 million from that base is possible as SCVMC's reduction plan will reduce general fund requirements by \$14.9 million (see the SCVMC budget in Section 4 of this document) and



revised benefit assumptions will generate an additional \$8.5 million in savings at VMC that will be captured by reducing the general fund grant.

Total Ongoing Reduction: (\$24,385,486)

Health Information Portability and Accountability Act (HIPAA) Project

Recommendation: Transfer \$1,264,518 from the General Fund to the SCVMC Enterprise Fund to continue implementation of the data systems changes required by the Healthcare Insurance Portability and Accountability Act (HIPAA). These one-time funds will support \$927,214 in payroll expenses and \$337,304 in services and supplies expenditures.

Background: In Fiscal Year 2002 and FY 2003, the first and second years of three year's planned expenses for HIPAA implementation was approved, adding 10 FTEs. In FY 2004, an additional one-time amount of \$1.3 million is recommended to fund the final year of this technology project to implement the federally mandated Health Information Portability and Accountability Act (HIPAA). SCVHHS Information Systems is responsible for the countywide HIPAA implementation.

Impact on Services: As a result of this increased funding the County is expected to be prepared to meet the new HIPAA requirements when the project is completed in FY 2004.

Total One-time Cost: \$1,264,518

Reserve for Economic Uncertainty

Recommendation: Eliminate the Reserve for Economic Uncertainty.

Background: The Reserve for Economic Uncertainty was first established in FY 1998 at \$13 million. In FY 2003 the reserve was approved at \$6.2 million. Subsequent action by the Board of Supervisors reduced the reserve by \$3.1 million as part of the October budget reductions, and then restored \$2.0 million when a number of long-term vacant positions were deleted near mid-year.

The FY 2004 base budget includes this reserve funded at \$5.1 million.

Impact on Services: Were the reserve to remain untouched, additional reductions from operating department budgets would be required to balance the FY 2004 budget.

Total Ongoing Reduction: (\$5,143,705)

Substance Abuse and Crime Prevention Act of 2000 (Proposition 36) Reserve

Recommended Action: Eliminate the Substance Abuse and Crime Prevention Act of 2000 (Proposition 36) Reserve.

Background: The Substance Abuse and Crime Prevention Act of 2000 (Proposition 36) requires that specified drug offenders receive treatment in place of incarceration, and provides funding to counties for this purpose. The original legislation did not provide funding for drug testing. The FY 2002 Approved Budget included a \$600,000 reserve, funded with ongoing resources, to address potential cost issues related to drug testing.

Impact on Services: Subsequent legislation has identified a funding source for drug testing and the elimination of this reserve will have no impact on the current level of service. Were the reserve to remain untouched, additional reductions from operating department budgets would be required to balance the FY 2004 budget.

Total Ongoing Reduction: (\$600,000)

Additional Reductions

A variety of additional recommendations in the Special Programs budget are recommended as part of the reduction plan for the Office of the County Executive.

- Eliminate funding for the Service Quality Annual Report. Future publication of a service quality or similar report will be determined based on recommendations from the Performance Management Program Task Force.

Total Ongoing Reduction (\$49,908)



- ❑ Reduce funding for Outside Legal Expenses (\$63,392). Expenses for outside legal services will be covered by a remaining appropriation of approximately \$58,000.

Total Ongoing Reduction (\$63,392)

- ❑ Eliminate the transfer of General Fund monies to the Roads Department for maintenance of fire trails. This appropriation has not been used in recent years and the Roads Department does not anticipate a need for these funds.

Total Ongoing Reduction: (\$35,000)

- ❑ Reduce the transfer of General Fund monies to the Department of Environmental Health. This action leaves funds sufficient to transfer \$285,000 annually to cover the public obligation funding of activities that are exempt from fees. The Department of Environmental Health does not anticipate a need for funding beyond the remaining amount.

Total Ongoing Reduction: (\$67,700)

**OBA Special Programs — Budget Unit 0119
Expenditures by Cost Center**

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
1001	Special Programs	207,097,666	126,932,580	132,016,426	120,700,433	(6,232,147)	-5
	Total Expenditures	207,097,666	126,932,580	132,016,426	120,700,433	(6,232,147)	-5%

**OBA Special Programs — Budget Unit 0119
Revenues by Cost Center**

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
1001	Special Programs	105,033,430	26,473,258	57,714,922	22,143,188	(4,330,070)	-16
	Total Revenues	105,033,430	26,473,258	57,714,922	22,143,188	(4,330,070)	-16%



Special Programs — Cost Center 1001

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget		126,932,580	26,473,258
Board Approved Adjustments During FY 2003		5,083,846	31,241,664
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		24,921,915	(4,243,718)
Other Required Adjustments		(6,486,740)	(31,328,016)
	Subtotal	150,451,601	22,143,188
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
Adj VMC Subsidy to reduce MH Central Serv		(97,345)	0
Adj VMC Subsidy to reduce Liab Ins		(3,536,474)	
Adj VMC Subsidy to reduce Health Ins rates		(3,027,480)	
Adj VMC Subsidy for activity net revenue		(2,003,939)	
Adj VMC Subsidy for Reduction Plan		(15,720,248)	
Adj VMC Subsidy for HIPAA		1,264,518	
Eliminate Funds for Fire Trail Maintenance		(35,000)	
General Fund ISD Services Adjustment		(670,495)	
Reduce Funding for Public Obligation		(67,700)	
		(113,300)	
1. Eliminate Funding for Service Quality Annual Report			
This action eliminates funding for the Service Quality Annual Report (\$49,908) and reduces funding for Outside Legal Expenses (\$63,304). Future publication of a service quality or similar report will be determined based on recommendations from the Performance Management Program Task Force. Expenses for outside legal services will be covered by a remaining appropriation of approximately \$58,000. Two additional reductions to operating transfers are shown on the Intracounty line above. The transfer of \$35,000 in General Fund monies to the Roads Department for maintenance of fire trails is eliminated. This appropriation has not been used in recent years. The transfer of \$67,700 in General Fund monies to the Department of Environmental Health is eliminated, leaving a transfer of \$285,000 annually to cover the public obligation funding of activities that are exempt from fees.			
		(5,143,705)	
2. Eliminate Reserve for Economic Uncertainty			
Eliminate the ongoing Reserve for Economic Uncertainty.			
		(600,000)	
3. Eliminate Proposition 36 Reserve			
	Subtotal	0.0	0
Total Recommendation		120,700,433	22,143,188



Appropriations for Contingencies

Overview

Contingency Appropriation

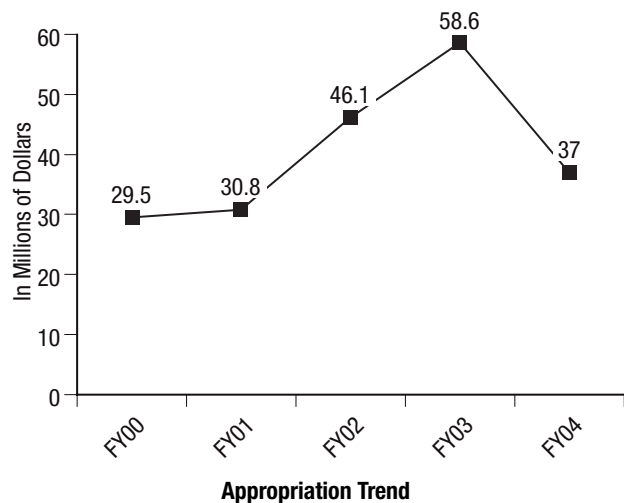
The Contingency Appropriation is the major unobligated reserve budgeted in the General Fund. This reserve is reappropriated every year from the General Fund balance.

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 CALworks and Foster Care .

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.

Salary Reserve

This budget traditionally includes a salary reserve which is adjusted each year in anticipation of various negotiated salary and benefit increases, Countywide realignments and reclassifications, and the fiscal impact of staffing changes approved by the Board subsequent to the production of this document.



County Executive's Recommendation

Contingency Appropriation

This budget includes a Contingency Reserve set at \$37,000,000, \$3.5 million above the policy level (2% of general fund revenues net of pass throughs). The Board has acted prudently over the past twelve months setting the contingency reserve at \$58 million in the FY 2003 Adopted budget and increasing it to \$73 million during the Mid-Year Budget process. A lack of discretionary fund balance resulting for the weak local economy has left the Administration with few options to fund important one-time needs including capital

projects and technology needs. Although the contingency reserve has been reduced, it still is being recommended at \$37 million, \$3.5 million over the policy level.

Salary Reserve

No salary reserve has been created for the FY 2004 budget. As in FY 2003, departments will be required to absorb the first-year costs of realignments and reclassification approved during FY 2004.

Appropriations-Contingencies — Budget Unit 0910 Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
1010	Appropriations Contingencies		58,648,120	72,131,966	37,000,000	(21,648,120)	-37
Total Expenditures		0	58,648,120	72,131,966	37,000,000	(21,648,120)	-37%

Appropriations Contingencies — Cost Center 1010 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget		58,648,120	
Board Approved Adjustments During FY 2003		13,483,846	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(13,483,846)	0
	Subtotal	58,648,120	
Recommended Changes for FY 2004			
1. FY 2004 Contingency Reserve		(21,648,120)	
Set the Contingency Reserve for FY 2004 at \$33.5 million. This is the level of appropriation required by the current Board policy, which is 2% of General Fund revenues net of pass-throughs.			
	Subtotal	0.0	0
Total Recommendation		37,000,000	

Measure B Trans Improvement Prog — Budget Unit 0017 Expenditures by Cost Center

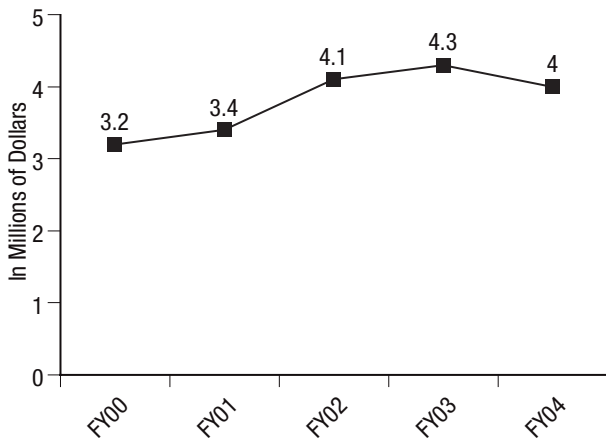
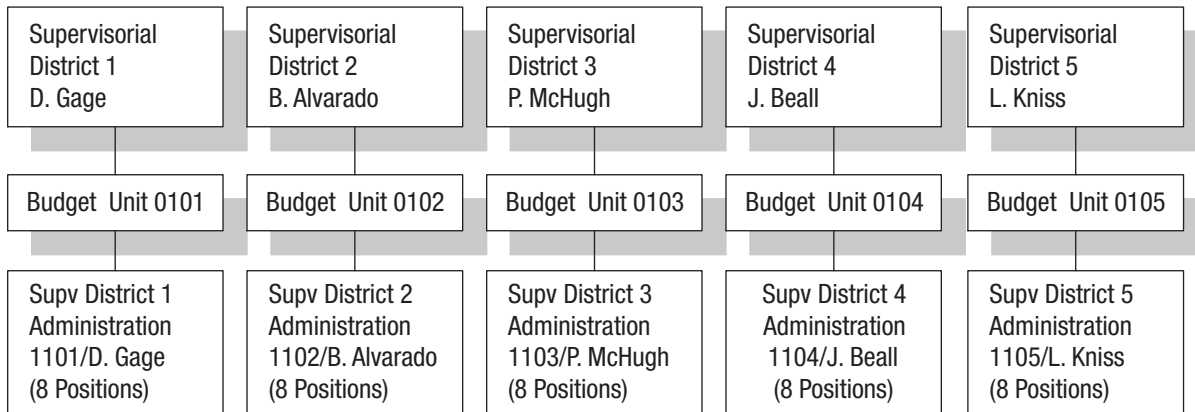
CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
1806	Expressway Level of Services (LOS)			1,466,667			

Expressway Level of Services (LOS) — Cost Center 1806 Major Changes to the Budget

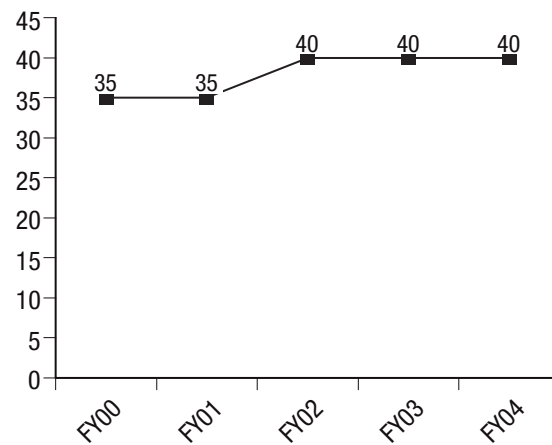
	Positions	Appropriations	Revenues



Board of Supervisors



Appropriation Trend



Staffing Trend

Staffing in the Board Offices may vary.



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.**

Description of Major Services

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, Board of 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 2003, Supervisor Blanca Alvarado is the designated Chairperson. Each of the five board offices have a total staff of 8 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. The Board is 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 The County of Santa Clara.

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

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

Fiscal Year 2003 Accomplishments

Health and Hospital Committee

- ❑ Monitored and advised the progress of the Children's Health Initiative in their funding, outreach and enrollment efforts under the Community Outreach Services Department, the Santa Clara Family Health Plan, and other community organizations.
- ❑ Evaluated the Violence Prevention Program Alcohol Policy and recommended modifications to ensure coordination between the County and surrounding cities.
- ❑ Requested and reviewed a ten-year history of financial, legislative and key programmatic elements affecting the Mental Health Department, Public Health Department, and Department of Drug and Alcohol to inform Board discussions around budget formation.
- ❑ Fulfilled governance responsibilities of the Santa Clara Valley Medical Center and Valley Health Plan related to oversight of finance and operational performance, approval of policy and procedures, implementation of Health Information Portability and Accountability Act, development of various health care compliance requirements, review of quality indicators, performance measurement, and safety reports.
- ❑ Focused on the challenge of health care workforce development, supporting enhanced recruitment and retention strategies such as the 20/20 Program, compensation enhancement, and loan forgiveness.

- ❑ Evaluated the Health and Hospitals strategic facilities plan and supported future growth of community based ambulatory care clinics in the Fair Oaks, Milpitas, and Gilroy areas.

Children, Seniors and Families Committee

- ❑ Successfully decreased the children shelter population by implementing new policies and best practices.
- ❑ Successfully transitioned the Child Support Services from the authority and oversight of the District Attorney to the authority of the Board of Supervisors.
- ❑ Replenished the Welfare Reserve to \$5,000,000 in anticipation of an increase in caseloads and welfare related services during the County's economic downturn.
- ❑ Evaluated CalWORKs/ESI efforts to aid CalWORKs clients in their pursuit of independence by reviewing programs that provide child care, transportation, job training and skill improvement and housing subsidies.

Public Safety and Justice Committee

- ❑ Oversaw the multi-jurisdictional implementation of Juvenile Detention Reform (JDR) initiatives such as the new county-wide law enforcement policy on the release of juveniles and changes in court processing to reduce the length of stay in juvenile facilities.
- ❑ Collaborated with the Human Relations Commission, Juvenile Justice Commission, and the Youth Task Force to hold Juvenile Detention Reform Public Forums to gather input from parents and youth in San Jose and South County.
- ❑ Evaluated and recommended the replacement of the jail's law libraries with a legal research assistance program that continues to enable inmates access to the courts and the right to self-representation.
- ❑ Evaluated and recommended the closure of the Department of Correction Sobering Station.
- ❑ Reviewed and approved the RFP for Bail Agents and Defense Attorneys Advertisements in the Jails.

- Continued providing oversight of the Substance Abuse and Crime Prevention Act (Prop. 36) program implementation.
- Reviewed and recommended approval of State and Federal grant allocations to Public Safety Departments.
- Supported the reconvening of the Services to Drug Treatment/Mental Health Courts Steering Committee.
- Evaluated potential service impacts and provided policy direction on the FY 2004 Public Safety and Justice Department Budget Reduction Plans.

Finance and Government Operations Committee

- Completed the review of management audits of the Controller-Treasurer Department, the Department of Correction, the Department of Mental Health, and the Department of Child Support Services with the Board approving many audit recommendations for implementation to improve operational effectiveness and efficiency.
- Recommended Board-level policies on using Internet technology to improve County services to residents and improve County staff productivity, deployed a new County website, implemented on-line employment applications and on-line submission of contract data by community based organizations for all County agencies.
- To help the County close a significant projected budget deficit for FY 2004, tightened the hiring freeze exemption policy, identified capital projects to defer or cancel to achieve one-time savings, eliminated over 50 positions vacant for more than 12 months and increased budgeted salary savings to reduce ongoing spending by \$5 million, and modified the funding policies of the workers compensation and liability insurance funds that reduced ongoing department costs by \$1.2 million and generated \$13.9 million in available one-time funds.
- Directed staff to conduct comprehensive testing of electronic voting implementation involving people, processes, and products that culminated in the Board selecting a preferred vendor to replace the County's current voting system starting in November 2003 as required by a Federal Court order against California.

- Implemented a Popular Report of the County's Comprehensive Annual Financial Report to make technical financial information more accessible to the public.
- Added a Board policy to have the amount of direct energy used as a formal decision criterion in the County's construction and purchasing decisions relating to new buildings, facility space leases, and equipment that uses energy, as well as establishing the goal to meet or exceed State Building Code energy consumption standards including the exploration of solar and other renewable resources

Housing, Land Use, Environment, and Transportation Committee

- Initiated:
 - the Open Space and Viewshed Work Program
 - the update to the County's Historical Heritage Inventory project
 - revisions to the County's Lot Line Adjustment and Williamson Act procedures and ordinances
- Reviewed, Monitored, and/or Supported:
 - the Parks Department's Strategic Plan
 - the process to establish a Countywide Habitat Conservation Plan
 - Draft Master Plans for the proposed Coyote Lake-Harvey Bear and Little Arthur Creek County Parks, and for the existing Los Gatos Creek and Stevens Creek County Parks.
 - the Graffiti Abatement Program, the Weed Abatement Program, and the Glassy-Winged Sharpshooter eradication efforts
- Completed:
 - State-mandated revisions to the County's Secondary Dwelling Regulations
 - Phase One of the Zoning Ordinance Revision Project
 - the Large Group Assembly Facility Study



Fiscal Year 2004 Planned Accomplishments

Health and Hospital Committee

- Continue to monitor the Mental Health Department focusing on implementation of Board approved recommendations resulting from the 2003 audit of the Mental Health Department, the Utilization Management Plan, the 24-hour care system, and potential for long-term efficiencies in the Department.
- Formation of a task force to evaluate and make recommendations related to the current and future challenges of operating Valley Medical Center.
- Oversight of the financial and operational performance of Santa Clara Valley Health and Hospital System including fiscal year 2004 budget implementation and fiscal year 2005 budget formation.
- Review proposed Regional Custody Acute Psychiatric Facility.
- Fulfill governance requirements of the Santa Clara Valley Medical Center and the Valley Health Plan.
- Review development of a Children's Hospital at the Valley Medical Center under a public/private partnership model.

Children, Seniors and Families Committee

- Decrease the number of children in the Child Welfare System by developing diversion and family reunification services for all families.
- Continue to improve operational efficiencies by reviewing and eliminating unnecessary mandates and procedures to maximize resources and maintain safety net services.
- Continue to evaluate implementation of Performance Based Budgeting for the Social Services Agency, Department of Child Support Services and School-Linked-Services to enable the Board of Supervisors to make effective budget reductions with the least impact on our clients.
- Continue to improve our County's child support collections and meet and exceed all federal and state performance measures and standards.

- Implement and adopt the Housing Task Force's recommendations that increase housing to special needs populations such as seniors, Foster and Emancipated Youth.
- Continue to provide outstanding services such as IHSS to frail, elderly and dependent adults.
- Develop a fiscally responsible Welfare Reserve Policy that provides program funding for the County's most needy clients.

Public Safety and Justice Committee

- Continue to provide direction to attain Juvenile Detention Reform goals of eliminating the inappropriate and unnecessary incarceration of juveniles and addressing the disproportionate number of youth of color who come into contact with the juvenile justice system.
- Continue oversight of Juvenile Detention Reform initiatives such as the implementation of a revised risk assessment intake instrument at Juvenile Hall and the creation of community treatment services.
- Monitor and provide direction to the Services to Drug Treatment/Mental Health Courts Steering Committee.
- Enhance the partnership between the Court and County to discuss issues such as the transfer of court facilities and the provision of support services.
- Review the impacts of the budget reductions on public safety services, the criminal justice system, and the jail population.

Finance and Government Operations Committee

- Continue to achieve improved operational effectiveness and efficiency by implementing recommendations from management audits of the Public Health Department, Sheriff Operations, and the Social Services Agency Administration.
- Continue to review and modify County financial policies, identify process improvements and operational efficiencies, and develop strategies that will generate sufficient ongoing revenues or savings to meet significant projected deficits from State budget actions in FY 2004 and employee benefit costs for FY 2005.



- Issue bond financing on seven major public safety and health care facility projects and begin construction.

Housing, Land Use, Environment, and Transportation Committee

- Continue to Review and Monitor:
 - On-going development of the Countywide Habitat Conservation Plan
 - the Historical Heritage Inventory project
 - Phase Two of the Zoning Ordinance Revision Project
 - the Open Space and Viewshed Work Program
 - the Graffiti Abatement and Weed Abatement Programs

- all pest eradication programs (e.g., Glassy-Winged Sharpshooter, Guava Fruit Fly)

- Complete work on:
 - County Parks and Recreation Department's Coyote Lake-Harvey Bear Ranch Master Plan
 - the Santa Clara County Parks Strategic Plan
 - revisions to the Lot Line Adjustment ordinance
 - revisions to Williamson Act procedures and the related ordinance
 - revisions to the County's processing of Letters of Public Convenience or Necessity (PCN Letters)

County Executive's Recommendation

The Board of Supervisors were each given a reduction target of \$133,302, which each office has met by reducing their appropriations.

Recommendation: Reduce ongoing appropriations for salaries and benefits in each Board Office by \$133,302.

Total Ongoing Reduction: (\$666,510)

Supervisorial District 1 — Budget Unit 0101 Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
1101	Supervisorial District 1	777,767	866,046	855,729	800,411	(65,635)	-8
	Total Expenditures	777,767	866,046	855,729	800,411	(65,635)	-8%



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

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	8.0	866,046	
Board Approved Adjustments During FY 2003		(10,317)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		68,216	
Internal Service Funds Adjustment		(746)	
Other Required Adjustments		10,514	0
Subtotal	8.0	933,713	
Recommended Changes for FY 2004			
1. Reduce Salary and Benefits		(133,302)	
Subtotal	0.0	(133,302)	0
Total Recommendation	8.0	800,411	

Supervisorial District 2 — Budget Unit 0102 Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg	% Chg From
			Approved	Adjusted		From FY 2003 Approved	FY 2003 Approved
1102	Supervisorial District 2	768,130	866,046	855,353	800,411	(65,635)	-8
	Total Expenditures	768,130	866,046	855,353	800,411	(65,635)	-8%

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

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	8.0	866,046	
Board Approved Adjustments During FY 2003		(10,693)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		68,216	
Internal Service Funds Adjustment		(351)	
Other Required Adjustments		10,495	0
Subtotal	8.0	933,713	
Recommended Changes for FY 2004			
1. Reduce Salary and Benefits		(133,302)	
Subtotal	0.0	(133,302)	0
Total Recommendation	8.0	800,411	



Supervisory District 3 — Budget Unit 0103 Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
1103	Supervisory District 3	772,294	866,046	854,950	800,411	(65,635)	-8
	Total Expenditures	772,294	866,046	854,950	800,411	(65,635)	-8%

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

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	8.0	866,046	
Board Approved Adjustments During FY 2003		(11,096)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		68,216	
Internal Service Funds Adjustment		(2,967)	
Other Required Adjustments		13,514	0
	Subtotal	933,713	
Recommended Changes for FY 2004			
1. Reduce Salary and Benefits		(133,302)	
	Subtotal	(133,302)	0
Total Recommendation	8.0	800,411	

Supervisory District 4 — Budget Unit 0104 Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
1104	Supervisory District 4	820,008	866,046	855,963	800,411	(65,635)	-8
	Total Expenditures	820,008	866,046	855,963	800,411	(65,635)	-8%



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

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	8.0	866,046	
Board Approved Adjustments During FY 2003		(10,083)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		68,216	
Internal Service Funds Adjustment		(980)	
Other Required Adjustments		10,514	0
Subtotal	8.0	933,713	
Recommended Changes for FY 2004			
1. Reduce Salary and Benefits		(133,302)	
Subtotal	0.0	(133,302)	0
Total Recommendation	8.0	800,411	

Supervisorial District 5 — Budget Unit 0105 Expenditures by Cost Center

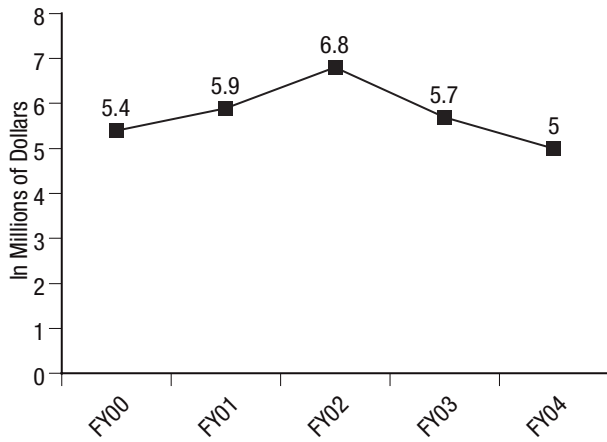
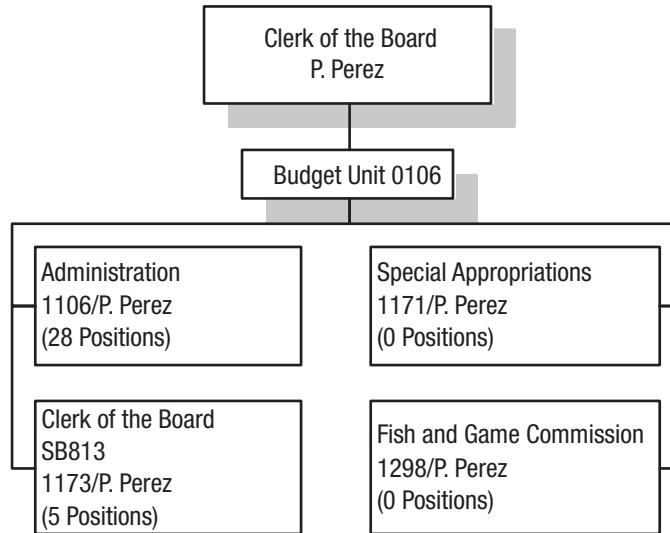
CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg	% Chg From
			Approved	Adjusted		From FY 2003 Approved	FY 2003 Approved
1105	Supervisorial District 5	741,940	866,046	855,053	800,411	(65,635)	-8
	Total Expenditures	741,940	866,046	855,053	800,411	(65,635)	-8%

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

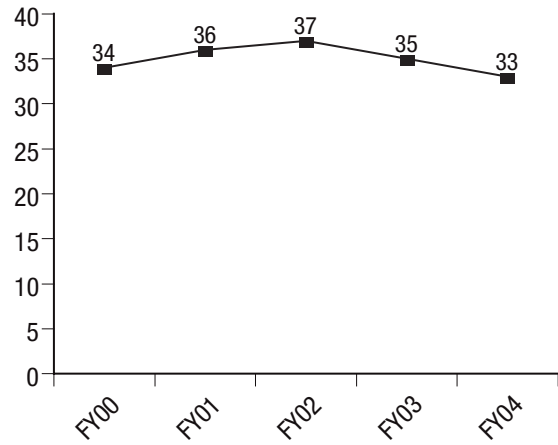
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	8.0	866,046	
Board Approved Adjustments During FY 2003		(10,993)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		68,216	
Internal Service Funds Adjustment		(70)	
Other Required Adjustments		10,514	0
Subtotal	8.0	933,713	
Recommended Changes for FY 2004			
1. Reduce Salary and Benefits		(133,302)	
Subtotal	0.0	(133,302)	0
Total Recommendation	8.0	800,411	



Clerk of the Board



Appropriation Trend



Staffing Trend



Public Purpose

- ➔ **Quality public service to County residents, elected officials, and staff by providing timely, accurate and accessible information regarding the public meetings of the Board of Supervisors and its boards and commissions.**

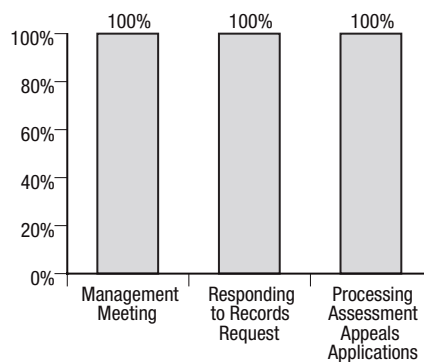


Desired Results

The over-arching desired result of the services provided by the Clerk of the Board's Office is to assure **satisfied, well-served customers** in which customer needs are met through timely and accurate preparation of meeting agendas, minutes, summaries and other

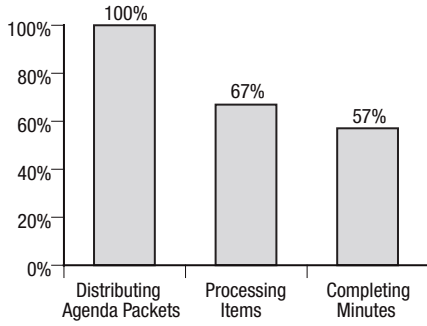
material; through information being available and provided upon customer request; and through efficient department operations.

Timely preparation of meeting agendas, minutes, summaries and other material for County residents, elected officials and staff.

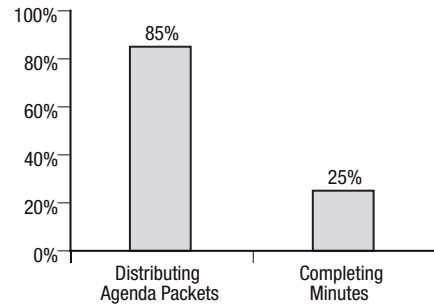


Percent of Legal Mandates Met

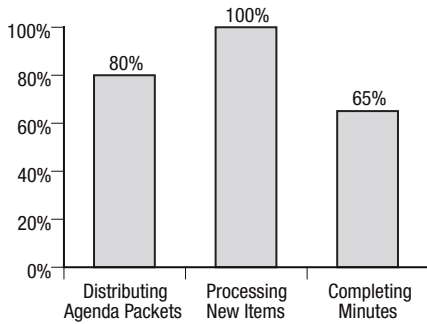
Percent of department timelines met.



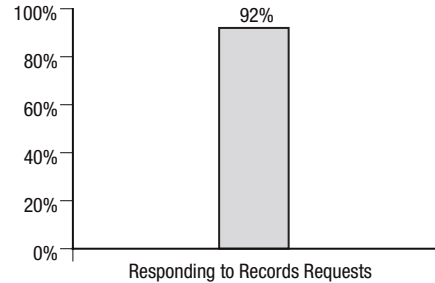
Board of Supervisors Meetings



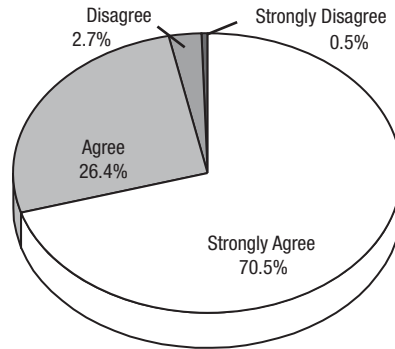
Board Committee Meetings



Advisory Boards and Commissions



Accurate preparation of meeting agendas, minutes, summaries and other material for County residents, elected officials and staff.

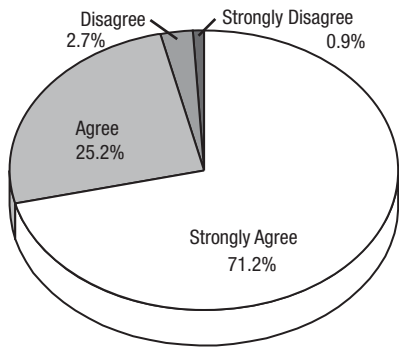


Department Provides Clear and Accurate Information

Measure: % of customers reporting in customer satisfaction survey that department provides clear and accurate information.

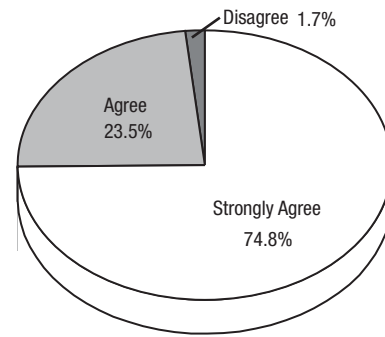


Information available and provided upon customer request.



Department Provides Timely Response

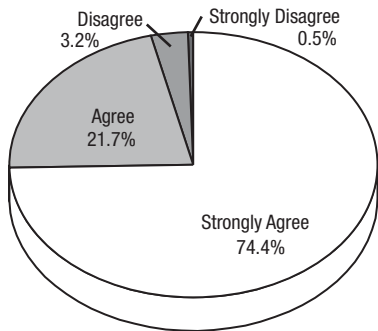
Measure: % of customers reporting in customer satisfaction survey that department provides timely response.



Department is Helpful and Courteous

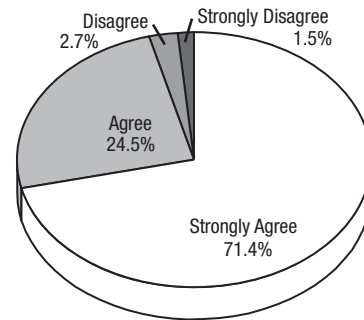
Measure: % of customers reporting in customer satisfaction survey that department is helpful and courteous.

Efficient Departmental Operations



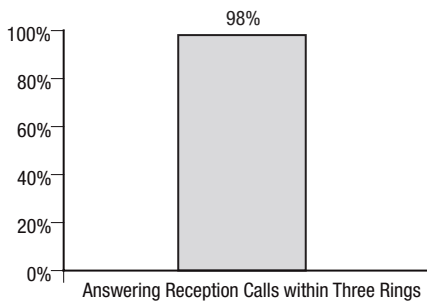
Overall Experience with Department is Positive

Measure: % of customers reporting in customer satisfaction survey that their overall experience with the department is positive.

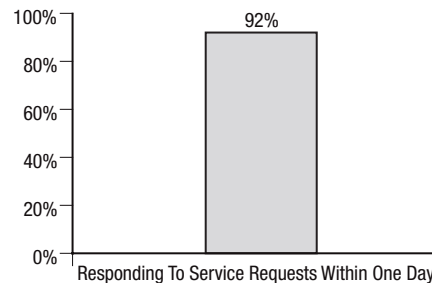


Department Provides Effective Solutions

Measure: % of customers reporting in customer satisfaction survey that department provides effective solutions



Average Time to Answer Calls in Main Reception



Average Response Time to Resolve Urgent and Non-Urgent Systems and Facilities Service Requests



Description of Major Services

The Clerk of the Board of Supervisors is a faced-paced, customer service-oriented department that performs a myriad of functions, working within many federal, state, and local mandates to meet pre-established timelines and legal requirements. Major services provided include meeting management, records management, assessment appeals and other official filings, services to Advisory Boards and Commissions, and operational support.

Meeting Management Services

The Rules of the Board of Supervisors of the County of Santa Clara requires the Clerk of the Board to provide meeting management services to the Board of Supervisors, its Committees and Advisory Boards and Commissions. Meeting management services include:

- appropriate noticing and posting of meetings and hearings
- preparation of meeting agendas
- distribution of meeting packets
- preparation of a summary record of proceedings

These services are performed in compliance with the California Ralph M. Brown Act and other applicable law.

In addition, the Clerk of the Board prepares meeting minutes, processes Board of Supervisors meeting referrals and items that require action, and records varied documents within statutory timelines.

Records Management Services

The Clerk of the Board acts as the repository for all official records and documents submitted as actions taken by the Board or related to Board activities, and is the provider of this information to anyone requesting it.

The Clerk of the Board carries out these custodial duties in compliance with the California Public Records Act and other applicable law.

Property Assessment Appeals and Other Official Filings

As part of its Records Management Services, the Clerk of the Board receives and processes Property Assessment Appeals filed by Santa Clara County property owners. These duties are performed in accordance with the State Revenue and Taxation Code, Property Tax Rules, and rules and procedures of the County's local Assessment Appeals Board.

The Clerk of the Board also receives and processes other official filings, including Conflict of Interest forms, Claims against the County, Stop Notices, Certificates of Tax Clearance, Oaths of Office, and Municipal Code Ordinance supplements. These filings are received and processed in accordance with applicable law.

Services to Advisory Boards and Commissions

The Clerk of the Board provides administrative support to more than thirty (30) Advisory Boards and Commissions. This administrative support includes preparing and distributing documents for new appointments, orienting new board and commission members, administering the resignation and vacancy process, and maintaining current records for all appointments in compliance with the County of Santa Clara Charter and applicable Government Code.

Operational Support Services

The Clerk of the Board provides operational support to the Board members and their staffs, including systems, personnel, central receptionist, and meeting room reservation services. The department is also responsible for administering various special appropriations that range from memberships and dues in regional and statewide governmental organizations to special projects funded on a one-time basis, as well as the funding for the County's management auditor contract.

County Executive's Recommendation

The Clerk of the Board's Office was given a reduction target of \$824,938. The Department submitted a plan that met the target. After carefully reviewing the impacts of the proposed reductions, the County

Executive is recommending the following solutions:

Revenue Enhancement

Recommendation: Increase revenue assumptions for the Clerk of the Board's Office by \$22,489.

Impact on Service: By implementing the County's new productive hourly rate, the Clerk of the Board is able to bill at a higher rate for services currently provided to the Airports and Roads Commission. This new rate will also be used for new services provided to the First Five and Fish and Game Commissions. The Clerk of the Board currently provides these services on an ongoing basis, no additional staff is requested to generate this reimbursement.

Total New Ongoing Revenue: \$22,489

Increase Reimbursements

Recommendation: Increase reimbursement assumptions for the Clerk of the Board's Office by \$65,527.

Impact on Service: The increase in expenditure reimbursement to the Clerk of the Board's Office from various non-general fund departments is based on a new cost recovery method using the County's productive hourly rate. Services are provided to the Child Abuse Council, Parks and Recreation and Environmental Health. The Child Abuse Council and some functions of the Parks and Recreation department have already been receiving these services from the Clerk of the Board. Other functions of the Parks and Recreation Department and Environmental Health will be charged for the first time. There is no anticipated workload impact since these are existing services.

Total Ongoing Reimbursement: \$65,527

Recommendation: Increase cost reimbursement assumptions for services provided by the Management Audit Division to non-general fund agencies.

Impact to Service: The general fund cost of the Management Audit Division will be offset by assigning them to audit non-general fund departments. The Board of Supervisors will be limited to auditing non-general fund departments in order to stay within budget in this area. It is anticipated that the audits will

offset the cost of the Management Audit Division by approximately \$197,760 for the first year and a total of \$752,621 over three fiscal years.

In a risk assessment analysis provided to the Board of Supervisors, the Management Auditor identified five potential non-General Fund audits, ranging in degree of risk from high (Central Fire District) to medium (Park and Recreation, County Library) to low (Environmental Health, Vector Control).

Total Ongoing Revenue: \$197,760

Staff Reduction

Recommendation: Delete 1.0 FTE Board Clerk in the Clerk of the Board's Office.

Impact on Service: This position has been vacant since the retirement of the incumbent. Since then, the duties have been absorbed by existing staff and the position has been held vacant for reduction purposes.

Total Ongoing Reduction: (\$59,508)

Reduce Overtime Funds

Recommendation: Reduce overtime funds in the Clerk of the Board's Office by \$5,000.

Impact on Service: The reduction in overtime will necessitate the close monitoring of overtime hours and the adhering to pre-established bimonthly Advisory Boards and Commissions meeting schedules.

Total Ongoing Reduction: (\$5,000)

Reduce ISD Services

Recommendation: Reduce support from the Information Services Department by \$219,028.

Impact on Service: The Clerk of the Board budgets funds for technology-related services provided by ISD. This includes the maintenance of the KeyBoard System, and for specified systems and network support.

This reduction will eliminate a portion of KeyBoard maintenance funds reserved for hardware and software upgrades and for application stabilization, which is no longer required due to the recent performance of the



system. Until system reliability could be confirmed, the department did not want to eliminate this appropriation. Contingency funds for application support and funds earmarked for data migration work that is no longer required will also be deleted.

Total Ongoing Reduction: (\$219,028)

Reduce Funds in Special Appropriations Budget

Recommendation: Reduce the Special Appropriations Budget by \$41,292.

Impact on Service: Appropriations are recommended for elimination based on historical spending as follows:

- Countywide Fund (\$15,000) - never used
- Harvard JFK Professional Education (\$10,000) - unused since Fiscal Year 2002
- Other unallocated funds (\$16,292) - never used

Total Ongoing Reduction: (\$41,292)

Reduce Services and Supplies

Recommendation: Reduce services and supplies in the Assessment Appeals budget by \$11,400.

Impact on Service: Funds will be reduced for Assessment Appeals Commissioner stipends. Reduction is based on historical spending patterns. No service impacts are anticipated.

Total Ongoing Reduction: (\$11,400)

Recommendation: Reduce services and supplies in the Clerk of the Board's operating budget by \$10,689.

Impact on Service: Funds will be reduced for office equipment maintenance. Funds are based on historical spending and little service impact is anticipated.

Total Ongoing Reduction: (\$10,689)

One-Time Funding of Memberships

Recommendation: Memberships for both the National Association of Counties (NACO) and the Association of Bay Area Governments (ABAG) will be paid for out of one-time, rather than ongoing funds.

Background: Both membership for NACO and ABAG are budgeted out of the Clerk of the Board's Special Appropriation budget. Membership in these organizations provides the County with resources, networking and input at the local and national levels.

Impact on Service: There is no impact to service levels in the Clerk of the Board's Office for this action. The memberships will be funded on a one-time basis rather than from ongoing funds.

Total Ongoing Reduction (\$176,085)
Total One-time Cost: \$176,085

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

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
1106	Administration And Operations	4,373,359	3,682,329	3,715,532	3,110,132	(572,196)	-16
1171	Special Appropriations	2,227,341	1,703,992	1,842,442	1,609,142	(94,850)	-6
1173	Assessment Appeals	238,169	300,818	300,818	321,000	20,182	7
1298	Fish And Game Commission		4,000	4,000	4,000		
Total Expenditures		6,838,869	5,691,139	5,862,792	5,044,274	(646,864)	-11 %



Clerk Of The Board — Budget Unit 0106

Revenues by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
1106	Administration And Operations	489,309	117,471	32,253	33,500	(83,971)	-71
1298	Fish And Game Commission	6,110	10,000	10,000	5,000	(5,000)	-50
Total Revenues		495,419	127,471	42,253	38,500	(88,971)	-70%

Administration And Operations — Cost Center 1106

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	30.0	3,682,329	117,471
Board Approved Adjustments During FY 2003	-1.0	33,203	(85,218)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		105,661	
Internal Service Funds Adjustment		(35,015)	
Other Required Adjustments		(103,033)	1,247
	Subtotal	29.0	3,683,144
Recommended Changes for FY 2004			
Internal Service Fund Adjustments		-	-
General Fund ISD Services Adjustment		6,989	0
Reduce KEYBOARD and Website Support and Development		(219,028)	
1. Delete 1.0 Vacant FTE in the Clerk of the Board's Office.	-1.0	(59,508)	
The County Executive recommends deleting 1.0 FTE Board Clerk (D55). The position has been held vacant for reduction purposes.			
2. Reduce Overtime		(5,000)	
The County Executive recommends the reduction of overtime in the Clerk of the Board's Office for budget reduction purposes.			
3. Reductions Based on Historical Use		(10,689)	
The County Executive recommends the ongoing reduction of equipment maintenance. Reductions are based on historical spending patterns and will not create any major service impacts.			
4. Increase Reimbursement based on new rate calculation methodology.		(285,776)	
The County Executive recommends the increase in reimbursement of \$285,776 based on new cost recovery methodology using the County's Productive Hourly Rate for processing services to non-General Fund Departments and by assigning the Management Auditor to non-General Fund Departments.			
	Subtotal	-1.0	0
Total Recommendation	28.0	3,110,132	33,500



Special Appropriations — Cost Center 1171

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget		1,703,992	
Board Approved Adjustments During FY 2003		138,450	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		12,500	
Other Required Adjustments		(204,508)	0
	Subtotal	1,650,434	
Recommended Changes for FY 2004			
1. Reduce budgeted amounts from Special Appropriations.		(41,292)	
The County Executive recommends the reduction in the Special Appropriations budget including reductions in the Countywide Events fund (\$15,000), the Professional Education fund (\$10,000) and eliminates some unallocated funding based on historical use (\$16,292).			
	Subtotal	(41,292)	0
Total Recommendation		1,609,142	

Assessment Appeals — Cost Center 1173

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	5.0	300,818	
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		14,872	
Other Required Adjustments		16,710	0
	Subtotal	332,400	
Recommended Changes for FY 2004			
1. Reduce Services and Supplies		(11,400)	
Reduces budgeted amount for the Assessment Appeals Commissioner stipends, based on historical spending patterns.			
	Subtotal	(11,400)	0
Total Recommendation		321,000	

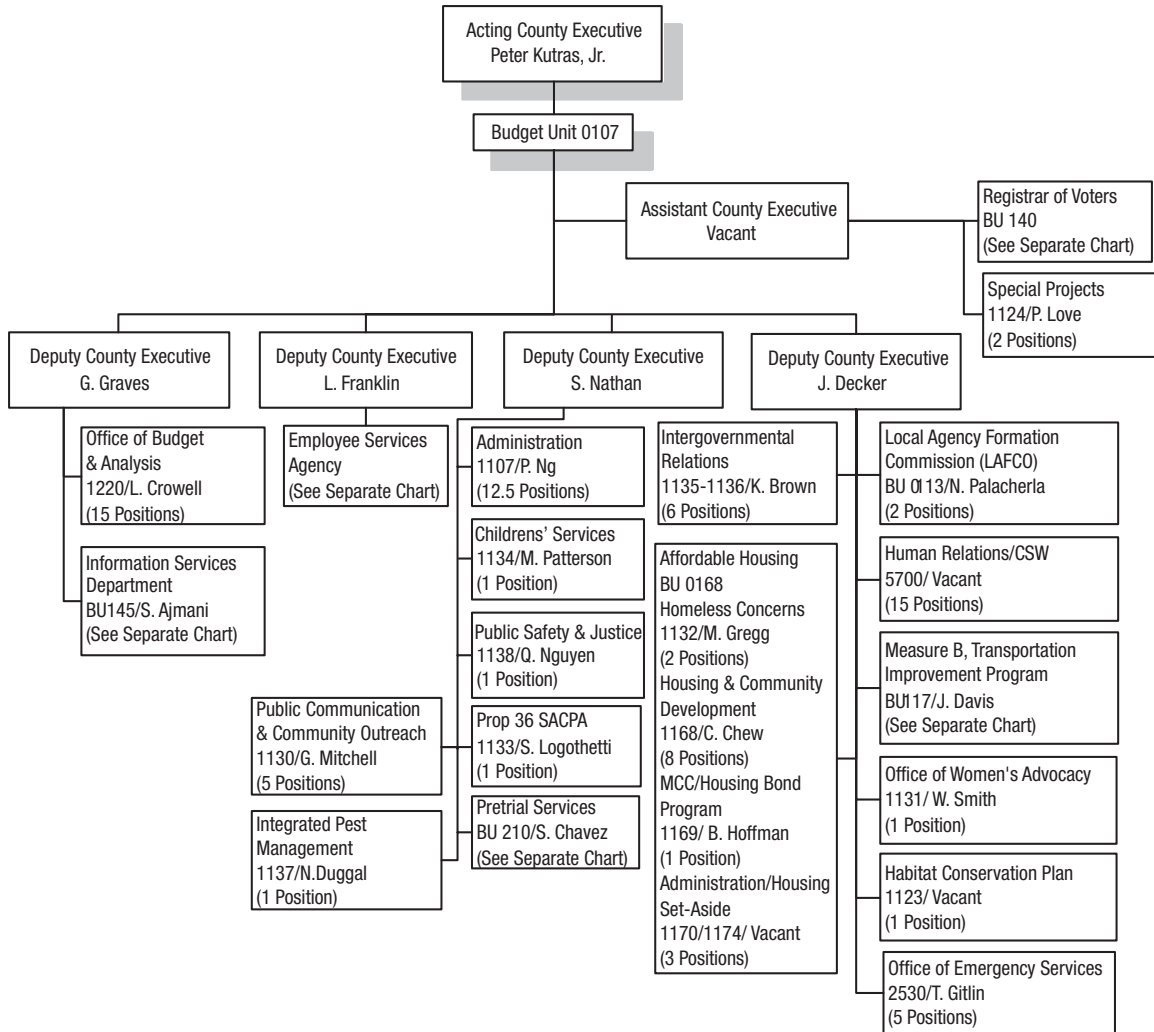


Fish And Game Commission — Cost Center 1298
Major Changes to the Budget

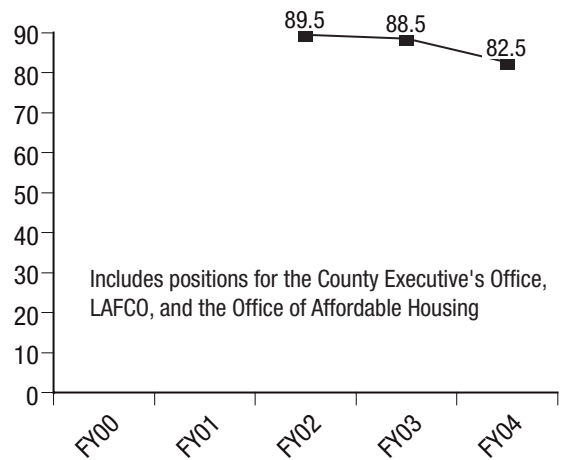
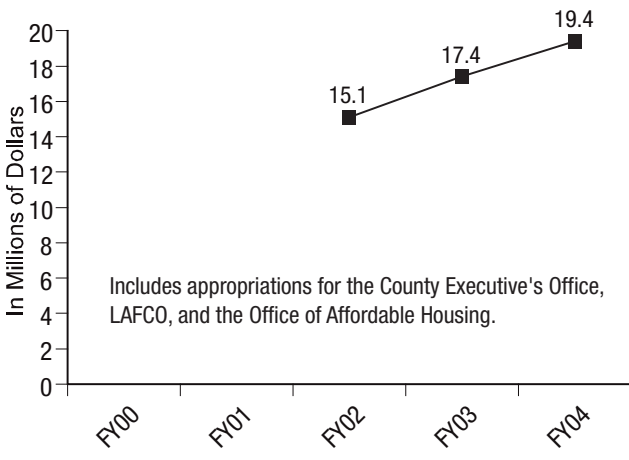
	Positions	Appropriations	Revenues
Fish and Game Fund (Fund Number 0033)			
FY 2003 Approved Budget		4,000	10,000
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			
	Subtotal	4,000	(5,000)
Recommended Changes for FY 2004			
Total Recommendation		4,000	5,000



Office of the County Executive



Section 1: Finance & Government Operations



Public Purpose

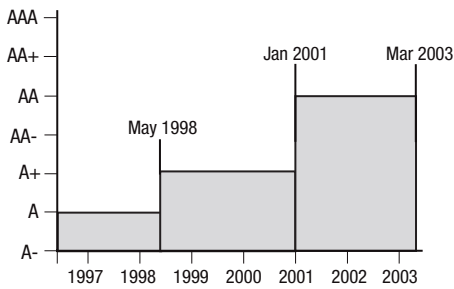
- ➔ Leadership for the County Organization
- ➔ Provision of Effective Government Services



Desired Results

It is the Administration's intent to re-evaluate the eight current measures during the course of Fiscal Year 2004 to determine their continued relevance in light of the recommended reductions.

Executive Leadership which results in effective provision of services to residents and businesses of Santa Clara County.



County Bond Rating Status (Standard & Poor's)

The Bond rating status is an important measurement of how well the County manages its resources, in order to provide effective services and programs to residents and businesses. Santa Clara County's bond ratings remain the highest of any large county in California. The AA rating depicted on the chart refers to lease revenue bonds.

Data under development for FY 2005.

Legislative Priorities

The Office of Intergovernmental Relations works with the Board of Supervisors to develop annual legislative priorities for the County. The office will track the number of priorities that legislative staff work on with County legislative representatives.



Data under development for FY 2005.

Accomplishment of Initiatives

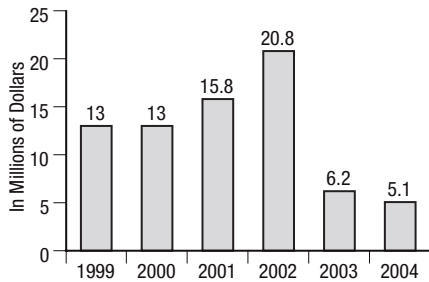
The Office provides leadership for a broad array of program initiatives, which continue to change over time. Budget-related priorities have taken precedence over the task of gathering data regarding these activities, and it is expected that budget reductions may change the scope of initiatives undertaken by the Office.

Data under development for FY 2005.

Accomplishment of Direct Services

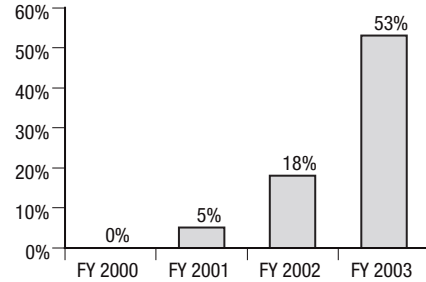
Some departments in the Office provide direct client services to the public. Budget-related priorities have taken precedence over the task of developing service measurements, and it is expected that budget reductions may change the scope of direct services provided by the Office.

A Fiscal Management Strategy, which provides for maximum service provision, fiscal oversight of County operations, and development of a relevant and balanced County budget.



Status of Reserve Fund for Economic Uncertainty

The status of this reserve is an important measurement of how well the County practices sound fiscal management, in order to provide a continuum of effective services during periods of economic downturn. It can be seen that as the regional and statewide economic climate worsened the Board authorized the use of these funds to continue to provide critical services to the public.

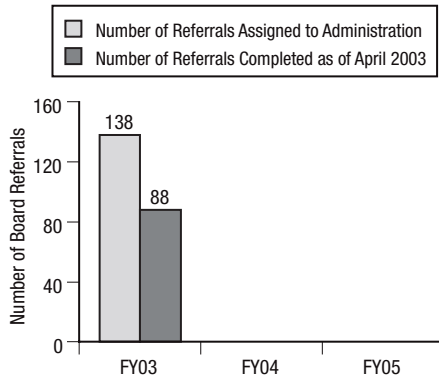


Percentage of Performance Measures for which Data is Collected

The Office of Budget & Analysis oversees departmental efforts to develop performance measures in each budget unit, an important component of performance based budgeting. In FY 2003 all departments had reached the stage of identifying multiple performance measures, and several began implementation of these measures. This chart depicts the percentage of performance measures developed Countywide for which implementation has begun.

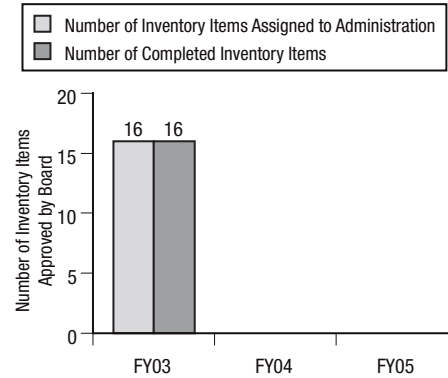


Organizational Efficiency, Effectiveness, and Excellence through organizational leadership and oversight.



Completed Board Referrals

The Office oversees the responsiveness of the organization to requests and referrals by the Board of Supervisors. The Office began tracking referrals in an Access database in July 2002. Data is available for prior years, but must be manually gathered, and is not available for inclusion in this document.



Completed FY 2003 Inventory Items

This Office oversees the responsiveness of the organization to inventory items that are approved annually in the County budget. These items are generally forwarded by Board committees or individual Board members, for full Board consideration during the Budget hearings.

Description of Major Services

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 residents.

County Leadership

Consistent with the County Charter, the County Executive is the head of the administrative branch of the County and is responsible for the coordination of the work of all offices, both elective and appointive. The Office of the County Executive provides leadership for the County organization through policy and fiscal oversight.

The Office is responsible for preparation and oversight of the County budget and submission of items presented to the Board of Supervisors for action. The performance-based budget process is coordinated through the Office, to give the Board and the public better information on the allocation of funding and staffing resources and how well the public is being

served by the County's many programs and services. The Office also promotes County interests in local, state and federal legislative bodies and regulatory agencies.

The Office provides information on County programs, services and important issues to the public, the media and other agencies. In times of emergency or crisis, the Office is responsible for gathering and dispersing vital information to other agencies in the region, to state and federal agencies, and to the public and media.

Interdepartmental Coordination and Initiative Development

The Office of the County Executive provides coordination and leadership in a variety of areas involving multiple departments and other stakeholders. Within the law and justice domain, the Office acts as lead agency for the oversight and fiscal management of the Substance Abuse and Crime Prevention (SACPA, or Proposition 36) Program and the Local Law Enforcement Block Grant program; coordinates and monitors implementation of the Court/County Memorandum of Understanding; and manages the indigent defense contracts.

In the area of children's services, the Office convenes the Children and Families Leadership Team to develop and monitor the implementation of collaborative strategies among the County's child-serving agencies. Major



among these strategies is Cross Systems Evaluation, a countywide effort to determine the effectiveness of County-funded services to children. The juvenile detention reform program seeks to eliminate the inappropriate or unnecessary use of secure detention for children.

In the area of housing issues, the Office coordinates strategic planning and activities taken towards addressing regional housing needs. Other current issues include management of the revitalization project for the County Fairgrounds, participation in habitat conservation planning for biologically sensitive areas and species, oversight of the County's Integrated Pest Management Program, and development of new cable communications franchises and agreements.

Direct Program Services

In addition to the broad oversight provided to the County organization, the Office of the County Executive also provides an array of direct services to the public.

- ❑ The Office of Human Relations provides immigration and citizenship assistance and dispute resolution services, and also coordinates community campaigns such as the hate-free community outreach effort.
- ❑ The Office of Women's Advocacy coordinates conferences and other events to empower women and girls.
- ❑ The Office of Affordable Housing will continue to develop under the auspices of the County Executive's Office in FY 2004, and includes the former Housing and Community Development department, the Office of Homeless Concerns and the Mortgage Certificate Program. The Office provides affordable housing opportunities and homeless services.

County Executive's Recommendation

The Office of the County Executive has met its budget reduction target of \$1,399,214 with this proposal. The reductions were developed across all divisions within BU 107, and also include a reduction in the Office of Affordable Housing (BU 168) which continues to develop under the close oversight of the County Executive's Office, and in the Special Programs budget (BU 119).

A limited amount of one-time expenditures are recommended in order to continue vital elements of direct service programs that support Board priorities in the community, and that have received one-time funding annually for the past few years. In addition, ongoing funding for the Youth Task Force Coordinator position is recommended; the position has received one-time funding for the past few years. The augmentations were developed within the overall budget reduction strategy, and new revenue will support the additional ongoing cost.

Reduce Expenditures for Services and Supplies

Recommendation: Reduce expenditures for services and supplies in the Office of the County Executive.

Background: These reductions include \$81,300 in Administration, \$52,000 in Legislative Programs (including a \$50,000 reduction from the contract level for the Washington Lobbyist), \$50,000 in Public Communications (Community Survey), \$56,000 in the Office of Human Relations, \$9,500 in Office of Emergency Services, and \$5,000 in Children and Family Services Program.

Impact on Services: These expenditures are being reduced in all divisions of the department in order to spread the impact of budget reductions across the entire department. The reductions will limit training and conference attendance and may result in deferral of equipment repair and replacement. A portion of the reduction in Administration's budget will eliminate a long-term dependent contractor, equal to 0.5 FTE of office support equivalent to the level of a Management Analyst.

Total Ongoing Reduction: (\$253,800)



Delete Positions in Administration and Office of Budget and Analysis

Recommendation: Delete the following two vacant positions:

- 1.0 FTE Office Specialist III-ACE (X12) in Administration - \$62,976
- 1.0 FTE Budget and Public Policy Analyst (C64) in Office of Budget and Analysis-\$108,274

Background: The Office Specialist III provides general clerical support in administrative services for the entire County Executive's Office. The OBA Budget and Public Policy Analyst is one of ten analysts assigned to develop and monitor departmental budgets, prepare the annual Recommended and Final Budget documents, conduct a variety of budget and public policy analyses, respond to Board referrals and requests for information, maintain the budget system, including all interfaces with the County's human resources and accounting systems, and provide staff support to Board policy committees and Countywide projects as necessary. (An eleventh analyst position is assigned to the role of Countywide Contracts Administrator).

Impact on Services: The elimination of the Office Specialist III will result in reduced reception coverage and clerical office support to various programs in the office. The elimination of the budget analyst position represents a 10% reduction in staff allocated to the tasks and functions outlined above. The position became vacant in January and departmental assignments have been reallocated among the remaining staff. Each analyst has been allocated additional responsibility and will not be able to analyze issues and concerns at the same level of detail previously expected.

Total Ongoing Reduction: (\$171,250)

Delete Position in Homeless Concerns Program

Recommendation: Delete 1.0 FTE Human Relations Coordinator III in the Homeless Concerns Program, in the Office of Affordable Housing (OAH).

Background: This position is responsible for administering the annual Cold Weather Shelter Program contract with the Emergency Housing

Consortium and coordinating distribution of the annual allocation of federal grant funding for the Emergency Housing Assistance Program (EHAP) to local agencies. The incumbent is retiring in December 2003, and one-time funding is recommended to continue to fund this position until then.

Impact on Services: With the recent integration of the

Homeless Concerns Office into OAH, the majority of the duties related to this position will be reallocated among the other available staff.

Total Ongoing Reduction: (\$93,232)

One-Time Funding: \$47,011

Delete Position in Children's and Families Program

Recommendation: Delete 1.0 FTE Program Manager II (filled).

Background: This position convenes the countywide, multi-organizational Status Offender Services Council and advances the Board-approved action plan of the Council, in addition to monitoring \$2 million in service contracts administered by SSA and JPD. The position serves as a link between the County, local law enforcement agencies, school districts and community service providers.

Impact on Services: Duties will be reallocated to the program director and other program staff. Opportunities for increased collaboration and resource sharing with school districts for services to at-risk youth may be jeopardized.

Total Ongoing Reduction: (\$106,875)

Delete Position in Office of Women's Advocacy

Recommendation: Delete filled 1.0 FTE Administrative Assistant-ACE in Office of Women's Advocacy (OWA).

Background: This position reports to the OWA manager, and helps support the conferences, forums and presentations the OWA coordinates in promoting initiatives that support women's issues.

Impact on Services: A portion of the OWA manager's time will be diverted from program planning and development, in order to address administrative tasks. Some tasks may shift to the staff position that supports the Commission on the Status of Women, and other tasks can be shared by other support staff in the department.

Total Ongoing Reduction: (\$69,300)

Delete Position in Dispute Resolution Program

Recommendation: Delete 1.0 FTE Program Manager I (B3P) (filled position), and allocate \$20,000 in Object 1 funding to establish a salary differential for a lead staff position.

Background: The Dispute Resolution Program is currently staffed with five Human Relations Coordinators and one Program Manager I.

Impact on Services: A salary differential will be assigned to an existing position in the Office of Human Relations in order to continue to provide leadership to the Dispute Resolution Program when the Program Manager I is deleted.

Total Ongoing Reduction: (\$105,473)
Total Ongoing New Cost: \$20,000

Delete Position in Citizenship and Immigration Program

Recommendation: Delete 1.0 FTE Human Relations Coordinator III (B14) (filled position).

Background: The Human Relations Coordinator III position is one of three such positions in the Citizenship and Immigration Program. The tasks shared among these positions include coordination, facilitation, staff support for committees, training workshops, project assignments and curriculum development, and administration of contracts with Community-based Organizations for direct immigrant services.

Impact on Services: This action will eliminate one-third of the support available to the program director. Program services will need to be prioritized with input

from the Immigrant Action Network. Additional volunteer support will be sought to help mitigate the loss of staff coordination. Some tasks may be allocated to other staff in the Office of Human Relations.

Total Ongoing Reduction: (\$86,196)

Provide One-Time Funding for Citizenship and Immigration Program Contracts for Services

Recommendation: Allocate one-time funding of \$125,000 to the Office of Human Relations to provide contract services to the Citizenship and Immigration Program.

Background: The program currently has approximately \$370,000 in one-time funds allocated for Community-based Organization contracts for the Immigrant Action Network.

Impact on Services: This action continues to provide another year of contract funding for contracted program services, but at a third of the current funding level. Immigrant needs will have to be prioritized in order to determine which services will continue in FY 2004.

Total One-Time Cost: \$125,000

Ongoing Funding for Youth Task Force Position

Recommendation: Provide ongoing funding for 1.0 FTE Human Relations Coordinator I (B18), which serves as the Youth Task Force Coordinator.

Background: The Youth Task Force Coordinator was a contract position until FY 2002, when it became a position in the Office of Human Relations. It has received one-time funding since that time.

Impact on Services: Ongoing funding will ensure that leadership will continue to be provided for the Youth Task Force, which is composed of 20 youths from all areas of the County. The task force will continue to provide youth input on a variety of issues for the Board of Supervisors and to mentor middle school students in the development of leadership skills.

Total Ongoing Cost: \$70,568

Fairgrounds Development Revenue

Recommendation: Realize \$1,000,000 in new revenue from advance rental payments for the Fairgrounds Housing Development Project on the County-owned Fairgrounds property. Allocate \$500,000 to the Special Projects reserve fund and \$500,000 to the County Executive's Office.

Background: In FY 2004, the County Executive's Office will realize \$1,000,000 in new ongoing revenue, from advance rental payments for the fairgrounds housing development project planned for the County-owned Fairgrounds property. It is recommended that \$500,000 be placed in a reserve fund, to be used for costs associated with the Fairgrounds revitalization projects, with the other \$500,000 to be used as part of the County Executive's Office budget reduction plan. \$288,930 of this will support the cost of the two positions and for supplies in the Special Projects Office, which are currently supported by the general fund.

Impact on Services: The Special Projects Office will continue to work on ongoing projects and the development of economic development opportunities, and the resources needed to fund these efforts will be funded from revenues generated by these projects, rather than continuing to be supported by the general fund.

Total Ongoing Revenue: \$1,000,000

Ongoing allocation to Special Projects Reserve Fund: \$500,000

One-Time Funding for Habitat Conservation Program

Recommendation: Allocate \$105,000 in one-time funding for expenditures in the Habitat Conservation Program (HCP).

Background: The HCP effort was initiated in FY 2002 and 1.5 FTE positions were approved in order to launch the program in FY 2003, along with \$99,475 in one-time funding for consultant services and office expenses.

Impact on Services: The one-time funding will provide resources needed to continue work with the City of San Jose, Santa Clara Valley Water District and other local agencies to develop a Habitat Conservation Plan/Natural Communities Conservation Plan. The funding will provide \$50,000 for consultant services, \$30,000 for development of a GIS system to provide a scientific basis for data analysis, \$20,000 for outreach with partners, stakeholders and the community, and \$5,000 for administrative support.

Total One-Time Cost: \$105,000

Reductions in Special Programs Budget

Recommendation: Funding reductions are proposed in the following areas to help achieve the County Executive's budget reduction plan. See the Special Programs and Reserves section for discussion of the following:

- Eliminate Service Quality Annual Report-\$49,908
- Reduce funds for outside legal expenses-\$63,392
- Eliminate transfer to Roads and Airports Department for fire trail maintenance-\$35,000
- Reduce public obligation funding support to Department of Environmental Health-\$67,700

Asset Development Revenue

Recommendation: Allocate \$4,000,000 in anticipated revenues, which will result from asset development efforts by the Special Projects Office.

Impact on Services: This revenue will not be used toward the County Executive's Office budget reduction target. It will be instrumental in the development of a Countywide funding solution for balancing the budget in FY 2004 and future years.

Total Ongoing Revenue: \$4,000,000

County Executive — Budget Unit 0107 Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
1107	Administration Services	5,305,653	5,546,234	5,872,462	5,747,367	201,133	4
1220	Office Of Budget And Analysis	1,674,135	1,943,064	1,940,224	2,006,220	63,156	3
2530	Office of Emergency Services		841,616	1,412,528	880,065	38,449	5
5700	Office Of Human Relations	2,006,357	2,203,911	2,287,065	1,794,060	(409,851)	-19
Total Expenditures		8,986,145	10,534,825	11,512,279	10,427,712	(107,113)	-1%

County Executive — Budget Unit 0107 Revenues by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
1107	Administration Services	354,155	624,383	816,383	5,624,000	4,999,617	801
1220	Office Of Budget And Analysis	477					0
2530	Office of Emergency Services		200,000	702,595	200,000		0
5700	Office Of Human Relations	203,136	170,000	170,000	170,000		0
Total Revenues		557,768	994,383	1,688,978	5,994,000	4,999,617	503%

Administration Services — Cost Center 1107 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	35.5	5,546,234	624,383
Board Approved Adjustments During FY 2003		326,228	192,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	88,833	
Internal Service Funds Adjustment		(54,572)	
Other Required Adjustments		(344,982)	(192,383)
	Subtotal	34.5	5,561,741
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
General Fund ISD Services Adjustment		8,077	0
1. Delete Vacant 1.0 FTE Office Specialist III-ACE (X12)	-1.0	(62,976)	
◆ The County Executive's Office proposes to eliminate a vacant Office Specialist III ACE (X12) position in the Administration division to achieve its budget reduction target. The workload has been absorbed by remaining administrative support staff.			
2. One-time Funds for Habitat Conservation Program		105,000	



Administration Services — Cost Center 1107

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
The County Executive's Office recommends approval of \$105,000 in one-time funding for the Habitat Conservation Program:			
◆ Consultant Services-\$50,000			
◆ GIS system development-\$30,000			
◆ Outreach activities-\$20,000			
◆ Administrative support-\$5,000			
3. Revenue from Fairgrounds Housing Development Project		500,000	1,000,000
In FY 2004, the County Executive's Office will realize \$1,000,000 in new revenue, from advance rental payments for the fairgrounds housing development project on the County-owned Fairgrounds property. It is recommended that \$500,000 be placed in reserves, with the other \$500,000 to be used as part of the County Executive's Office budget reduction plan. \$288,930 of this will support the cost of the two positions in the Special Projects Office, which are currently supported by the general fund.			
4. Asset Development Revenues			4,000,000
The County Executive's Office recommends allocation of \$4,000,000 in anticipated revenues from asset development efforts by the Special Projects Office. This revenue will not be used toward the County Executive's Office budget reduction target, but it will be instrumental in the development of an ongoing County funding solution.			
5. Services and Supplies Reductions in Administration and Other Offices		(188,300)	
These cost reductions in services and supplies are recommended to help achieve the budget reduction target for the Office of the County Executive:			
◆ \$81,300 in Administration			
◆ \$52,000 in Legislative Programs (includes \$50,000 reduction for Federal Lobbyist Contract)			
◆ \$50,000 in Public Communications (Community Survey)			
◆ \$5,000 in Children and Family Services			
6. Delete 1.0 FTE Admin. Assistant from the Office of Women's Advocacy	-1.0	(69,300)	
The County Executive's Office proposes to delete 1.0 FTE filled Administrative Assistant-ACE (X19) in the Office of Women's Advocacy (OWA) to achieve its budget reduction target. This will eliminate a clerical support position dedicated solely to OWA.			
7. Delete 1.0 FTE Program Manager II (filled) in Children's and Families Services Program	-1.0	(106,875)	
The County Executive's Office proposes to delete 1.0 FTE Program Manager II (filled position) in the Children's and Families Services Program to achieve its budget reduction target.			
	Subtotal	-3.0	5,000,000
Total Recommendation		31.5	5,624,000



Office Of Budget And Analysis — Cost Center 1220

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	15.0	1,943,064	
Board Approved Adjustments During FY 2003		(2,840)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	156,645	
Internal Service Funds Adjustment		(3,576)	
Other Required Adjustments		26,238	0
Subtotal	16.0	2,119,531	
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
General Fund ISD Services Adjustment		(5,037)	0
1. Delete Vacant 1.0 FTE Budget & Public Policy Analyst	-1.0	(108,274)	
The County Executive's Office proposes to eliminate one vacant Budget & Public Policy Analyst position to achieve budget reduction targets. The Office of Budget and Analysis (OBA) has 10 such positions assigned to develop and monitor departmental budgets, prepare the annual Recommended and Final Budget documents, conduct a variety of budget and public policy analyses, respond to Board referrals and requests for information, maintain the budget system (BRASS) including all interfaces with the County's human resources and accounting systems, and provide staff support to Board policy committees and Countywide projects as necessary. The office proposes to delete one position, which became vacant in January. Work assignments have already been absorbed by remaining analysts.			
Subtotal	-1.0	(113,311)	0
Total Recommendation	15.0	2,006,220	

Office of Emergency Services — Cost Center 2530

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	5.0	841,616	200,000
Board Approved Adjustments During FY 2003		570,912	502,595
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		18,075	
Internal Service Funds Adjustment		2,030	
Other Required Adjustments		(542,726)	(502,595)
Subtotal	5.0	889,907	200,000
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
General Fund ISD Services Adjustment		(342)	0
1. Services and Supplies Reductions in Office of Emergency Services		(9,500)	
The County Executive's Office proposes to reduce \$9,500 in services and supplies in the Office of Emergency Services to achieve its budget reduction target.			
Subtotal	0.0	(9,842)	0
Total Recommendation	5.0	880,065	200,000



LAFCO — Budget Unit 0113 Revenues by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
1114	LAFCO-Local Agency Formation Commission	280,698	228,665	228,665	229,414	749	0
Total Revenues		280,698	228,665	228,665	229,414	749	0%

LAFCO-Local Agency Formation Commission — Cost Center 1114 Major Changes to the Budget

	Positions	Appropriations	Revenues
LAFCO (Fund Number 0019)			
FY 2003 Approved Budget	2.0	351,129	228,665
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		3,242	
Internal Service Funds Adjustment		75,133	
Other Required Adjustments		(59,405)	749
	Subtotal	370,099	229,414
Recommended Changes for FY 2004			
	Fund Subtotal	370,099	229,414
Total Recommendation	2.0	370,099	229,414

Office of Affordable Housing — Budget Unit 0168 Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
1132	Homeless Concerns	427,802	667,445	667,445	707,726	40,281	6
	1 General Fund	352,802	667,445	667,445	707,726	40,281	6
	198 Mortgage and Rental Assistance	75,000					
1168	Housing & Community Development	6,994,766	5,795,365	11,302,590	7,293,348	1,497,983	26
1169	MCC/Housing Bond Program			108,115	263,959	263,959	
	1 General Fund			108,115			
	208 Developer Application Fund				263,959	263,959	
1170	Office of Affordable Housing Administration			203,000	48,869	48,869	
	1 General Fund			203,000	(454)	(454)	
	196 Set Aside housing Fund				49,323	49,323	
1174	Housing Set Aside			122,109	293,806	293,806	
Total Expenditures		7,422,568	6,462,810	12,403,259	8,607,708	2,144,898	33%



Office of Affordable Housing — Budget Unit 0168

Revenues by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
1132	Homeless Concerns	75,431					0
1168	Housing & Community Development	7,752,237	5,735,365	11,242,335	7,461,023	1,725,658	30
1169	MCC/Housing Bond Program			108,115	238,785	238,785	0
	1 General Fund			108,115			0
	208 Developer Application Fund				238,785	238,785	0
1170	Office of Affordable Housing Administration			203,000			0
1174	Housing Set Aside			122,109			0
	Total Revenues	7,827,668	5,735,365	11,675,559	7,699,808	1,964,443	34%

Homeless Concerns — Cost Center 1132

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	3.0	667,445	
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		17,250	
Internal Service Funds Adjustment			
Other Required Adjustments		69,252	0
	Subtotal	753,947	
Recommended Changes for FY 2004			
1. Delete 1.0 FTE Human Relations Coordinator	-1.0	(46,221)	
Delete 1.0 FTE Human Relations Coordinator in Office of Homeless Concerns effective December 31, 2003. The position proposed for deletion is currently filled. However the incumbent has announced plans for retirement at the end of the calendar year. Ongoing annual savings is estimated at \$94,667. This recommendation includes a one-time appropriation of \$47,334 to fund the position through calendar year 2003.			
	Subtotal	(46,221)	0
Total Recommendation	2.0	707,726	



Housing & Community Development — Cost Center 1168

Major Changes to the Budget

	Positions	Appropriations	Revenues
Rental Rehabilitation Program (Fund Number 0029)			
FY 2003 Approved Budget		135,400	75,400
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		5,000	
Other Required Adjustments		260,000	320,000
	Subtotal	400,400	395,400
Recommended Changes for FY 2004			
	Fund Subtotal	0.0	395,400
Shelter Plus Care Assistance Program (Fund Number 0032)			
FY 2003 Approved Budget		1,066,956	1,066,956
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		(16,524)	
Other Required Adjustments		(2,702,917)	(2,665,669)
	Subtotal	1,574,530	1,628,302
Recommended Changes for FY 2004			
	Fund Subtotal	0.0	1,628,302
Emergency Shelter Fund (Fund Number 0034)			
FY 2003 Approved Budget		99,363	99,363
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		(100)	
Other Required Adjustments		79,800	84,250
	Subtotal	183,813	188,363
Recommended Changes for FY 2004			
	Fund Subtotal	0.0	188,363
Housing Community Development Fund (Fund Number 0035)			
FY 2003 Approved Budget	11.0	2,882,346	2,882,346
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		95,937	
Other Required Adjustments		(1,966,874)	(2,066,428)
	Subtotal	2,518,511	2,293,474
Recommended Changes for FY 2004			
1. Delete Two Vacant Positions	-2.0	(152,565)	
Delete 1.0 FTE Office Management Coordinator (C76) and 1.0 FTE Associate Management Analyst B/A (B1R/B1T). Both positions are currently vacant. Neither deletion has been used to help meet the budget reduction target for the County Executive's Office.			
◆ The Office Management Coordinator was held vacant pending the creation of the Office of Affordable Housing in FY 2003. Based on the current calculation of revenues and costs, this position cannot be supported by the new organization.			
◆ Due to the loss of \$87,000 in Federal administrative reimbursements, additional reductions in staff are required. The Associate Management Analyst B/A position, although currently vacant, is assigned to the HOME program. Reorganization of remaining staff will be necessary to assure adequate oversight of the program.			



Housing & Community Development — Cost Center 1168
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Subtotal	-2.0	(152,565)	0
Fund Subtotal	8.0	2,365,946	2,293,474
Unincorporated Area Rehabilitation (Fund Number 0036)			
FY 2003 Approved Budget		207,000	207,000
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		70,000	
Other Required Adjustments		280,000	350,000
Subtotal		557,000	557,000
Recommended Changes for FY 2004			
Fund Subtotal	0.0	557,000	557,000
Home Investment Partnership Program (Fund Number 0038)			
FY 2003 Approved Budget		1,404,300	1,404,300
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		(13,134)	
Other Required Adjustments		22,844	196,535
Subtotal		2,211,659	2,398,484
Recommended Changes for FY 2004			
Fund Subtotal	0.0	2,211,659	2,398,484
Total Recommendation	8.0	7,293,348	7,461,023



MCC/Housing Bond Program — Cost Center 1169

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget			
Board Approved Adjustments During FY 2003	1.0	108,115	108,115
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0		
Internal Service Funds Adjustment			
Other Required Adjustments		(108,115)	(108,115)
Subtotal	0.0		
Recommended Changes for FY 2004			
Fund Subtotal	0.0	0	0
Developer Application Fund (Fund Number 0208)			
FY 2003 Approved Budget			
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0		
Internal Service Funds Adjustment		21,263	
Other Required Adjustments		242,696	238,785
Subtotal	1.0	263,959	238,785
Recommended Changes for FY 2004			
Fund Subtotal	1.0	263,959	238,785
Total Recommendation	1.0	263,959	238,785

Office of Affordable Housing Administration — Cost Center 1170

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget			
Board Approved Adjustments During FY 2003		203,000	203,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0		
Internal Service Funds Adjustment		(235,835)	
Other Required Adjustments		32,980	(203,000)
Subtotal	2.0	145	
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
General Fund ISD Services Adjustment		(599)	0
Subtotal	0.0	(599)	0
Fund Subtotal	2.0	(454)	0



Office of Affordable Housing Administration — Cost Center 1170
Major Changes to the Budget (Continued)

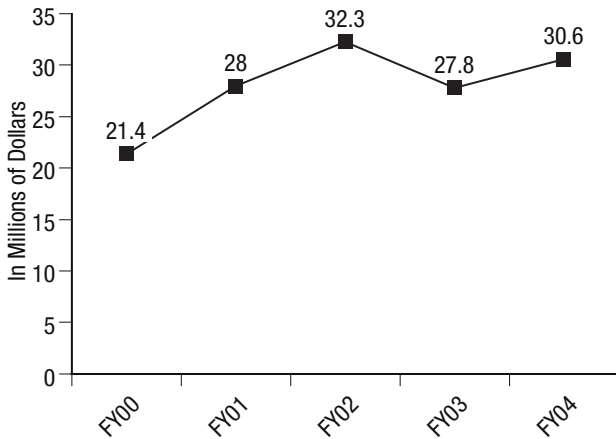
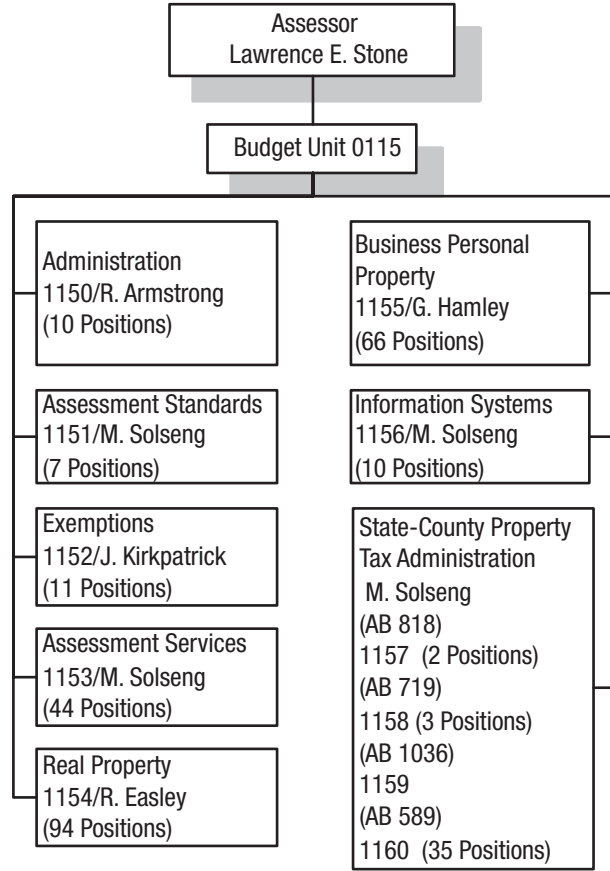
	Positions	Appropriations	Revenues
Set Aside housing Fund (Fund Number 0196)			
FY 2003 Approved Budget			
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		49,323	
Other Required Adjustments			0
	Subtotal	49,323	
Recommended Changes for FY 2004			
	Fund Subtotal	0.0	0
Total Recommendation		48,869	

Housing Set Aside — Cost Center 1174
Major Changes to the Budget

	Positions	Appropriations	Revenues
Set Aside housing Fund (Fund Number 0196)			
FY 2003 Approved Budget			
Board Approved Adjustments During FY 2003			
	1.0	122,109	122,109
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		88,374	
Other Required Adjustments		83,323	(122,109)
	Subtotal	293,806	
Recommended Changes for FY 2004			
Total Recommendation	1.0	293,806	

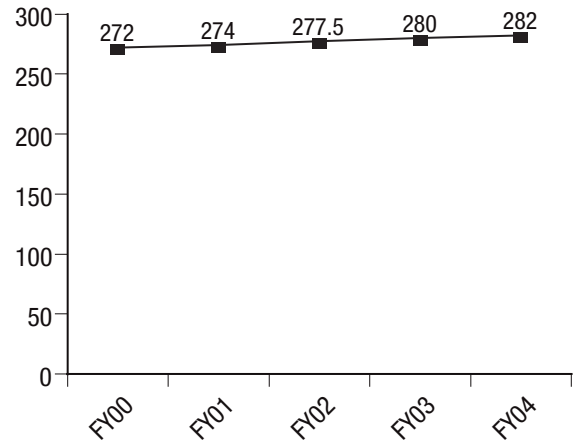


Office of the Assessor



Appropriation Trend

Note: Base budget: \$20,464,498
 State loan proceeds: \$10,167,454
 Rollover from previous fiscal years: \$6,496,355



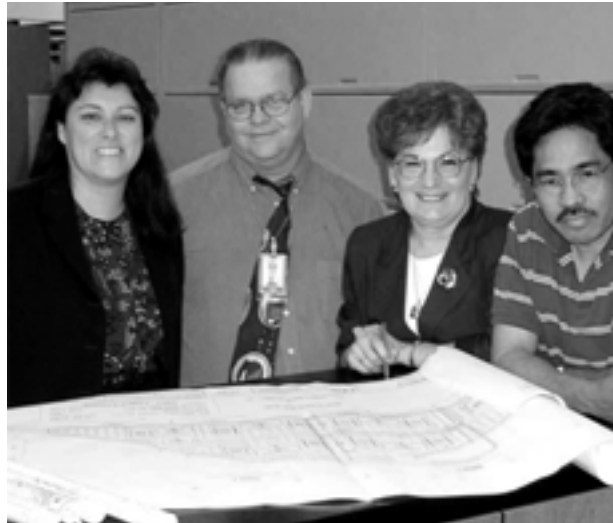
Staffing Trend

Note: Since 1995, the State-County Property Tax Administration Program has funded additional positions. 40 of the Assessor's positions are funded through the program in the recommended budget.



Public Purpose

- ➔ Provide the basis upon which property taxes are levied, which generates revenue to local governmental agencies
- ➔ Produce an annual assessment roll in accordance with legal mandates
- ➔ Provide assessment-related information to the public and government agencies



Desired Results

Methodology

The Assessor's Office performance measures are comprehensive indicators for the department's performance as a whole. The indices provide a way to standardize and depict program and service delivery performance. The indexed graphs represent actual performance for the first year. The data gathered is then assigned a baseline value of 100.

The performance measures are weighted on a 5-point scale. 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.

The Assessor's Office has the ability to report data for four of the measures at this time. Currently data is collected manually and the department is in the process of developing a time and activity tracking system and

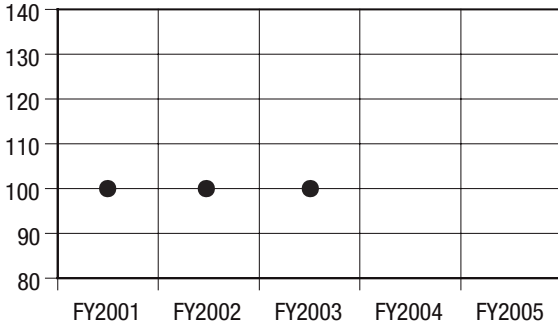
completing divisional customer satisfaction components in order to report complete performance results in the future.

Implementation of Activity Based Cost Accounting System

The Assessor's Office has begun the implementation of a sophisticated activity based cost accounting software system, Hyperion. The system will determine and track the costs of business practices over time.

Information derived from the new cost accounting system will provide budget and cost information about services. It will allow the department to connect desired service levels to the budget and allow the department to compare the cost of producing a product and/or work item against the base year cost. This information will be valuable in identifying streamlining and cost cutting opportunities. It will also allow the department to determine costs and requirements when there is a change in available resources, and allow the department to assess service levels and remain results-driven.

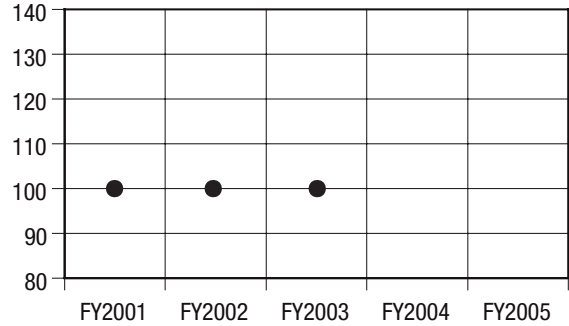
Improve the overall performance and services over prior year performance levels



Overall Department Performance

The overall department performance was ____% (data not available).

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

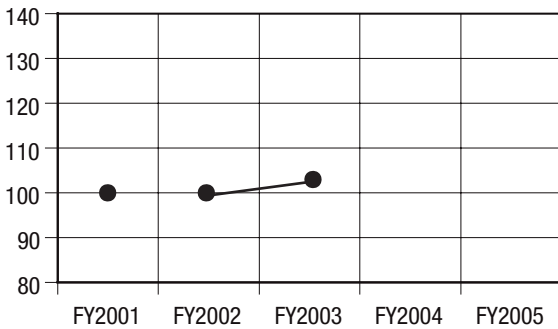


Divisional Aggregate

The Department's aggregate performance indicator of all divisions was ____% (data not available).

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, which may or may not specifically appear at the higher departmental level of measurement.

Produce the annual and supplemental rolls in an increasingly timely and efficient manner.

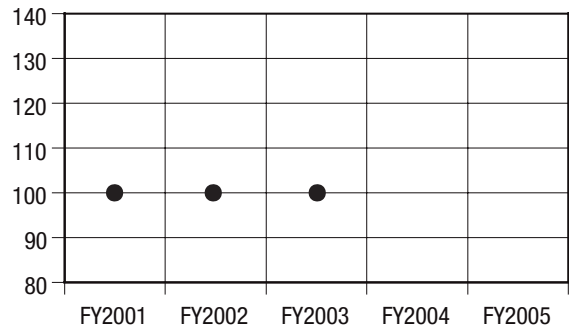


Timeliness

The percentage of assessments completed by July 1, 2002 was **99.7%**.

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.



Timeliness

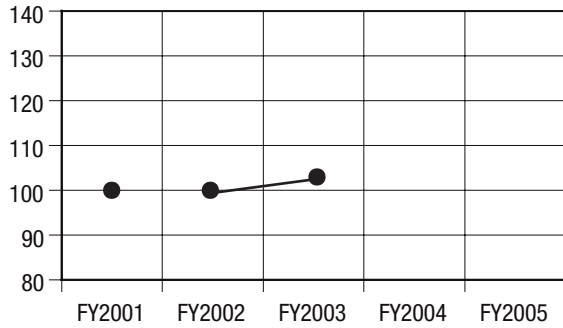
Supplemental assessments are delivered to the Tax Collector in ____ days (data not available).

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 tax bill. This measure insures timely notification of assessments to property owners who recently acquired or completed new construction of their property.



Produce the annual and supplemental rolls in an increasingly timely and efficient manner.

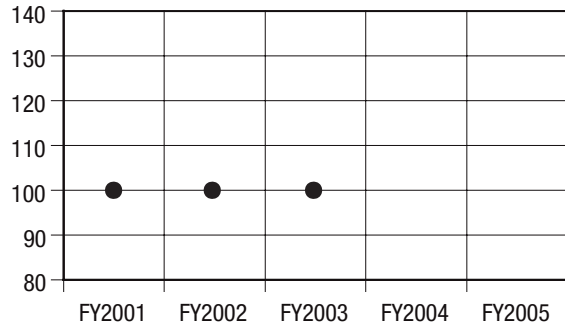


Timeliness

Fiscal year's assigned mandatory audits completed by June 30, 2002 was **98.5%**.

Why is this important?

State statute requires audits of businesses with \$400,000 or more in assets be completed at least once every four years. This measures the timeliness of performing these mandatory audits.



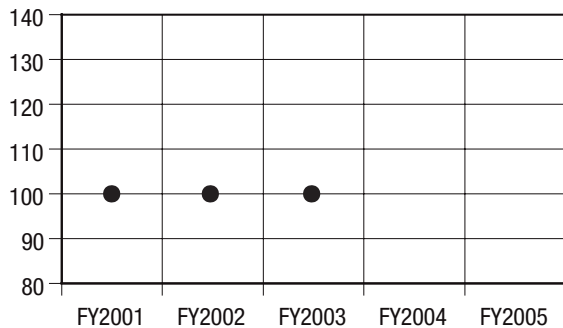
Timeliness

The overall average number of days for an appeal to be closed is 327 days (as of June 30, 2002).

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.

Provide information and assistance to property owners, schools and local governments in an increasingly timely and courteous manner.



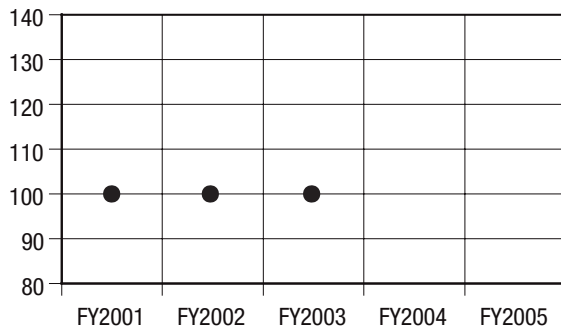
Service

Department's customer satisfaction rate by survey is ____ (data not available yet).

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



Improve operational productivity and efficiency through the use of new technology, such as the activity based cost accounting system and streamlined operating procedures.

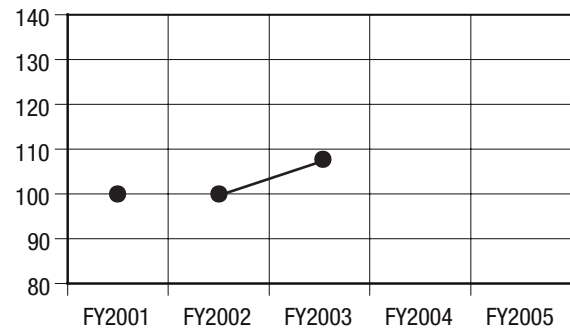


Cost Efficiency

The Cost Efficiency Index is ____ (data not available yet).

Why is this important?

This 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.



Cost Control

Total expenditures of the Office were 99% of the total budget in FY 2002.

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.)

Description of Major Services

The County Assessor is an elected official whose responsibility is to produce annual property assessment rolls. The Assessor's Office locates, values, and enrolls all taxable property. In addition, the Assessor compiles fair and accurate assessments of property within Santa Clara County consistent with state law. Real and personal property assessments become the basis upon which property taxes are levied. Property taxes provide an essential source of revenue to support basic services to schools and local government. The office also provides assessment-related information to the public and cooperates with other public agencies regarding assessment matters.

The Assessor's Office is divided into four major service areas:

Standards and Services: The Assessment Standards and Services Division is mandated to locate and identify ownership and determine if an appraisal should take place for all taxable real property. Other major services include: monitor assessment appeal information; process legal appeals; maintain and update assessment maps; and oversee quality control of legal appeals.

Real Property: The Real Property Division is mandated to locate, value and enroll all taxable real property (land and improvements). The Real Property Division provides assessment-related information to the public and cooperates with other agencies regarding assessment and property tax-related matters. It also manages real property appeals.

Business Personal Property: The Business Division is mandated to locate, value and enroll all taxable business personal property including property (owned and leased) such as computers, supplies, furniture, machinery and equipment as well as mobile homes, airplanes and boats. The Division also manages personal property appeals. Businesses with personal property valued in excess of \$400,000 annually are audited once every 4 years.

Exemptions: The Exemptions Division is mandated to approve and enroll all legal property exemptions. Homeowner exemptions and other constitutional exemptions are compiled and applied to the supplemental and the secured and unsecured assessment rolls.

AB 589- Continuation of State-County Property Tax Administration Program

FY 2004 will mark the eighth year of participation in the State-County Property Tax Administration Program (SCPTAP). AB 589 continues funding for five years in the form of an annual “grant” for enhancements of the property tax administration system. The grant program will also require annual application and approval by the State.

Under AB 1036, a performance-based loan, Santa Clara County received a total of \$4.2 million in fiscal year 2003. The Assessor’s Office successfully met and exceeded all performance objectives, which means the “loan” is considered “repaid.” During the last year of the loan program, the staff funded by SCPTAP monies has

been instrumental in the resolution of major assessment appeals, completion of a significant number of audits, and the reduction of deed backlogs.

In anticipation of receiving another year of funding under the AB 589 grant program, expected to total \$4.2 million, the Assessor’s Office will continue to focus on technology improvements, which will result in greater efficiency for the department. The funding is expected to augment the budgets of several county departments this year. \$800,000 of the grant proceeds will be allocated to the Tax Collector’s Office for its new computer system. The Clerk of the Board will be allocated \$50,000 for the acquisition of an assessment appeals document imaging system. Internal Audit has requested funding to offset the cost of auditing services, and County Counsel will be allocated funding for the cost of an attorney.

County Executive’s Recommendation

The Assessor’s Office was given a reduction target of \$2,779,203. Over the past several years the Assessor has participated in the State/County Property Tax Administration Program. This program initially loaned in excess of \$4 million to Santa Clara County to reduce backlogs, increase the number of properties on the tax roll and increase property tax collections. Participation in this program required the County to agree to maintain staffing levels at 1995 levels. This year the loan program has evolved into a grant program that the County still participates in to our advantage. As a result, the Assessor was only able to identify deficit solutions totaling \$190,912. Since the deletion of additional positions would violate the Memorandum of Understanding between the County and the State, the County Executive is not recommending any additional reductions in this department.

Staff Reductions

Recommendation: Delete the following 3.0 FTE in the Assessor’s Office:

- 1.0 FTE Information Systems Analyst (G28) - (\$84,132)

- 1.0 FTE Assessment Clerk (D88) - (\$51,480)
- 1.0 FTE Office Specialist I (D51) - (\$45,300)

Impact on Service: These positions are currently vacant. The services provided these positions will be redistributed to existing staff of the Assessor’s Office to provide continued support to operations in the affected areas.

Total Ongoing Reduction: (\$180,912)

Reduce Appropriations for Services and Supplies

Recommendation: Reduce \$10,000 in Services and Supplies.

Impact on Service: The reduction in Professional and Specialized Services is based on current utilization. The reduction in this area is not expected to significantly impact the department’s ability to provide service to its clients.

Total Ongoing Reduction: (\$10,000)



Convert Positions to Classified Service

Recommendation: Convert 14.0 FTE unclassified positions funded to support the State/County Property Tax Administration Program to classified service:

FTE	Code	Class Description	Action
(2.0)	Q44	Senior Auditor Appraiser - U	Delete
2.0	C57	Senior Auditor Appraiser	Add
(2.0)	Q49	Appraisal Data Coordinator - U	Delete
2.0	D82	Appraisal Data Coordinator	Add
(1.0)	Q53	Supervising Auditor Appraiser - U	Delete
1.0	C54	Supervising Auditor Appraiser	Add
(1.0)	Q56	Appraisal Aide - U	Delete
1.0	C52	Appraisal Aide	Add
(3.0)	Q67	Assessment Clerk - U	Delete
3.0	D88	Assessment Clerk	Add
(1.0)	Q68	Property Transfer Examiner - U	Delete
1.0	C65	Property Transfer Examiner	Add
(2.0)	Q69	Property & Title ID Clerk - U	Delete
2.0	D92	Property & Title ID Clerk	Add
(2.0)	U91	Accountant Assistant - U	Delete
2.0	D96	Accountant Assistant	Add
(14.0)		Total Deletions	
14.0		Total Additions	

Impact on Service: The County's current practice restricts the use of unclassified positions to a term of eighteen months. The unclassified positions assigned to the Assessor have, or will have shortly, exceed the eighteen month term. This conversion will have no impact on service delivery for the department.

Total Cost: \$0

Staffing Changes in AB 589 Program

Recommendation: Add 7.0 FTE unclassified positions to assure appropriate staff resources to support the State/County Property Tax Administration Program:

- Add 6.0 FTE Office Specialist II - Unclassified (V33)
- Add 1.0 FTE Appraisal Aide - Unclassified (Q56)

Impact on Service: AB 589, a five-year grant program is an extension of the State/County Property Tax Administration Program.

The recommended position changes will provide the appropriate staffing levels to meet the AB 589 program's performance requirements for Fiscal Year 2004 and are fully funded by revenue from the State program.

Total Cost: \$348,360

Fully funded by SCPTAP (AB 589)

AB 589 Program-Related Augmentations

Recommendation: Approve the following one-time augmentations related to technology upgrades and services and supply support, and an ongoing budget augmentation for attorney support for complex assessment appeals:

- \$370,000* - Document imaging for historical documents (Assessment System)
- \$17,323* - Services and Supplies Support
- \$800,000 - New Tax System - Tax Collector
- \$201,966 - Full reimbursement of attorney (ongoing) - County Counsel

* Indicates funding in the Assessor's Office.

Impact on Service: Of the total \$1,389,289, \$387,323 is budgeted in the Assessor's Office. The remaining \$1,001,966 is budgeted in the Tax Collector's Office and in County Counsel.

The technology augmentations will provide enhanced service in the Assessor's Office by implementing a new updated assessment computer system. Other technology augmentations include an \$800,000 allocation to the Tax Collector towards their new Tax Apportionment System and their Bankruptcy program.

An additional \$201,966 of ongoing funds will be allocated to the Office of the County Counsel for the cost of an attorney for complex appeals. The augmentations are fully funded by the State-County

Property Tax Administrations Program (AB 589), which was created to provide enhancements to the property tax assessment process.

Total Cost: \$1,389,289

Total One-Time Funding: \$1,187,323
 Total Ongoing funding: \$201,966
 Fully funded by SCPTAP (AB 589)

**Assessor — Budget Unit 0115
 Expenditures by Cost Center**

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
1150	Assessor Administration	1,755,210	1,570,067	1,564,436	1,597,503	27,436	2
1151	Assessment Standards	485,023	480,088	479,946	517,181	37,093	8
1152	Exemptions	589,267	738,049	737,042	781,398	43,349	6
1153	Assessment Services	2,283,238	2,481,059	2,480,527	2,720,103	239,044	10
1154	Real Property	6,493,865	7,274,964	7,181,467	7,820,072	545,108	7
1155	Personal Property	4,957,230	5,413,686	5,411,556	5,734,769	321,083	6
1156	Information Systems	1,272,058	1,306,065	1,588,022	1,293,472	(12,593)	-1
1157	St-Cnty Property Tax Admin Program	104,136	927,775	4,999,643	708,222	(219,553)	-24
1158	St-Cnty Prop Tax Admin Program AB 719	1,217,828	4,487,748	8,420,648	4,281,692	(206,056)	-5
1159	St-Cnty Prop Tax Admin Program AB1036		3,117,219	3,117,219	1,506,441	(1,610,778)	-52
1160	St-Cnty Prop Tax Admin Program AB 589				3,671,099	3,671,099	
Total Expenditures		19,157,855	27,796,720	35,980,506	30,631,952	2,835,232	10%



Assessor — Budget Unit 0115

Revenues by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
1150	Assessor Administration						0
1152	Exemptions	77					0
1153	Assessment Services	23,875	25,000	25,000	16,000	(9,000)	-36
1154	Real Property	383,086	386,000	386,000	375,000	(11,000)	-3
1155	Personal Property	8,094					0
1156	Information Systems			282,000			0
1157	St-Cnty Property Tax Admin Program		927,775	4,999,643	708,222	(219,553)	-24
1158	St-Cnty Prop Tax Admin Program AB 719	1,326,633	4,487,748	8,420,648	4,281,692	(206,056)	-5
1159	St-Cnty Prop Tax Admin Program AB1036		3,117,219	3,117,219	1,506,441	(1,610,778)	-52
1160	St-Cnty Prop Tax Admin Program AB 589				3,671,099	3,671,099	0
Total Revenues		1,741,765	8,943,742	17,230,510	10,558,454	1,614,712	18%

Assessor Administration — Cost Center 1150

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	11.0	1,570,067	
Board Approved Adjustments During FY 2003		(5,631)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		31,387	
Internal Service Funds Adjustment		(22,245)	
Other Required Adjustments		35,859	0
Subtotal	11.0	1,609,437	
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
General Fund ISD Services Adjustment		(1,934)	0
1. Reduce Services and Supplies		(10,000)	
The County Executive recommends the reduction of \$10,000 to the Assessor's services and supplies.			
Subtotal	0.0	(11,934)	0
Total Recommendation	11.0	1,597,503	



Assessment Standards — Cost Center 1151

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	7.0	480,088	
Board Approved Adjustments During FY 2003		(142)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		32,010	
Internal Service Funds Adjustment		(142)	
Other Required Adjustments		5,367	0
Subtotal	7.0	517,181	
Recommended Changes for FY 2004			
Total Recommendation	7.0	517,181	

Exemptions — Cost Center 1152

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	11.0	738,049	
Board Approved Adjustments During FY 2003		(1,007)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		32,401	
Internal Service Funds Adjustment		(1,072)	
Other Required Adjustments		12,979	0
Subtotal	11.0	781,350	
Recommended Changes for FY 2004			
Internal Service Fund Adjustments		–	–
General Fund ISD Services Adjustment		48	0
Subtotal	0.0	48	0
Total Recommendation	11.0	781,398	

Assessment Services — Cost Center 1153

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	44.0	2,481,059	25,000
Board Approved Adjustments During FY 2003		(532)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		183,794	
Internal Service Funds Adjustment		1,289	
Other Required Adjustments		54,913	(9,000)
Subtotal	44.0	2,720,523	16,000
Recommended Changes for FY 2004			
Internal Service Fund Adjustments		–	–
General Fund ISD Services Adjustment		(420)	0
Subtotal	0.0	(420)	0
Total Recommendation	44.0	2,720,103	16,000



Real Property — Cost Center 1154 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	96.0	7,274,964	386,000
Board Approved Adjustments During FY 2003	-2.0	(93,497)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		606,664	
Internal Service Funds Adjustment		(1,733)	
Other Required Adjustments		85,243	(11,000)
Subtotal	94.0	7,871,641	375,000
Recommended Changes for FY 2004			
Internal Service Fund Adjustments		—	—
General Fund ISD Services Adjustment		(89)	0
1. Delete 1.0 FTE Vacant positions	-1.0	(51,480)	
The County Executive recommends the deletion of 1.0 vacant FTE for reduction purposes. The 1.0 FTE Assessment Clerk (D88) is not required for the SCPTAP grant.			
Subtotal	-1.0	(51,569)	0
Total Recommendation	93.0	7,820,072	375,000

Personal Property — Cost Center 1155 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	67.0	5,413,686	
Board Approved Adjustments During FY 2003		(2,130)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		306,164	
Internal Service Funds Adjustment		(3,947)	
Other Required Adjustments		66,551	0
Subtotal	67.0	5,780,324	
Recommended Changes for FY 2004			
Internal Service Fund Adjustments		—	—
General Fund ISD Services Adjustment		(255)	0
1. Delete 1.0 FTE Vacant Position.	-1.0	(45,300)	
The County Executive recommends the deletion of 1.0 FTE Vacant position for reduction purposes. The 1.0 FTE Office Specialist I (D51) is not required for the SCPTAP grant.			
Subtotal	-1.0	(45,555)	0
Total Recommendation	66.0	5,734,769	



Information Systems — Cost Center 1156

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	11.0	1,306,065	
Board Approved Adjustments During FY 2003		281,957	282,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		60,651	
Internal Service Funds Adjustment		(43)	
Other Required Adjustments		(271,026)	(282,000)
Subtotal	11.0	1,377,604	
Recommended Changes for FY 2004			
1. Delete 1.0 FTE Vacant position.	-1.0	(84,132)	
The County Executive recommends the deletion of 1.0 vacant FTE for reduction purposes. The 1.0 FTE Information Systems Analyst I is not required for the SCPTAP grant.			
Subtotal	-1.0	(84,132)	0
Total Recommendation	10.0	1,293,472	

St-Cnty Property Tax Admin Program — Cost Center 1157

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	2.0	927,775	927,775
Board Approved Adjustments During FY 2003		4,071,868	4,071,868
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		26,182	
Internal Service Funds Adjustment		(140,000)	
Other Required Adjustments		(4,177,603)	(4,291,421)
Subtotal	2.0	708,222	708,222
Recommended Changes for FY 2004			
Total Recommendation	2.0	708,222	708,222



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 2003 Approved Budget	3.0	4,487,748	4,487,748
Board Approved Adjustments During FY 2003		3,932,900	3,932,900
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		16,603	
Internal Service Funds Adjustment		(272)	
Other Required Adjustments		(4,155,287)	(4,138,956)
Subtotal	3.0	4,281,692	4,281,692
Recommended Changes for FY 2004			
Internal Service Fund Adjustments		—	—
General Fund ISD Services Adjustment		507	0
1. Balance intracounty Entry		(507)	
Delete this entry in Post-production.			
Subtotal	0.0	0	0
Total Recommendation	3.0	4,281,692	4,281,692

St-Cnty Prop Tax Admin Program AB1036 — Cost Center 1159
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	28.0	3,117,219	3,117,219
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-28.0	(1,975,559)	
Internal Service Funds Adjustment			
Other Required Adjustments		364,781	(1,610,778)
Subtotal		1,506,441	1,506,441
Recommended Changes for FY 2004			
Total Recommendation		1,506,441	1,506,441



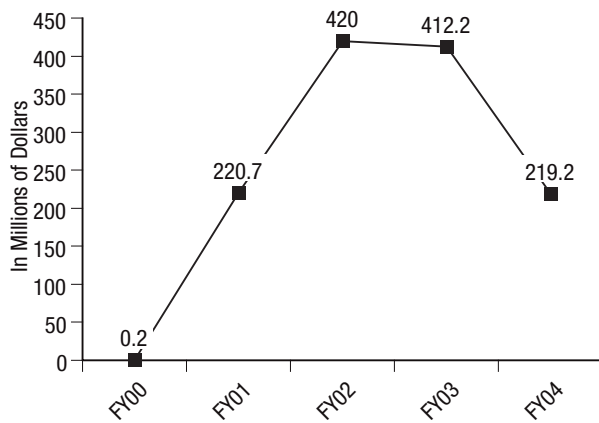
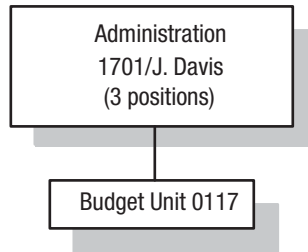
St-Cnty Prop Tax Admin Program AB 589 — Cost Center 1160

Major Changes to the Budget

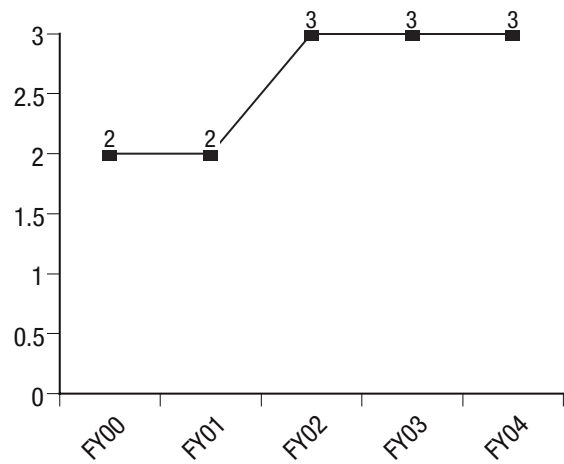
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget			
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	28.0	2,140,006	
Internal Service Funds Adjustment			
Other Required Adjustments		594,344	2,734,350
Subtotal	28.0	2,734,350	2,734,350
Recommended Changes for FY 2004			
1. AB 589 Budget Adjustments for FY 2004	7.0	347,460	347,460
The State fully funds the State-County Property Tax Administration Program AB 589; the FY 2004 budget is \$4,213,639. The department proposes to fund the following items:			
<ul style="list-style-type: none"> ◆ Add 1.0 FTE Appraisal Aide - U (Q56) in the Assessor's Office for AB 589 support ◆ Add 6.0 FTE Office Specialist II - U (V33) in the Assessor's Office for AB 589 			
2. AB 589 Budget Adjustments for FY 2004		201,966	201,966
The State fully funds the State-County Property Tax Administration Program AB589; the FY 2004 budget is \$4,213,639. The department proposes to fund the legal services costs associated with AB 589 with a portion of this grant money (see Cost Center 1150).			
3. AB 589 Budget Adjustments for FY 2004		387,323	387,323
The State fully funds the State-County Property Tax Administration Program AB 589; the FY 2004 budget is \$4,213,639. The department proposes to fund the following items:			
<ul style="list-style-type: none"> ◆ \$370,000 - Document imaging for historical documents (Assessment System). (one-time) ◆ \$17,323 - Services and Supplies budget for AB 589 support. (one-time) 			
4. Convert Positions to Classified Service			
This action converts 14.0 FTE from unclassified to classified service. Should current discussion between Assessor and ESA determine that any of these positions are more suited to an unclassified status, an amended recommendation will be brought to the Board during budget hearings.			
<ul style="list-style-type: none"> ◆ Convert 2.0 FTE Sr. Auditor Appraiser-Unclassified (Q44) to 2.0 FTE Sr. Auditor Appraiser (C57) ◆ Convert 2.0 FTE Appraisal Data Coordinator-Unclassified (Q49) to 2.0 FTE Appraisal Data Coordinator (D82) ◆ Convert 1.0 FTE Supv. Auditor Appraiser-Unclassified (Q53) to 1.0 FTE Supv. Auditor Appraiser (C54) ◆ Convert 1.0 FTE Appraisal Aide-Unclassified (Q56) to 1.0 FTE Appraisal Aide (C52) ◆ Convert 3.0 FTE Assessment Clerk-Unclassified (Q57) to 3.0 FTE Assessment Clerk (D88) ◆ Convert 3.0 FTE Property Transfer Examiner/Property & Title ID Clerk-Unclassified (Q68/Q69) to 3.0 FTE Property Transfer Examiner/Property & Title ID Clerk (C65/D92) ◆ Convert 2.0 FTE Accountant Assistant-Unclassified (U91) to 2.0 FTE Accountant Assistant (D96) ◆ 			
Subtotal	7.0	936,749	936,749
Total Recommendation	35.0	3,671,099	3,671,099



Measure B Transportation Improvement Program



Appropriation Trend



Staffing Trend



Public Purpose

- ➔ **Oversee the implementation of the \$1.5 billion transit and highway projects listed in the 1996 voter-approved advisory Measure A, financed nearly entirely by Measure B half-cent County sales tax**
- ➔ **Oversee the performance of Valley Transportation Authority and report progress to the Board of Supervisors**



Description of Major Services

The goal of Measure B is to provide effective fiscal, project, and program management oversight for Measure B transportation projects, and to provide staff support to the Citizens Watchdog Committee which conducts an annual audit of the Measure B Transportation Improvement Program. Measure B serves as a liaison to the Board of Supervisors to ensure that funds expended by the implementing agencies (Valley Transportation 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 project's plans and specifications. Measure B projects are designed and constructed by the Valley Transportation Authority (VTA) staff and consultants through a cooperative agreement with the County.

Highways

Fiscal Year 2003 Accomplishments:

- Final design activities were completed for two major projects, the Route 237/880 Interchange and the 85/101 (N) Interchange.

- Final design was completed for two mid-sized projects on Route 17, Project E (NB auxiliary lane between Camden and Hamilton) and Project J (Direct connector from NB 17 to NB 85).
- Final design will be completed for two major projects, the Route 87 (N) HOV Lanes, the Route 87 (S) HOV Lanes, by June 2003.
- Environmental clearance will be obtained for the Route 152 Safety Improvements by May 2003.
- Right-of-way engineering and acquisition was completed for the 85/101 (N) Interchange, and the Route 152 Safety Improvements-Project A, Phase 2.
- Construction was completed on two minor projects on Route 17, Project D (Auxiliary lane between Route 85 and Camden Avenue) and Project I (Improvement of Hamilton Avenue off-ramp).
- Construction was completed for the Route 152 Safety Improvements - Project A, Phase 1.
- Construction will be completed for Route 101 Widening and Route 85/87 Interchange by June 2003.

- Construction continued on the Route 880 Widening project, and the Route 85/101 (S) Interchange project.
- Construction started for two major projects, including the Route 237/880 Interchange and the 85/101 (N) Interchange, and the Mitigation Site project - Phase II.
- Construction will start on the Route 152 Safety Improvements - Project B in late Spring 2003.
- Maintenance activities for the Mitigation Site - Phase I continued
- Advertised and awarded all remaining passenger station and park & ride lot contracts on the Vasona, Capitol and Tasman East Light Rail Projects.
- Completed delivery of remaining Measure B funded Low Floor vehicles.
- The Federal Transit Administration (FTA) approved a "Finding of No Significant Impact" for the Environmental Assessment for the Hamilton Avenue Overcrossing.
- A new revised anticipated opening date of January 2006 for the Vasona Light Rail project, due to the above Environmental Assessment.

Planned Highway Accomplishments for Fiscal Year 2004:

- Environmental clearance will be obtained for two major projects: the 87 (S) HOV Lanes and the 87 (N) HOV Lanes.
- Final Design will be completed for the Route 152 Safety Improvements - Project B.
- Construction will be completed for several projects, including Route 880 Widening, Route 85/101 (S) Interchange, Route 237/880 Interchange, Route 152 Safety Improvements - Project A, and the Mitigation Site project.
- Construction will continue on the 85/101 (N) Interchange.
- Monitoring and maintenance activities for the Mitigation Site - Phase I will continue and Phase II will start.
- Construction landscaping projects will start for two major projects, the Route 880 Widening and Route 101 Widening.
- The Caltrain Sunnyvale parking structure and shuttle facilities project was completed and opened.
- Construction started on the Caltrain Santa Clara Station parking expansion and bus facilities improvements
- The Caltrain Joint Powers Board began construction on the Lawrence bus, shuttle, and parking facilities improvements.

Planned Rail Accomplishments for Fiscal Year 2004:

- Completion of Tasman East and Capitol Light Rail projects.
- Construction will continue on the Vasona Light Rail project.
- Construction will be completed on the Caltrain Lawrence, and Santa Clara station projects, and the Tamien to Lick Double Tracking project.
- Negotiations will continue with UPRR concerning additional Caltrain service to Gilroy.

Transit and Rail

Fiscal Year 2003 Accomplishments:

- All civil, track, and landscaping construction contracts were completed on Tasman East Light Rail project.
- The outside widening on Capitol Avenue has been completed and traffic has been switched over to the outside of Capitol Avenue and work is progressing in the median on the Capitol Light Rail Project.

Measure B Bond Proceed Fund 0194

This fund was established in FY 2003 pursuant to the Board of Supervisor's approval of the Special Obligation Bonds, Series 2003, to insure continued funding of the Measure B projects. It is anticipated that the bond proceeds will be fully utilized in FY 2003. The interest income and debt service budgeted in FY 2004 are related to a debt service reserve that is anticipated as the only remaining activity in the bond proceed fund after FY 2003. The significant portion of the debt service for this bond issue has been budgeted within the Measure B Sales Tax Fund 0011.



Measure B Budget Approval Process

Each year in June the Board of Supervisors and the VTA Board of Directors convene in a joint meeting to consider and adopt a Revenue and Expenditure Plan for the Measure B Program. The Plan to be presented at the joint meeting on June 6, 2003 will contain more up-to-date information than the draft budget that is included within this Recommended Budget. The draft budget is based primarily on the December 2002 semi-annual report.

Since the distribution of that report, to accommodate the continued economic downturn, the sales tax revenue growth rate was revised downward from 2.0% to approximately 1.6% annually. This impact of this is an overall decrease in sales tax revenues of \$39.9 million, through FY 2006. The Plan to be presented in June will reflect further changes to both revenues and expenditures for FY 2004 and through the end of the program.

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

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
1117	Measure B Trans Improvement Program	344,231	9,239	9,239	5,945,545	5,936,306	64,253
	1 General Fund						
	11 Measure B Trans Improve Prog Fund	344,231	9,239	9,239	5,945,545	5,936,306	64,253
1118	Revenue				253,000	253,000	
1701	Measure B Administration	292,433	739,980	679,633	474,834	(265,146)	-36
1702	Measure B Program Management Oversight	639,848	800,000	800,000	875,000	75,000	9
1703	Measure B Highway Projects	58,537,444	159,531,000	159,531,000	63,815,000	(95,716,000)	-60
1704	Measure B Railway Projects	138,743,205	178,603,000	178,603,000	105,882,000	(72,721,000)	-41
1705	Measure B Bicycle Projects		1,050,000	1,130,000	1,930,000	880,000	84
1706	Measure B County Expy Level of Service	675,965	2,000,000	11,104,240	3,000,000	1,000,000	50
1707	Measure B County Expy Signalization Prg	3,490,532	10,400,000	17,709,468	6,000,000	(4,400,000)	-42
1708	Measure B Pavement Management Program	24,518,642	27,096,000	32,345,530	3,000,000	(24,096,000)	-89
1709	Measure B SWAP I	396,312	24,371,000	31,922,287	26,816,000	2,445,000	10
1710	Measure B SWAP II			75,000			
1712	Measure B Program Wide Mitigation	73,899	7,583,000	7,583,000	1,200,000	(6,383,000)	-84
1803	Highway Projects			28,865,875			
1804	Transit/Rail Projects			68,422,963			
1805	Bicycle Projects			841,500			
1806	Expressway Level of Services (LOS)			1,466,667			
1807	Expressway Signal Synchronization			2,200,000			
1808	Pavement Management Program (PMP)			5,500,000			
1809	SWAP Projects			26,531,734			
1812	Program Wide Mitigation			438,511			
	Total Expenditures	227,712,511	412,183,219	575,759,647	219,191,379	(192,991,840)	-47%



Measure B Trans Improvement Prog — Budget Unit 0117

Revenues by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
1117	Measure B Trans Improvement Prog	150,861,470	152,360,000	152,360,000	133,475,220	(18,884,780)	-12
1118	Revenue			148,252,250	253,000	253,000	
	Total Revenues	150,861,470	152,360,000	300,612,250	133,728,220	(18,631,780)	-12%

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 2003 Approved Budget		9,239	152,360,000
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	3.0	282,205	
Internal Service Funds Adjustment		2,101	
Other Required Adjustments			(18,884,780)
	Subtotal	3.0	133,475,220
Recommended Changes for FY 2004			
1. Debt Service Charge for Bond Proceeds		5,652,000	
It is recommended that \$5,652,000 be allocated for debt service charges related to the Special Obligation Bond Proceeds realized in FY 2003.			
	Subtotal	0.0	0
	Fund Subtotal	3.0	133,475,220
Total Recommendation	3.0	5,945,545	133,475,220

Revenue — Cost Center 1118

Major Changes to the Budget

	Positions	Appropriations	Revenues
Measure B Bond Proceeds (Fund Number 0194)			
FY 2003 Approved Budget			
Board Approved Adjustments During FY 2003			148,252,250
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			(148,252,250)
	Subtotal		
Recommended Changes for FY 2004			
1. Debt Service for Special Obligation Bond Proceeds		253,000	253,000
One-time Special Obligation Bond Proceeds in the amount of \$148,252,250 were realized in FY 2003. This is a follow-up action to recognize \$253,000 in interest from those bond proceeds and to pay the debt service charge of the same amount.			
	Subtotal	0.0	253,000
Total Recommendation		253,000	253,000



Measure B Administration — Cost Center 1701
Major Changes to the Budget

	Positions	Appropriations	Revenues
Measure B Trans Improve Prog Fund (Fund Number 0011)			
FY 2003 Approved Budget	3.0	739,980	
Board Approved Adjustments During FY 2003		(60,347)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-3.0	(274,778)	
Internal Service Funds Adjustment		(2,550)	
Other Required Adjustments		72,529	0
Subtotal		474,834	
Recommended Changes for FY 2004			
Total Recommendation		474,834	

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

	Positions	Appropriations	Revenues
Measure B Trans Improve Prog Fund (Fund Number 0011)			
FY 2003 Approved Budget		800,000	
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		75,000	0
Subtotal		875,000	
Recommended Changes for FY 2004			
Total Recommendation		875,000	



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 2003 Approved Budget		159,531,000	
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			
			0
	Subtotal	159,531,000	
Recommended Changes for FY 2004			
1. Highway Projects and Programs			
(95,716,000)			
The Measure B-funded Highway Improvements include eleven separate capital projects:			
<ul style="list-style-type: none"> ◆ Route 880 Widening ◆ Route 101 Widening ◆ Route 85/101 (S) Interchange ◆ Route 85/87 Interchange ◆ Route 85/101 (N) Interchange ◆ Route 237/880 Interchange ◆ Route 17 Improvements ◆ Route 87 (S) Improvement ◆ Route 87 (N) Improvement ◆ Route 152 Safety Improvements ◆ Route 85 Noise Mitigation 			
It is recommended these projects be reduced by \$95,716,000, for a total of \$63,815.			
	Subtotal	0.0	0
		(95,716,000)	
Total Recommendation		63,815,000	



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 2003 Approved Budget		178,603,000	
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			
			0
	Subtotal	178,603,000	
Recommended Changes for FY 2004			
1. Railway Programs and Projects			
		(72,721,000)	
Measure B-funded Light Rail Improvements include six separate capital projects			
◆ Low Floor Vehicles			
◆ Vasona Light Rail Project			
◆ Tasman East Light Rail Project			
◆ Capitol Light Rail Project			
◆ Fremont/South Bay Commuter Rail Project			
◆ Caltrain Service Improvement Project			
It is recommended the funding for these projects be reduced by \$72,721,000 down to \$105,882.			
	Subtotal	0.0	
		(72,721,000)	0
Total Recommendation		105,882,000	

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 2003 Approved Budget		1,050,000	
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			
		(80,000)	0
	Subtotal	1,050,000	
Recommended Changes for FY 2004			
1. Bicycle Projects and Programs			
		880,000	
This recommendation supports expenditures related to the projects outlined in the Santa Clara Countywide Bicycle Plan. The recommendation is to increase funding by \$880,000, for a total funding level of \$1,930,000.			
	Subtotal	0.0	
		880,000	0
Total Recommendation		1,930,000	



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 2003 Approved Budget		2,000,000	
Board Approved Adjustments During FY 2003		9,104,240	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			
		(9,104,240)	0
	Subtotal	2,000,000	
Recommended Changes for FY 2004			
1. Operating Transfer to Roads for County Expressway Projects			
		1,000,000	
It is recommended that \$3,000,000 be transferred to Roads and Airports Department for County Expressway Projects. This is an increase of \$1,000,000 from FY 2003 Recommended Budget.			
	Subtotal	0.0	0
Total Recommendation		3,000,000	

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 2003 Approved Budget		10,400,000	
Board Approved Adjustments During FY 2003		7,309,468	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			
		(7,309,468)	0
	Subtotal	10,400,000	
Recommended Changes for FY 2004			
1. Operating transfer to Roads for County Expressway Signalization			
		(4,400,000)	
It is recommended that \$6,000,000 be transferred to Roads and Airports Department for County Expressway Signalization Projects. This is a reduction of \$4,400,000 from FY 2003.			
	Subtotal	0.0	0
Total Recommendation		6,000,000	



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 2003 Approved Budget		27,096,000	
Board Approved Adjustments During FY 2003		5,249,530	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(5,249,530)	0
	Subtotal	27,096,000	
Recommended Changes for FY 2004			
1. Pavement Management Plan Projects and Programs		(18,796,000)	
This recommendation supports the Pavement Management Program. The funding is used to improve the pavement condition of local streets and fill potholes in city and County roadways. The program is administered by Valley Transportation Authority on behalf of the Measure B Program. It is recommended the funding be reduced by \$18,796,000, for a new funding level of \$1,500,000.			
		(5,300,000)	
2. Operating Transfer to Roads for Pavement Management Program			
It is recommended that the operating transfer to be transferred to Roads and Airports Department for Pavement Management Program be reduced by \$5,300,000 to a new funding level of \$1,500,000.			
	Subtotal	(24,096,000)	0
Total Recommendation		3,000,000	

Measure B SWAP I — Cost Center 1709

Major Changes to the Budget

	Positions	Appropriations	Revenues
Measure B Trans Improve Prog Fund (Fund Number 0011)			
FY 2003 Approved Budget		24,371,000	
Board Approved Adjustments During FY 2003		7,551,287	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(7,551,287)	0
	Subtotal	24,371,000	
Recommended Changes for FY 2004			
1. SWAP Projects and Programs		(3,555,000)	
This recommendation supports SWAP projects, which maximize the use state and federal funds, and reduce administrative burdens for member agencies within the County of Santa Clara. SWAP projects involve the assignment of state and federal funds in exchanged for Measure B funds for a variety of local projects. It is recommended that funding be reduced by \$3,555,000, for a new funding level of \$20,816,000.			
		6,000,000	
2. Operating Transfer to Roads for Swap Projects			
It is recommended that the amount of \$6,000,000 be transferred to Roads and Airports Department for Swap Projects.			
	Subtotal	2,445,000	0
Total Recommendation		26,816,000	



Measure B SWAP II — Cost Center 1710 Major Changes to the Budget

	Positions	Appropriations	Revenues
Measure B Trans Improve Prog Fund (Fund Number 0011)			
FY 2003 Approved Budget			
Board Approved Adjustments During FY 2003		75,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(75,000)	0
	Subtotal		
Recommended Changes for FY 2004			

Measure B Program Wide Mitigation — Cost Center 1712 Major Changes to the Budget

	Positions	Appropriations	Revenues
Measure B Trans Improve Prog Fund (Fund Number 0011)			
FY 2003 Approved Budget		7,583,000	
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			0
	Subtotal	7,583,000	
Recommended Changes for FY 2004			
		(6,383,000)	
1. Programwide Mitigation Projects and Programs			
This recommendation supports Mitigation Projects that create habitats and wetlands to mitigate rail and highway projects. The two mitigation site locations are Coyote Creek Parkway and Coyote Creek. It is recommended that the funding be reduced by \$6,383,000, for a new funding level of \$1,200,000.			
	Subtotal	0.0	0
Total Recommendation		1,200,000	

Highway Projects — Cost Center 1803 Major Changes to the Budget

	Positions	Appropriations	Revenues
Measure B Bond Proceeds (Fund Number 0194)			
FY 2003 Approved Budget			
Board Approved Adjustments During FY 2003		28,865,875	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(28,865,875)	0
	Subtotal		
Recommended Changes for FY 2004			



Transit/Rail Projects — Cost Center 1804 Major Changes to the Budget

	Positions	Appropriations	Revenues
Measure B Bond Proceeds (Fund Number 0194)			
FY 2003 Approved Budget			
Board Approved Adjustments During FY 2003		68,422,963	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(68,422,963)	0
	Subtotal		
Recommended Changes for FY 2004			

Bicycle Projects — Cost Center 1805 Major Changes to the Budget

	Positions	Appropriations	Revenues
Measure B Bond Proceeds (Fund Number 0194)			
FY 2003 Approved Budget			
Board Approved Adjustments During FY 2003		841,500	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(841,500)	0
	Subtotal		
Recommended Changes for FY 2004			

Expressway Level of Services (LOS)— Cost Center 1806 Major Changes to the Budget

	Positions	Appropriations	Revenues
Measure B Bond Proceeds (Fund Number 0194)			
FY 2003 Approved Budget			
Board Approved Adjustments During FY 2003		1,466,667	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(1,466,667)	0
	Subtotal		
Recommended Changes for FY 2004			



Expressway Signal Synchronization — Cost Center 1807 Major Changes to the Budget

	Positions	Appropriations	Revenues
Measure B Bond Proceeds (Fund Number 0194)			
FY 2003 Approved Budget			
Board Approved Adjustments During FY 2003		2,200,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(2,200,000)	0
	Subtotal		
Recommended Changes for FY 2004			

Pavement Management Program (PMP) — Cost Center 1808 Major Changes to the Budget

	Positions	Appropriations	Revenues
Measure B Bond Proceeds (Fund Number 0194)			
FY 2003 Approved Budget			
Board Approved Adjustments During FY 2003		5,500,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(5,500,000)	0
	Subtotal		
Recommended Changes for FY 2004			

SWAP Projects — Cost Center 1809 Major Changes to the Budget

	Positions	Appropriations	Revenues
Measure B Bond Proceeds (Fund Number 0194)			
FY 2003 Approved Budget			
Board Approved Adjustments During FY 2003		26,531,734	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(26,531,734)	0
	Subtotal		
Recommended Changes for FY 2004			

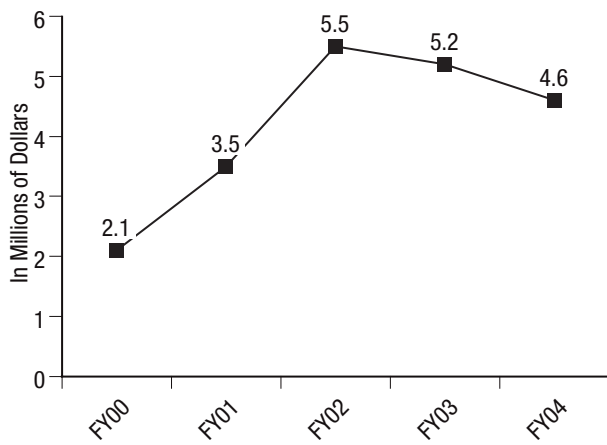
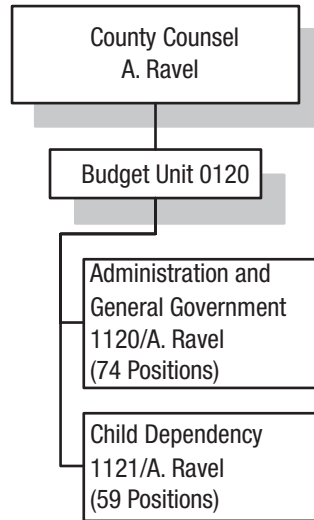


Program Wide Mitigation — Cost Center 1812
Major Changes to the Budget

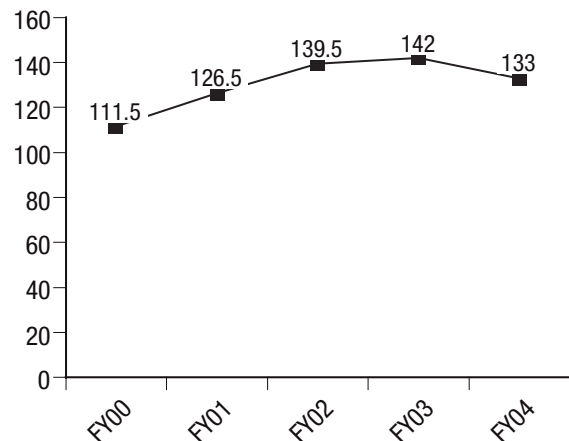
	Positions	Appropriations	Revenues
Measure B Bond Proceeds (Fund Number 0194)			
FY 2003 Approved Budget			
Board Approved Adjustments During FY 2003		438,511	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(438,511)	0
Subtotal			
Recommended Changes for FY 2004			



Office of County Counsel



Appropriation Trend



Staffing Trend



Public Purpose

- ➔ **Promote government operations that are legal, ethical and respectful of client confidentiality**



Desired Results

Minimize County Exposure to Risk by providing timely legal analysis and training to the Board and County agencies.

Data to be collected by new automated system, beginning in September, 2003.

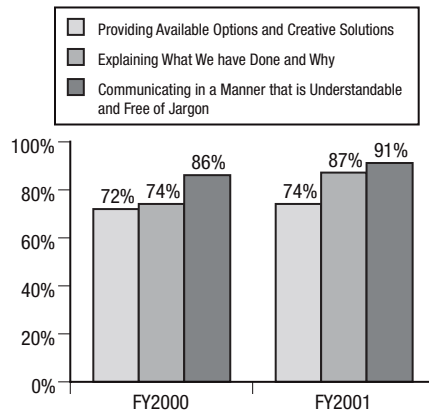
Data to be collected by new automated system, beginning in September, 2003.

Provide Training and Legal Analysis to Client Departments Relevant to their Needs

Understanding of Legal Requirements and Issues by Client Departments

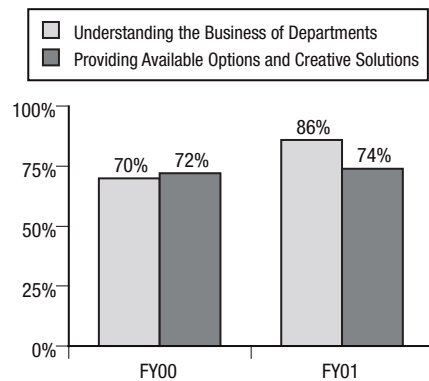


Complete Transactions which ensure effective service delivery and advance the public policy goals of the Board of Supervisors.



Promote Effective Delivery of Services

Provide Creative and Legally Sound Solutions to Clients which enhance service delivery to the public.



Enhance Delivery of Services by Client Departments

Provide Legal Services at a Reasonable Cost.

Data to be collected by new automated system, beginning in September, 2003.

Cost Effectiveness Strategies

In FY 2003 the department developed performance measures to promote cost savings in the following areas: internal costs; outside legal services; case processing.



Promote Favorable Dispute Resolution by providing innovative and effective legal strategies at the earliest possible stage.

Data to be collected by new automated system, beginning in September, 2003.

Favorable Dispute Resolution

In FY 2003 the department developed performance measures to promote cost savings in the following areas: internal costs; outside legal services; case processing.

Description of Major Services

The Board of Supervisors, as the governing body of the County, is the ultimate client of the Office of the County Counsel. In addition to the Board of Supervisors, this Office represents County officers, departments and agencies, Superior Court, the Grand Jury, special districts and certain other public agencies.

The Office reviews claims and litigates cases brought against the County and on behalf of the County. It advises on transactional matters, including negotiation and drafting of contracts and other legal documents. The Office assists in policy development and provides general legal counsel, including advocacy, training on legal issues, and advice and opinions in the following practice areas:

Child Dependency provides legal services to the Department of Family and Children Services for juvenile dependency and child welfare matters.

Environmental Resources and General Government provides legal services to the Environmental Resources Agency and various General Fund departments, including Registrar of Voters, the Finance Agency, Assessor's Office, General Services Agency, Information Systems Department, and special districts.

Health and Hospital Services provides legal services to the Health and Hospital System, including Mental Health, Public Health, Children's Shelter, Custody Health Services, Drug and Alcohol Department, Valley Health Plan and Valley Medical Center.

Impact Litigation utilizes the court system and code enforcement to further the community interest goals of the County.

Law and Justice represents and advises County criminal justice agencies, including the Sheriff's Office, Probation Department, Department of Correction, District Attorney, Public Defender, Pre-Trial Services, Medical Examiner Coroner, the Superior Court and the Grand Jury.

Litigation represents the County in defense of tort actions, third party claims and personnel and civil rights matters.

Personnel and Labor provides legal services to Employee Services Agency, Labor Relations and to departments for personnel and labor relations matters.

Workers' Compensation provides service to ESA Workers' Compensation Division for proceedings related to workers' compensation claims by County employees.

Social Services Agency Services advises the Social Services Agency, including Aging and Adult Services, Employment and Benefits Services and Administration; the Public Administrator/Guardian/Conservator for probate and mental health conservatorships and decedent estates.

Special Projects provides service in areas with county-wide impact, including the Elder Financial Abuse Specialist Team, the Educational Rights Project, contracts, legislation, and other areas.

County Executive's Recommendation

County Counsel was given a reduction target of \$821,062. They were able to meet their target by finding new revenue and reimbursements and by deleting positions with minimal impact to the delivery of services to their clients.

Revenue Enhancements

Recommendation: Increase revenue assumptions for legal services to school districts by \$45,000 on an ongoing basis.

Background: The County Counsel's Office has contacted school districts throughout the county to offer legal services in their areas of expertise, including labor and employment, construction and facilities, public meetings and public records. Currently, there are two agreements in place from Union School District and Santa Clara Unified School District who require these legal services.

Impact on Services: New services to school districts will be absorbed within existing staff, so no new staff is requested at this time to generate this increase in revenue.

Total Ongoing New Revenue: \$45,000

Increased Reimbursements

Recommendation: Increase the reimbursement assumptions from ESA Worker's Compensation for legal services by \$35,000.

Background: Over 200 workers' compensation matters are assigned to outside counsel firms. ESA has agreed to reimburse County Counsel for two additional full time attorneys and one full time paralegal position to bring this work in-house.

Impact on Services: Existing staff will be reassigned from Social Services Agency Child Dependency services, where SSA is proposing a reduction of \$338,000 in their legal services funds. ESA Workers' Compensation is redirecting funds budgeted for outside counsel to County Counsel in the amount of \$373,000, for a net increase of \$35,000.

Total Ongoing New Revenue: \$35,000

Recommendation: Increase the reimbursement assumptions from ESA Insurance for legal services by \$144,000.

Background: Over twenty insurance defense litigation cases are currently assigned to outside counsel, including medical malpractice and other specialty areas usually sent to outside firms. ESA has agreed to redirect funds allocated for outside counsel to County Counsel for in-house legal services.

Impact on Services: Existing staff will be reassigned from Social Services Agency Child Dependency services and general fund services related to Education Rights. This reassignment will result in a loss of reimbursement from SSA of \$144,000 and a gain of reimbursement from ESA of \$288,000.

Total Ongoing New Revenue: \$144,000

Recommendation: Increase revenue assumptions from ESA Benefits for legal services by \$10,000.

Background: If a request for disability retirement is denied by the County, the employee has a right to appeal the County's decision to the Office of Administrative Hearings. Outside counsel has represented the County in these hearings. ESA has agreed to shift this work to County Counsel.



Impact on Services: The amount of service necessary to generate this revenue can be absorbed within the existing staff with no impacts on service levels.

Total Ongoing New Revenue: \$10,000

Reimbursement from Assessor's Office for Additional Legal Services

Recommendation: Increase revenue assumption for legal services to the Assessor's Office for the State-County Tax Administration Program by \$201,996 on an ongoing basis.

Background: The County Counsel's Office began providing additional legal services to the Assessor's Office in FY 2001. Since this is reimbursable under AB 589, the State-County Tax Administration Program, the Assessor's Office allocates \$201,996 to offset the cost of this service. \$140,000 was allocated in one-time funding in FY 2002 and as ongoing funding in FY 2003. Because the state program is expected to continue for at least five more years, it is proposed that an additional \$61,996 be allocated as an ongoing revenue to the department starting in FY 2004 for a total of \$201,996.

Impact on Services: There is no additional impact on services to the department for the increased reimbursement. The services have been allocated to the Assessor's Office since FY 2001 and the increase in reimbursement represents the additional allocation to pay the full cost of a full-time attorney. In past fiscal years, County Counsel has been reimbursed for only a portion of the cost of a full-time attorney.

Total Ongoing New Revenue: \$201,996

County Counsel — Budget Unit 0120 Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
1120	County Counsel Administration	4,793,810	5,153,431	5,543,649	4,645,494	(507,936)	-10
	Total Expenditures	4,793,810	5,153,431	5,543,649	4,645,494	(507,936)	-10%

Staff Reductions

Recommended: Delete the following positions in County Counsel:

FTE	Code	Class Description	Vacant/Filled
0.5	U27	Attorney IV	Vacant
1.0	D51	Office Specialist I	Vacant
1.0	D70	Legal Secretary II	Vacant
1.5	D49	Office Specialist II	Filled
1.0	D74	Legal Secretary Trainee	Filled
5.0		Total Deletion	

Impact to Service: The department plans to redistribute the work to existing staff. This could result in the increased usage of overtime and outside support services, but the office will monitor expenses carefully.

Total Ongoing Reduction: (\$350,882)

Reduce Attorney Lead Differentials

Recommendation: Reduce the department's special pay for lead differentials by \$33,928.

Impact on Services: Twelve attorney positions are approved and funded for lead differential pay. The differential is calculated at 5% of an Attorney IV at step 5. The responsibilities and pay have been removed from four of the twelve positions, and the work has been redistributed to the remaining eight attorneys.

Total Ongoing Reduction: (\$33,928)



County Council — Budget Unit 0120 Revenues by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
1120	County Counsel Administration	1,207,958	1,255,255	1,322,555	1,057,030	(198,225)	-16
	Total Revenues	1,207,958	1,255,255	1,322,555	1,057,030	(198,225)	-16%

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

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	142.0	5,153,431	1,255,255
Board Approved Adjustments During FY 2003		390,218	67,300
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-4.0	1,709,545	
Internal Service Funds Adjustment		(1,330,569)	
Other Required Adjustments		(522,621)	(310,525)
	Subtotal	5,400,003	1,012,030
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
General Fund ISD Services Adjustment		(3,694)	0
Increase DBA Support for PROLAW, TRACKIT and SUMMATION		24,961	
1. Reduction of Object 1 Costs to Meet Budget Reduction Target	-3.5	(310,398)	

Achieve budget reduction target through the deletion of positions and the elimination of differentials for lead attorney pay. An additional reduction was achieved through new revenue sources and increased reimbursements from non-General Fund departments and outside agencies.

- ◆ \$33,928 reduced for elimination of attorney lead pays for four attorneys. Responsibilities have been redistributed.
- ◆ Delete 1.0 FTE D51 Office Specialist I
- ◆ Delete 0.5 FTE U27 Attorney IV
- ◆ Delete 1.0 FTE D74 Legal Secretary Trainee
- ◆ Delete 1.0 FTE D66 Legal Secretary II

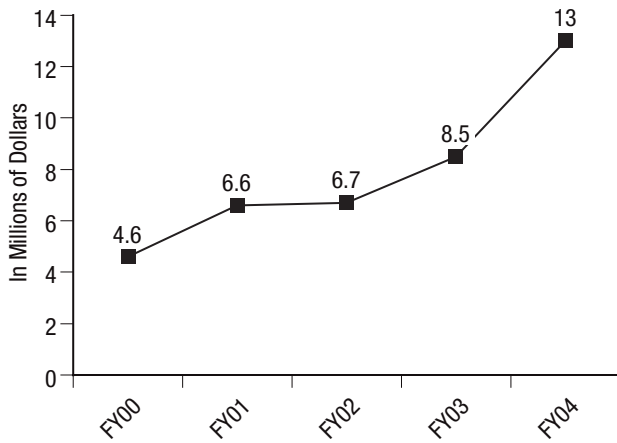
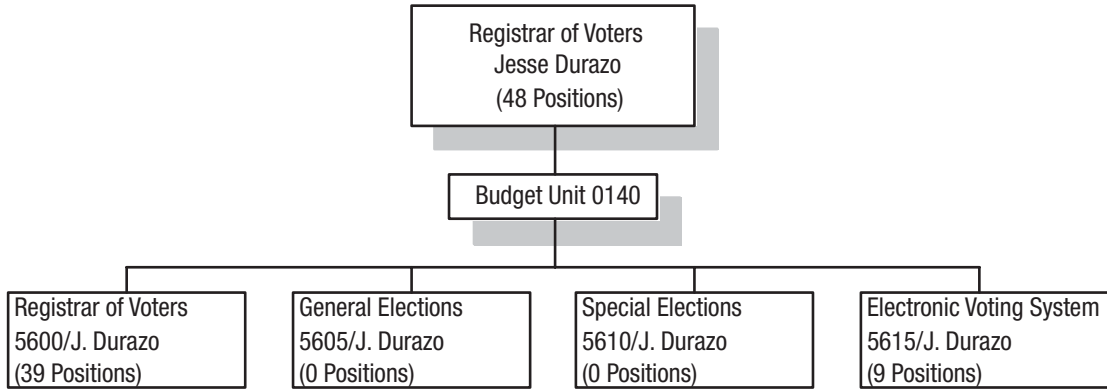


County Council Administration — Cost Center 1120
Major Changes to the Budget (Continued)

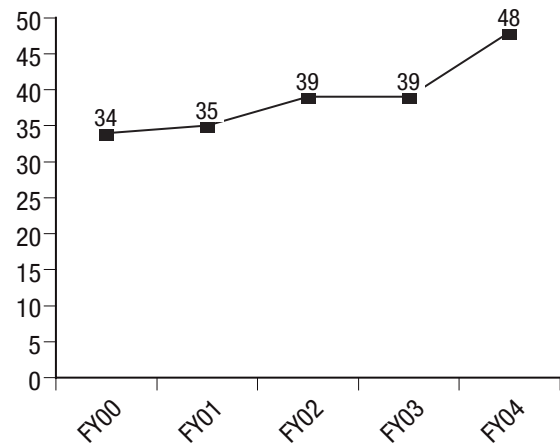
	Positions	Appropriations	Revenues
2. Revenue Strategies to Meet Budget Reduction Targets		(390,966)	45,000
Achieve the budget reduction target through a combination of new revenue and increased reimbursements from non-General Fund departments and outside agencies.			
<ul style="list-style-type: none"> ◆ \$45,000 in new legal fees for legal services to school districts ◆ \$35,000 in increased reimbursements from Worker's Compensation for redirected legal services from use of outside counsel to County Counsel ◆ \$144,000 increased reimbursement from ESA Litigation for redirected legal services from use of outside counsel to County Counsel ◆ \$201,966 in increased reimbursements from the Assessor's Office for ongoing support of an Attorney IV position. This position provides legal services related to the State-County Property Tax Administration Program ◆ \$10,000 increased reimbursements from ESA Benefits for legal services related to disability retirement denials by the County 			
3. Reduction of Object 1 Costs to Meet Budget Reduction Targets	-1.5	(74,412)	
Achieve budget reduction target through the deletion of positions. Additional reductions were achieved through revenue sources and deletion of positions in Cost Center 1120.			
<ul style="list-style-type: none"> ◆ Delete 1.0 FTE D49 Office Specialist II ◆ Delete 0.5 FTE D49 Office Specialist II 			
Subtotal	-5.0	(774,509)	45,000
Total Recommendation	133.0	4,645,494	1,057,030



Registrar of Voters



Appropriation Trend



Staffing Trend



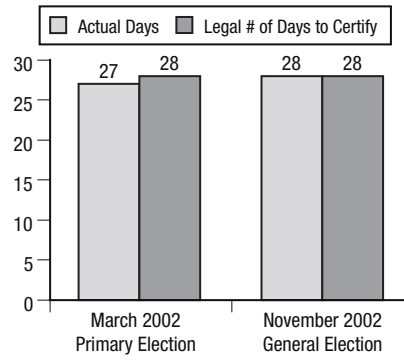
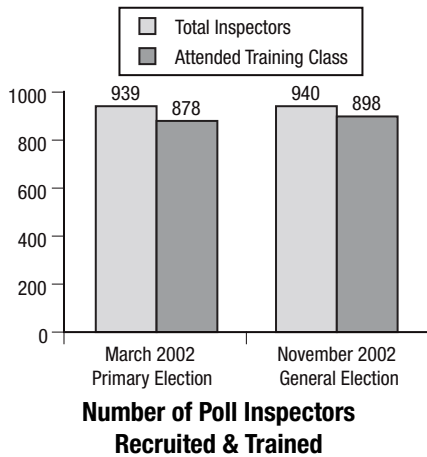
Public Purpose

- ➔ To uphold the integrity of the democratic electoral process, by ensuring:
- ➔ An Accurate Election Process
- ➔ A Timely Election Process
- ➔ Fair and Accessible Elections

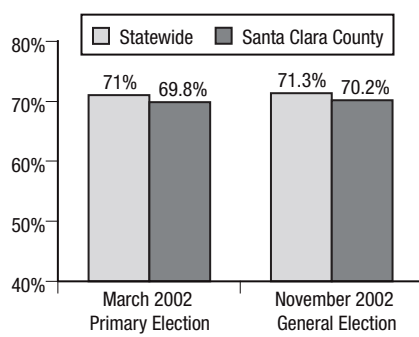


Desired Results

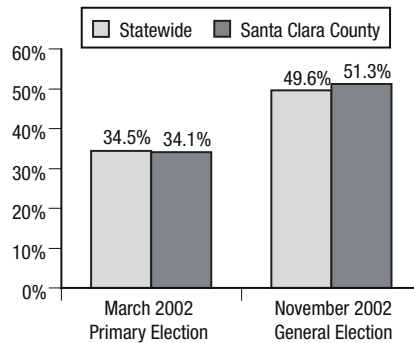
An Efficient Election Process, which this department promotes by assuring timely and accurate tabulation of ballots, well trained poll workers, timely distributions of election materials, and provision of convenient polling places.



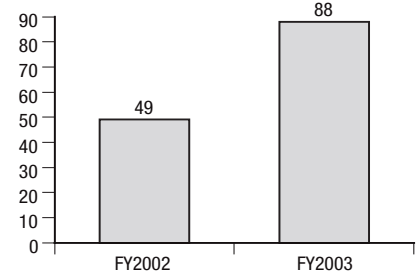
An Election Process that is Accessible to all Citizens, which this department promotes by providing voter registration outreach; assistance to potential candidates, jurisdictions and citizens seeking ballot placement; verbal and written language accommodations; absentee and early voting opportunities; and accommodation for physical needs at polling places.



Percent of Eligible Registered Voters Compared to Statewide Average

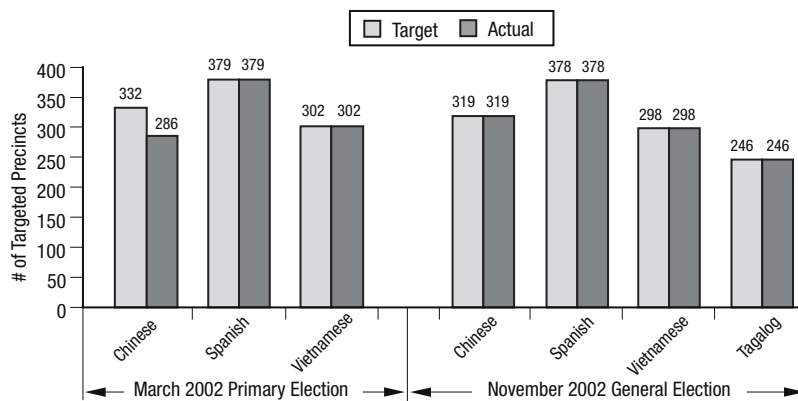


Percent of Voters Participating in Election, Compared to Statewide



Number of Voter Education and Outreach Activities

A Legal Election Process, which this department ensures by complying with state and federal laws regulating the election process. An important federal and state mandate requires that ballot materials must be available in Spanish, Chinese, Vietnamese and Tagalog, and that bilingual poll workers fluent in these languages are to be stationed at targeted precincts during elections.



Number of Bilingual Poll Workers in Targeted Precincts

Description of Major Services

The Registrar of Voters is the County Elections Official and conducts all Federal, State, County, School District, and Special District General and Special Elections. Election services are provided to cities, school districts and special districts. School districts, cities and special districts reimburse the County in full for election services for their jurisdictions, while the County funds election costs related to County, state and federal matters.

Voter Registration Services

The Office of the Registrar of Voters registers citizens who are qualified to vote and maintains an accurate register of the County's eligible voters. The department also organizes voter registration drives and participates in events such as new citizenship ceremonies to provide outreach and education on the voting process to potential voters.

Election Services to the Community

The department provides services to candidates, local agencies and private individuals who wish to file for placement on the ballot. The department examines and



verifies signatures on initiatives, referendums, recalls, nominations and other election petitions. All ballot measures, political candidates and interest groups are treated fairly and receive the same opportunity to participate in the election process.

Until FY 2003, the County was mandated by Federal law to provide voting materials only in English and Spanish. Voting materials were also provided in Vietnamese and Chinese by Board of Supervisor's policy. During the past year, Vietnamese and Chinese became federally- mandated, along with Tagalog, a language that the County has never before provided. The County now provides voting materials in all five languages and multilingual oral assistance is provided at targeted polling places. Absentee voting materials are provided to voters who request this service.

The department establishes and maintains precinct boundaries for the County and determines the number and location of polling sites for each election. Precinct maps are provided for public sale. The County undergoes a redistricting process every ten years after the federal census is taken, causing precinct boundaries to be updated, a process that last occurred in FY 2002.

The department secures polling sites, most of which are accessible to the disabled or others with special accommodation needs. Poll workers are recruited and trained to serve at each polling site. Absentee voting materials are provided to voters who request this service.

After each election, the department tabulates ballots and undergoes a canvassing process to account for all ballots. The Registrar of Voters then issues official election results.

New Direct Recording Electronic (DRE) Voting System (Touch Screen Voting)

In FY 2002, the California Secretary of State mandated the de-certification of the current pre-scored punch card system for all counties in the state by 2005. A subsequent lawsuit resulted in a Federal court order requiring nine (9) pre-scored punch card counties, including Santa Clara County, to replace their voting systems prior to the March 2004 Presidential Primary Election. This will impact 8.4 million registered voters statewide, including 800,000 registered voters in the County, who vote on either Votomatic or Pollstar punch card systems.

In March 2002, California voters approved Proposition 41, which provides 3 to 1 matching grants up to a total of \$200 million statewide for counties to upgrade the election system. Santa Clara County anticipates receiving \$9,503,396 from Proposition 41 in FY 2004. Additional federal funds are anticipated from the "Help America Vote Act of 2002," which was recently signed into law. The County expects to eventually receive about \$1,625,000 in late FY 2004 or later from this legislation.

As this recommended budget was being printed, a contract with Sequoia Voting Systems, Inc. in the amount of \$18,904,509.38 was being reviewed for approval by the Board of Supervisors, for the purchase of the DRE electronic voting system and related services. The amount expected to be paid in FY 2004 is \$12,675,000, with the remainder to be allocated in FY 2005.

County Executive's Recommendation

The Registrar of Voters Department has met the reduction target of \$1,014,139 that was set for its traditional program services. However, the new court-ordered electronic voting system, together with the federally-mandated requirement to provide voting materials in the Tagalog language, will require substantial one-time and ongoing augmentations. The augmentations are offset by state and local reimbursements, as outlined below in this section. In

addition, federal legislation is expected to provide reimbursement for a portion of the electronic voting system at a future time.

Increase in Election Services Fee

Recommendation: Increase base rates charged to cities, school districts and special districts.



Background: A fee increase proposal will be considered by the Board of Supervisors in Spring 2003, and will include a base rate increase to cover the increased costs of providing voting materials for issues placed on the ballot by other local jurisdictions. The County can begin to charge these jurisdictions for the cost of providing voting materials in Chinese and Vietnamese because these languages became federally-mandated in FY 2003. The Tagalog language was also mandated and began to be provided by the County in FY 2003.

Impact on Services: The County voluntarily provided Chinese and Vietnamese materials in the past, but was unable to charge local jurisdictions for the extra cost until they became federally-mandated. The cost of providing the same level of service for these languages can now be charged to local jurisdictions. (Tagalog will add additional new costs, and the new fee base will cover those costs as well).

Total Ongoing New Revenue: \$317,202

Addition of "In Lieu of Election" Fee

Recommendation: Recognize funding for a new "in lieu of election fee" to be charged as appropriate to local jurisdictions.

Background: After the candidate nomination period closes, some elected positions have insufficient candidates and the Election Code allows the Board of Supervisors to appoint qualified candidates instead of placing them on the ballot. A prorated share of the election costs cannot be charged because no election is held for that particular position. A fee increase proposal will go to the Board of Supervisors in Spring 2003, and will include a new fee to be charged to jurisdictions for "in lieu of election" costs, for those candidates who become appointed rather than elected.

Impact on Services: The level of service to jurisdictions and candidates will remain the same, but the County will be reimbursed for the cost of that service.

Total Ongoing New Revenue: \$31,710

Increase Charges for Miscellaneous Sales

Recommendation: Increase charges for various over-the-counter sales to the public.

Impact on Services: The department will receive increased revenue from the sale of voter-based information that is requested by the public; the new charges more accurately reflect the cost of providing this information.

Total Ongoing New Revenue: \$92,600

Eliminate Separate Absentee Voter Booklet

Recommendation: Decrease printing costs by eliminating the publication of a separate absentee voter booklet

Background: The abbreviated sample ballot booklet for absentee voters was originally designed to save costs, because the assembly process could be automated and postage costs be reduced due to the smaller number of pages. However, a combination of redistricting, the onset of modified closed primaries, and another mandated language have resulted in a greater variety of sample ballot layouts, which has increased printing set-up costs substantially to provide the separate absentee voter booklet.

Impact on Services: Voters who request absentee voting materials will receive another copy of the same full-version booklet all registered voters receive, instead of a specialized booklet. The cost savings of \$644,627 will be offset by an increase of \$72,000 in additional postage.

Total Ongoing Reduction: (\$572,627)

New Tagalog Language Costs:

Tagalog Sample Ballot Printing Cost

Recommendation: Increase funding to provide election materials in Tagalog language.

Impact on Services: An additional cost will be incurred to provide election materials in Tagalog, which was federally-mandated in FY 2003. Although local jurisdictions are charged for their share of the election cost, the general fund bears the cost of County, State and Federal elections.

Total Ongoing New Cost: \$195,000



Funding for Tagalog Extra-Help Workers

Recommendation: Increase funding to cover the cost of additional extra-help workers who are bilingual in Tagalog.

Impact on Services: Approximately three extra help workers are required for 32 weeks a year (3,840 hours) to assist in the translation and proofreading of ballot issues in Tagalog and to recruit and train Tagalog-speaking poll workers, in order to meet the federal mandate to provide language assistance in Tagalog.

Total Ongoing New Cost: \$65,058

New Direct Recording Electronic (DRE) Voting System Costs and Reimbursements:

One-Time Purchase of DRE Voting System

Recommendation: Allocate \$12,675,000 to pay for the FY 2004 portion of the DRE voting system.

Background: As this recommended budget was being printed, a contract with Sequoia Voting Systems, Inc. in the amount of \$18,904,509.38 was being reviewed for approval by the Board of Supervisors. The amount to be paid in FY 2004 is \$12,675,000, with the remainder to be allocated in FY 2005. The reimbursements from the state and from local jurisdictions are discussed below. It is unknown at this point whether the anticipated federal funding will result in reimbursement funding in FY2004, or if it will occur in a later year.

Impact on Services: the use of the DRE voting machines will begin with the November 2003 election. As discussed elsewhere in this section, the use of the electronic voting system will require major changes to almost every aspect of the election process.

Total One-Time Cost: \$12,675,000
(Total One-Time Cost in FY 2005 will be \$6,229,509)

Reimbursement from State for DRE Voting System

Recommendation: Recognize \$9,503,396 in revenue from the state for reimbursement of the DRE voting system, as mandated by Proposition 41.

Background: Proposition 41, the Voter Modernization Bond, was passed by the voters to provide funding to counties to offset the cost of conversion to an electronic voting system, with a three-to-one funding match. The County anticipates being able to file for the reimbursement after the second payment for the purchase of the system, in Fall 2003.

Impact on Services: Provision of this funding will help offset the financial resources required to provide the DRE voting system.

Total New One-Time Reimbursement: \$9,503,396

Reimbursement from Local Jurisdictions for DRE Voting System

Recommendation: Charge local jurisdictions to offset the cost of the acquisition of the DRE voting system.

Background: On February 25, 2003, the Board of Supervisors authorized Administration to charge cities, school districts and special districts a total of \$3,218,802 for their share of the costs of the DRE voting system, based on a five-year recovery period. The revenue will be ongoing for a five-year period, and will vary depending upon the number of elections held per fiscal year. In FY 2004, 2006 and 2008 the reimbursement will total \$514,992 and in FY 2005 and 2007 it will total \$836,913.

Impact on Services: The revenue will be used to help offset the total cost of the purchase of the new DRE voting system. The general fund must pay for the County, State and Federal share of the cost, minus any state and federal reimbursements.

Total Ongoing New Revenue: \$514,992

Add Three Warehouse Positions and Reduce Allocation for Extra Help Hours

Recommendation: Add 3.0 FTE Senior Warehouse Materials Handler/ Warehouse Materials Handler positions (G76/G77).

Impact on Services: The new DRE voting system will require major changes in warehouse operations, including maintaining voting machines and performing logic and accuracy testing. Full-time positions are required to ensure accuracy and continuity. The addition of the new positions will allow the reduction of 6,000 extra-help hours.

Total FY 2004 10 month Cost: \$123,060

Offset by Ongoing Extra Help Hours Reduction: \$102,581

Full Year Ongoing Cost of Positions: \$147,672

Add Three Office Support Staff Positions

Recommendation: Add 3.0 Sr. Office Specialist/Office Specialist III/ Office Specialist II (X09/D09/D49)

Impact on Services: The new DRE voting system will require major changes in the ballot layout process. Three new clerical positions are required to provide additional layout work for the electronic ballot, audio ballots for the vision-impaired and a new paper ballot for absentee voting (since absentee voters will no longer use a punch card).

Total FY 2004 10 month Cost: \$119,580

Full Year Ongoing Cost: \$143,496

Add One Information Technology Position

Recommendation: Add 1.0 FTE Information Systems Technician II/I (G50/G51) position.

Impact on Services: This position is necessary to assist in the conversion of text into electronic versions (both video and audio) in five languages, load the electronic ballot into the voting machines and provide other technical support to the DRE voting system.

Total FY 2004 10 month Cost: \$50,610

Full Year Ongoing Cost: \$60,632

Add Two Election Specialist Positions

Recommendation: Add 2.0 FTE Election Specialist (G97) positions.

Impact on Services: Two additional positions are required to provide extra training classes to poll workers who are not familiar with touch screen voting machines. The number of training hours required per poll worker is expected to increase substantially.

Total FY 2004 10 month Cost: \$107,020

Full Year Ongoing Cost: \$128,424

One-Time Position-Related Costs

Recommendation: Allocate \$72,000 in one-time funding to support nine new recommended positions.

Impact of Services: The nine new positions are required to support the new DRE electronic voting system. Each position requires \$8,000 in one-time funding for office equipment and supplies, including purchase and set-up of workstation components including furniture, computers, etc.

Total One-Time Cost: \$72,000

Ongoing Services and Supplies to Support DRE Voting System

Recommendation: Allocate \$432,000 for the following ongoing services and supplies required to support the DRE voting system:

Description	Cost
Cost of paying volunteer poll workers to attend extra hours of training--more hours of poll worker training will be required to properly train all volunteers on use of the electronic voting system.	\$240,000
Additional cost of transporting DRE voting machines to polling places	\$130,000
Technical support from Information Systems Dept.	\$50,000
Small tools for set-up and maintenance of DRE voting machines	\$6,000
Misc. office supplies for additional staff	\$6,000
Total	\$432,000



Impact on Services: The DRE voting system will require major changes to almost every aspect of the election process. These services and supplies are required to ensure a successful electronic voting process.

Total Ongoing New Cost: \$432,000

One-Time Services and Supplies to Support DRE Voting System

Recommendation: Allocate \$270,000 for the following one-time services and supplies required to support the DRE voting system:

Description	Cost
Services of marketing firm to design and produce public information materials	\$100,000
Extend Pilot Program Manager contract for 1 year	\$100,000
Outreach activities performed by ROV staff	\$30,000
Additional automobile services required for pollworker training and outreach events	\$20,000
Misc. election materials and precinct supplies associated with launching the new DRE system	\$15,000
Staff Training Classes (in addition of training to be provided as part of the vendor contract)	\$5,000
Total	\$270,000

Impact on Services: There are several one-time costs required to successfully implement the new DRE voting system. Any future requirement for the services outlined above will be re-evaluated during the FY 2005 budget process.

Total One-Time Cost: \$270,000

Warehouse Requirements for DRE Voting System

The acquisition of the DRE voting system requires additional warehouse space, a fire protection system, security fencing, specialized storage racks, and a specialized electrical configuration to enable intermittent charging of the machines while they are in storage.

The GSA Warehouse is being remodeled to accommodate the needs of the DRE system, and other warehouse needs of the Registrar of Voters. Various County departments will also occupy other portions of the remodeled warehouse. The ROV portion of the warehouse remodel is approximately \$1,500,000. For a full discussion of the GSA Warehouse Remodel Project, refer to the Capital Projects section.

Registrar Of Voters — Budget Unit 0140 Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
5600	Registrar Of Voters	4,268,005	4,715,375	5,311,717	5,205,785	490,410	10
5605	General Elections	3,866,426	3,743,492	3,844,964	3,476,333	(267,159)	-7
5610	Special Elections	7,914	64,432	63,127	63,127	(1,305)	-2
5615	Electronic Voting Systems				4,243,300	4,243,300	
	Total Expenditures	8,142,345	8,523,299	9,219,808	12,988,545	4,465,246	52%



Registrar Of Voters — Budget Unit 0140

Revenues by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
5600	Registrar Of Voters	881,242	1,065,125	23,000	464,512	(600,613)	-56
5605	General Elections	74,514					0
5610	Special Elections	1,468,068	1,530,000	1,633,080	1,633,080	103,080	7
5615	Electronic Voting Systems				514,992	514,992	0
Total Revenues		2,423,824	2,595,125	1,656,080	2,612,584	17,459	1%

Registrar Of Voters — Cost Center 5600

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	39.0	4,715,375	1,065,125
Board Approved Adjustments During FY 2003		596,342	(1,042,125)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		169,659	
Internal Service Funds Adjustment		(66,396)	
Other Required Adjustments		(467,463)	0
	Subtotal	4,947,517	23,000
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
General Fund ISD Services Adjustment		(1,790)	0
		260,058	
1. New Costs for Addition of Tagalog Language			
In order to comply with a new federal mandate to provide voting materials in the Tagalog language, the Registrar of Voters Department proposes the following new allocations:			
◆ Provide election materials in Tagalog-\$195,000			
◆ Additional extra-help workers bilingual in Tagalog-\$65,058			
			441,512
2. Fee Increases			
In order to meet its reduction target, the Registrar of Voters department proposes increases to the following fees:			
◆ Increase in Election Services Fee to Local Jurisdictions-\$317,202			
◆ Increase in Charges for Misc. Sales-\$92,600			
The department also proposes to add an "in lieu of election" fee, which will add \$31,710 in new revenue.			
	Subtotal	0.0	441,512
		258,268	441,512
Total Recommendation	39.0	5,205,785	464,512



General Elections — Cost Center 5605

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget		3,743,492	
Board Approved Adjustments During FY 2003		101,472	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		(6,532)	
Other Required Adjustments		210,528	0
	Subtotal	4,048,960	
Recommended Changes for FY 2004			
1. Reduce Absentee Voter Booklet Printing Cost		(572,627)	
In order to meet its budget reduction target, the Registrar of Voters Department proposes to eliminate the publication of a separate absentee voter booklet, for a net reduction of \$572,627.			
	Subtotal	0.0	0
Total Recommendation		3,476,333	

Special Elections — Cost Center 5610

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget		64,432	1,530,000
Board Approved Adjustments During FY 2003		(1,305)	103,080
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		(1,305)	
Other Required Adjustments		1,305	0
	Subtotal	63,127	1,633,080
Recommended Changes for FY 2004			
Total Recommendation		63,127	1,633,080



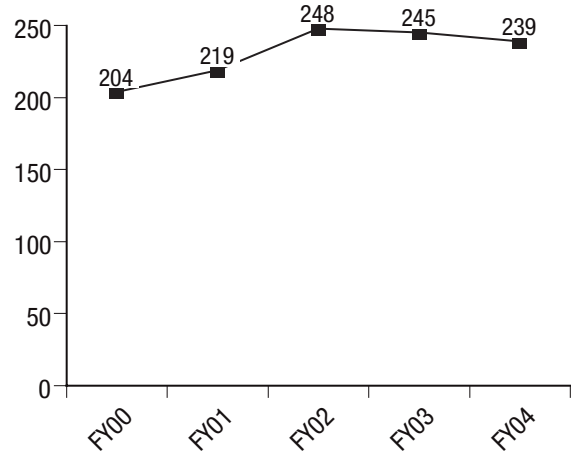
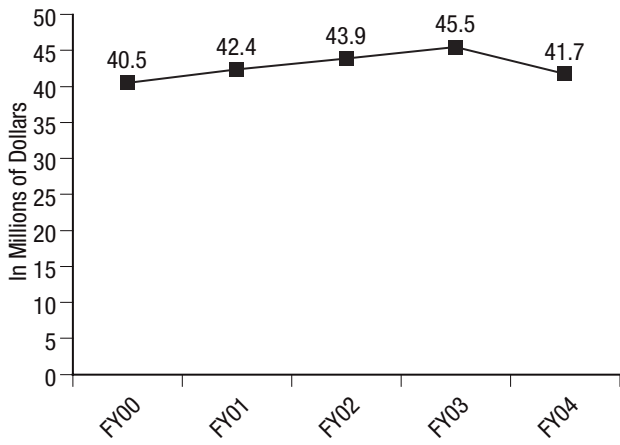
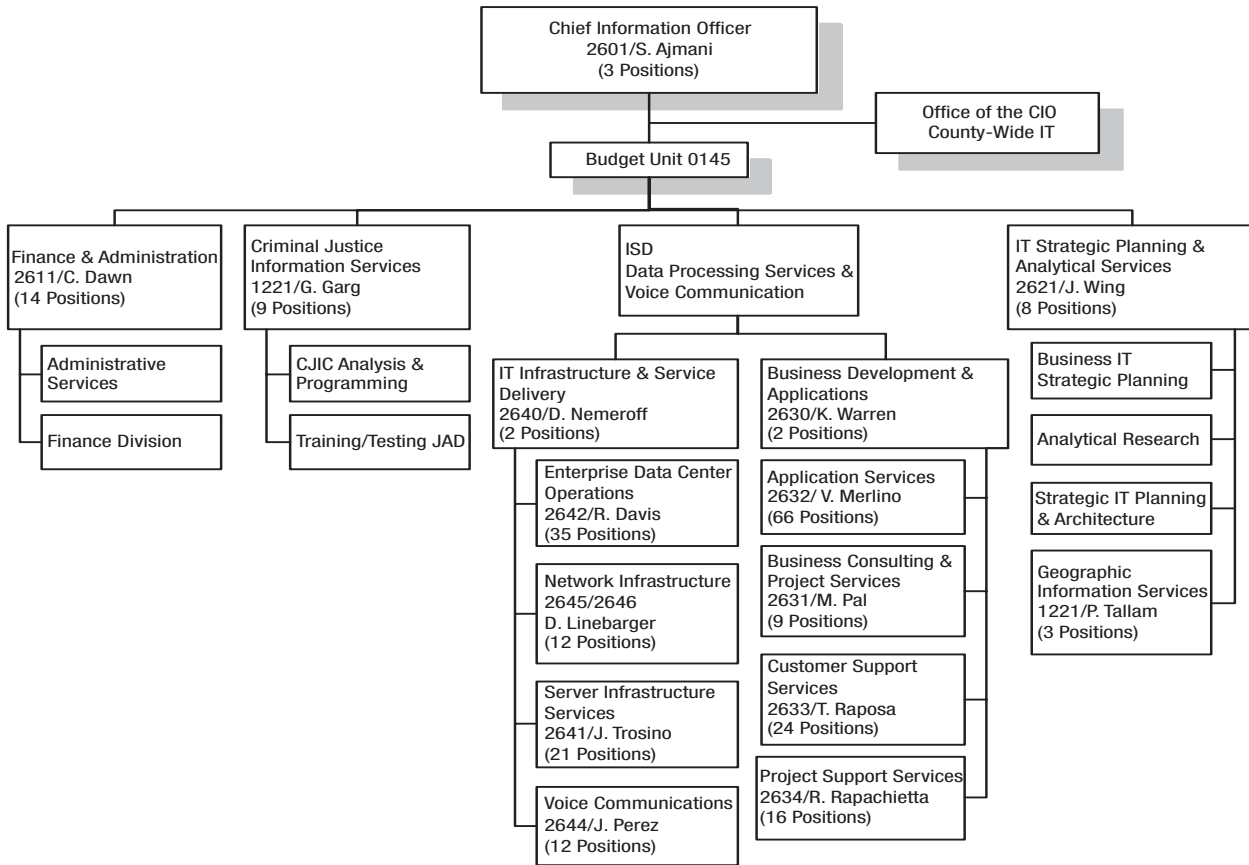
Electronic Voting Systems — Cost Center 5615

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget			
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			
			0
Subtotal			
Recommended Changes for FY 2004			
1. Add DRE Positions and Ongoing Services and Supplies	9.0	729,689	
<p>In order to support the conversion to the new DRE electronic voting system, the Registrar of Voters Department recommends adding the following new positions, to be funded in FY 2004 for 10 months:</p> <ul style="list-style-type: none"> ◆ 3.0 FTE Sr. Warehouse Material Handler/Material Handler (will replace 6,000 extra help hours in warehouse) ◆ 3.0 FTE Sr. Office Specialist/Office Specialist III/Office Specialist II ◆ 2.0 FTE Election Specialist ◆ 1.0 FTE Information Systems Technician II/I <p>The department also recommends \$432,000 in ongoing services and supplies.</p>			
2. One-Time Costs for DRE Voting System		342,000	
<p>In order to support the new DRE voting system, the Registrar of Voters Department recommends an allocation of \$270,000 in one-time funding for services and supplies and a one-time allocation of \$72,000 in set-up costs for nine new positions.</p>			
3. Local Reimbursement for DRE Voting System Purchase			514,992
<p>The Registrar of Voters Department recommends charging local jurisdictions for their share of the purchase cost of the new DRE electronic voting system, as authorized by the Board of Supervisors on February 25, 2003. The local jurisdictions will be charged a total of \$3,218,802 over a five year period, making this an ongoing revenue source for the next five years. The amount will vary annually, based upon the number of elections per year. The FY 2004 reimbursement will be \$514,992.</p>			
4. One-Time Purchase of DRE Voting System Equipment and State Reimbursement		3,171,611	
<p>Allocate a net amount \$3,171,611 to pay for the federally mandated electronic voting system. This FY 2004 cost of \$12,675,000 is offset by state reimbursement from Proposition 41 in the amount of \$9,503,396, which is paid to jurisdictions based on a 3 to 1 matching grant. During the FY 2005 budget process, administration will request that the Board of Supervisors allocate the final payment of \$6,229,509 to pay for the remaining balance that will be due on the voting system.</p>			
	Subtotal	9.0	4,243,300
			514,992
Total Recommendation	9.0	4,243,300	514,992



Information Services Department



Appropriation Trend

Staffing Trend



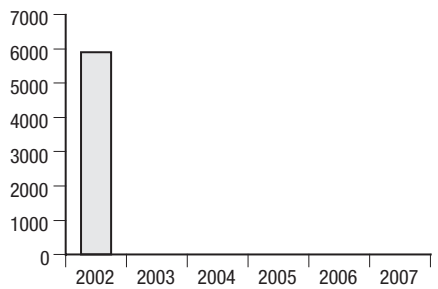
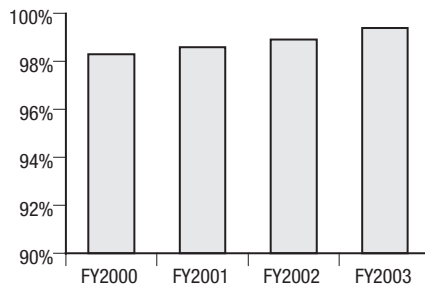
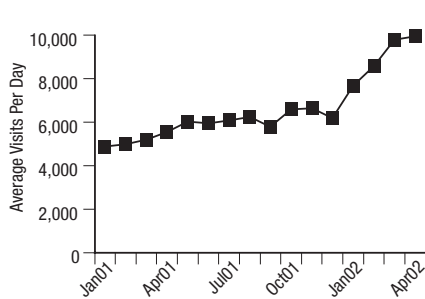
Public Purpose

- ➔ Quality Public Services using Technology
- ➔ Meet Countywide Objectives using Technology
- ➔ Reasonable Costs of Government Services



Desired Results

Provide information that supports strategic, operational and tactical decisions for daily operations which this department achieves using a wide array of skills and advanced applications.



Number of Visits to the County Website

Why this is important: ISD has reconstructed and enhanced the County's website which provides a direct link to Board members, Board meetings, Community-based Organizations and all County departments. Performance measures for this service will monitor and report on the usage of the County's website. Future measurements will display the number of business transactions completed through the website.

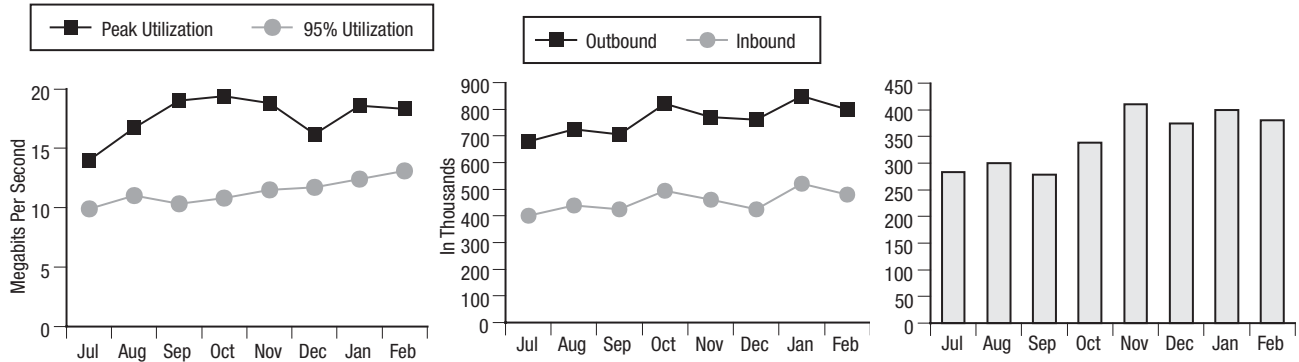
Availability of CJIC for Law Enforcement

Why this is important: In order to be effective, CJIC information must be readily available to law enforcement personnel on a continuous basis.

Number of Authorized CJIC Users

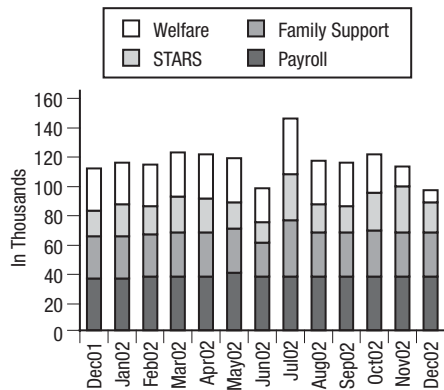
Why this is important: The growth of CJIC is directly related to its value by informing law enforcement personnel of criminal status regardless of location. More authorized users results in more data input and retrieval from more agencies.





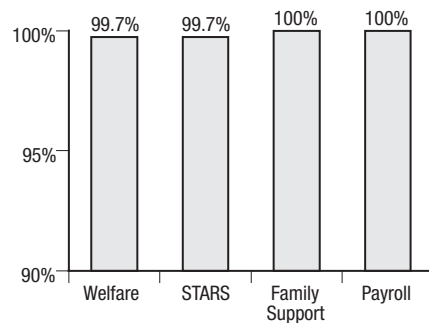
Internet/Email/Call Center Usage

Why this is important: As our community continues to rely more heavily on electronic communications, these services become increasingly important and are now critical functions for daily operations. Performance measures for this service will track changes in use over time by tracking web site hits, e-mail and Call Center traffic.



Number of Warrants Processed

Why this is important: ISD prints thousands of warrants (checks) including child support, welfare, employee payroll, and vendor/contractor warrants. This is a critical business process measure of how well ISD helps the County perform.

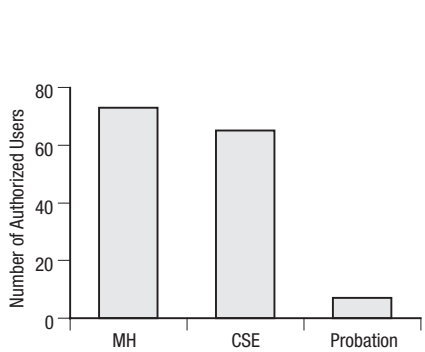


Percent of Warrants Printed on Time

Why this is important: In combination with the volume of warrants printed is the measure of timeliness. Getting warrants out in a timely manner benefits the community and suppliers. It puts a good face on government service.

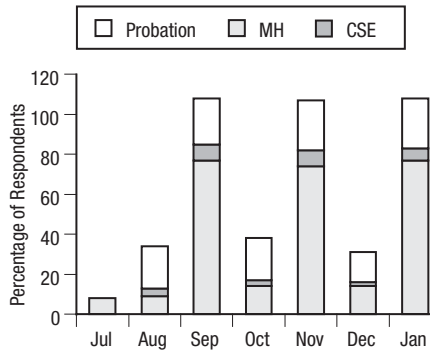


Improved Effectiveness of County Services which this department promotes by the creation of a data warehouse that will transform data from numerous County departments into essential information in a single repository.

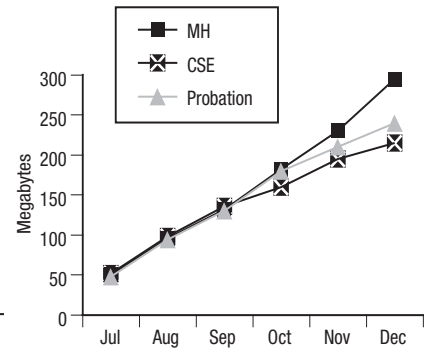


PROMISE Users as of January 30, 2003

Why these are important: In FY2002 the PROMISE Project entered into production. It is the use and application of the information that makes PROMISE a valuable tool for measuring the effectiveness of County services and determining future direction on those services.



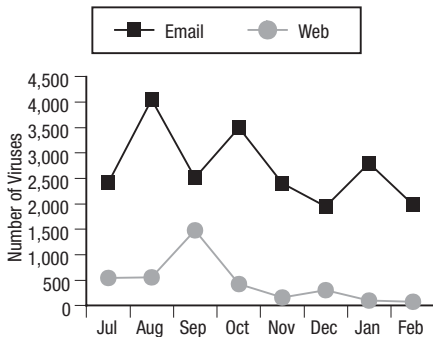
Times Accessed by Authorized Users



Volume of Information Deposited Annually into PROMISE

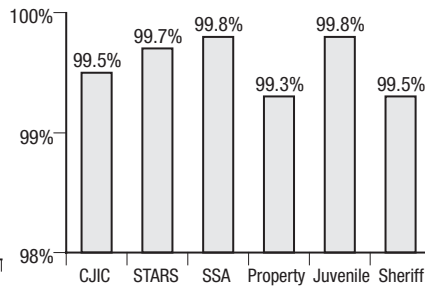
Why this is important: In order for PROMISE to achieve its full potential, users must know what information is available as well as the source. The performance measure above displays the cumulative volume and origin of the information received and deposited into PROMISE.

Achieve Customer Confidence which this department promotes by ensuring timely, accurate, and cost-effective services.



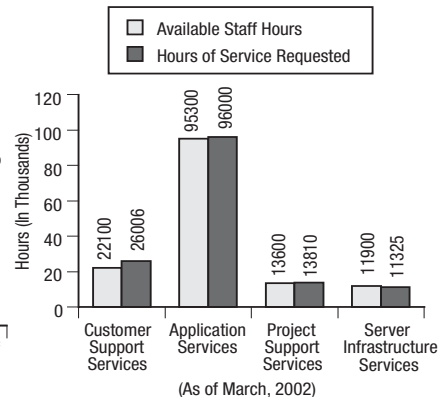
Email and Web Computer Viruses Intercepted and Quarantined

Why this is important: Most computer viruses have the ability to infiltrate a computer system, infecting and corrupting files, and destroying data; thereby rendering applications worthless. This performance measure shows the number of viruses intercepted and quarantined on a monthly basis, which ensures all applications remain available to our customers.



Year-to-Date Total System Availability (Average)

Why this is important: ISD maintains many applications, which have been identified by our customers as "mission critical." By definition, these are applications which must be available at all times in order to conduct day-to-day business. This performance measure displays the availability of such applications on an annual average basis.



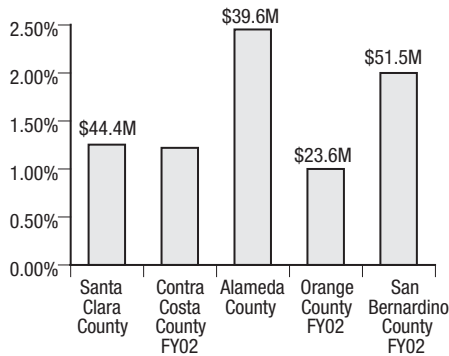
Available Staff Hours vs. Hours of Service Required

Why this is important: Every year managers in ISD meet with our customers to determine hours of service needed by ISD in four major categories. This performance measure demonstrates the excess amount of service requested by our customers compared to our labor capacity to fulfill these requests. In FY 2004, the ability to equal these March 2002 results will be affected by the reduction plan.

Section 1: Finance & Government Operations

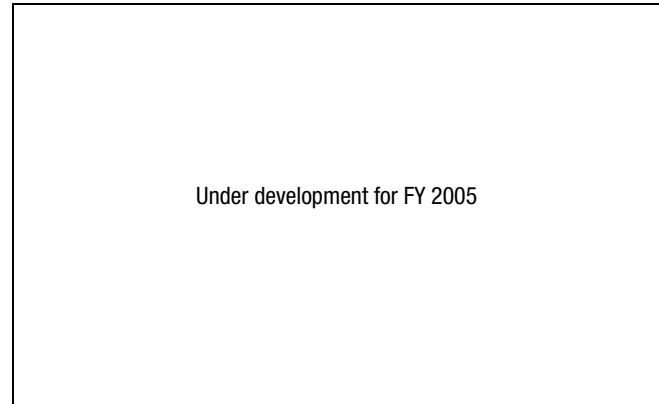


Best Value Technology Solutions which this department promotes by ensuring a competitive process is completed for all Information Technology projects and purchases.



Information Technology Costs as a Percent of the Total Budget of Comparable Counties

Why this is important; This chart displays the total IT costs of comparable counties compared to the county-wide budgets. This information shows that Santa Clara County is below average in IT costs. Future charts may display total county FTEs vs IT FTEs and number of systems supported.



ISD Rates vs. Private Industry Rates

Why this is important; In order for ISD's services to be requested, we must remain competitive with the private market. However, we have not been successful in locating comparable skill levels and labor practices in the local private marketplace. We will continue to research this information and hope to provide a fair representation of rates for FY 2005.

Description of Major Services

Office of the CIO

The Office of the CIO was created by the Board of Supervisors in 1996 to integrate the County's information systems technology planning and management under the guidance and coordination of a Chief Information Officer. ISD provides a wide range of services organized under several divisions:

Business Development and Applications

- ❑ Business Consulting & Project Services: This Project Management team is charged with identifying business automation requirements; recommending IT solutions and alternatives; preparing cost benefit analyses; proposing process improvements; providing tactical support for implementation and integration of the new processes; and managing projects from RFP to implementation.
- ❑ Project Support Services provides services in the areas of: Database Administration, Application Development Methodology (ADM), and Quality Assurance (QA) Testing. Database Administration insures that our Customer databases are implemented according to County standards and procedures, monitored and tuned for performance,

maintained for data integrity, current with software releases, backed-up and recoverable, and secured from unauthorized access. ADM provides a consistent process and tool set that supports software development, enhancement and maintenance. Consistent processes and tools reduce administrative overhead and facilitate the ability of project teams to effectively communicate within and across projects. QA increases the quality of the services provided to our customers and decreases the cost of the processes associated with these services. This is accomplished through standards and procedures, reviews, and the use of measurement tools and techniques to identify and manage the types and costs of defects associated with processes.

- ❑ Customer Support Services: The LAN staff provides day to day management of the desktops and LAN administration for several departments. ISD also provides secondary support for other departments on an as needed basis or for a specific project. The Cable staff provides cabling project management support for departments from RFP to implementation. They also provide emergency cable repair and

installation for departments as required. The newly created Technical Support help Desk (TechLink) provides first line support for hardware, software, and communication problems.

- ❑ **Data Warehousing:** ISD has built a data warehouse under the ITEC-funded project, PROMISE. This system is now serving the County's information needs by collecting data from several departments into a single, accessible information repository. Currently, data is loaded from Probation, Mental Health, and Social Services, representing 31 programs. The collected information is a management tool for evaluating program effectiveness. Data Warehousing has enormous potential throughout the County by linking departments and programs that currently operate in isolation.
- ❑ **E-Government:** ISD has successfully launched a County-wide portal, upon which infrastructure it can deploy common functions and new web applications. The goal of e-Government is to enhance the flow of information both to and from the public and to improve the way the County does business. This is accomplished via a common enterprise-wide look and feel, in addition to the establishment of common policies and technology standards governing new web development efforts.
- ❑ **Application Services:** Provides software development and maintenance services by building or acquiring technically reliable applications that meet customer business needs; performing logical data analysis to support application enhancement efforts consistent with customer requirements; and ensuring that customer developed/acquired applications operate effectively in the production environment.

IT Strategic Planning & Analytical Services

- ❑ **IT Strategic Planning:** Coordinate, develop and annually refresh Strategic IT Architecture and Standards, IT Research and Development, Guide development of department specific IT Strategic plans; Coordinate, facilitate and plan County-wide IT related projects; Develop IT Security policy, procedures and guidelines; Guide departments in the development of their specific IT security plans; Coordination of County-wide IT Disaster Recovery and Business Continuity Planning for mission critical applications and infrastructure; Business consulting (assisting departments with planning,

process re-engineering, RFPs and other automation needs); Establish business case guidelines, coordination of technology funding requests and technology project status quarterly status reporting; the primary purpose is to establish County-wide standards, planning, prioritization, evaluation and continuity.

- ❑ **Disaster Recovery Planning:** ISD is focusing significant resources on the development of a comprehensive IT Disaster Recovery Plan. This effort will identify critical business applications and their recovery strategies in case of disaster and procedures for restoring County business as quickly as possible.

IT Infrastructure & Service Delivery

- ❑ **CLARAnet / Network Support / Voice Network Operations:** These services provide interdepartmental and public access to County services through the County's Internet portal, Telephone Call Centers, Voice Mail, and Email applications. Vital public safety, health and welfare operations are dependent on these services.
- ❑ **Warrant & Report Printing Services:** ISD prints over 40,000 checks a month for child support, welfare recipients, and County employee payroll. Additionally, hundreds of reports are printed and distributed to all County departments for the purposes of budgeting, accounting, personnel and human relations management and record keeping
- ❑ **Server Infrastructure Services:** ISD plans, acquires, implements, and supports the appropriate software and hardware to meet our customer's needs; and maintains acceptable levels of performance and availability of servers, which house several County applications including those that have been identified as "mission critical."
- ❑ **Enterprise Data Center Operations (EDCO):** Provides both mainframe and server support on a 24 x 7 basis. Applications that run on the mainframe include CJIS, STARS, Property Tax and Registrar of Voters. Additionally, EDCO manages processing and tape backup for off-site storage for disaster recovery.

Finance & Administration

Manages the daily fiscal operations of ISD, prepares and manages the budget, and performs general administrative functions. ISD uses two funds, the

General Fund, 0001 and the Internal Service Fund 0074. Fund 0074 allows ISD to separately track revenue and expenses for the support they provide to numerous departments throughout the County.

Justice Services

CJIS - Criminal Justice Information System management and training: A shared criminal justice system between various law enforcement agencies, which supports 1,200 programs with over 700 users. CJIS enhances public safety by providing law enforcement personnel timely criminal and court history information on a 24/7/365 basis.

Geographic Information

Geographic Information Services (GIS): GIS provides geographic data, resources, and technology for applications such as re-districting, land use planning, natural resources planning and management, scientific investigations and emergency planning and response. Internal customers include Emergency Services, the Assessor, Public Health, Habitat Conservation, Planning the Tax Collector and many others in the County who use GIS technology for analysis and proactive planning. External County customers include law enforcement agencies, cities, utilities, developers, and a wide range of government and businesses that require highly accurate electronic maps.

County Executive's Recommendation

The Information Services Department was given a reduction target of \$1,024,866. They met their target through a combination of reductions to the general fund, reductions in the intracounty service fund (ISF) rate, and reductions in service to general fund departments. When service reductions are made to general fund departments, the general fund cost for ISD services is reduced.

Delete Two Vacant Positions Budgeted in CJIC

Recommendation: Delete One Vacant FTE Training and Staff Development Specialist.

Background: This position has been vacant since September, 2002.

Impact on Services: Deleting this position reduces the County's ability to train and support CJIC clients. This position is one of three training positions in the division. With one less position, classes will have longer waiting lists, and quality assurance testing for CJIC programs will take longer to accomplish. Also at risk is the quality of the data over time, due to the potential for a lower quality of data entry and reduced user expertise.

Given the amount of training required each year, the major impact will be felt over time as the number of users and number of changes to the system increases, and the demand for training and testing is not able to be met in a timely manner.

Total Ongoing Reduction: (\$80,477)

Recommendation: Delete One Vacant FTE Office Specialist III.

Background: This position has been vacant since October, 2002.

Impact on Services: Deleting this position will reduce flexibility in the areas of monitoring and tracking ISD visitors on the 3rd floor, directing callers and visitors, scheduling 3rd floor conference rooms, and informing security personnel of suspicious activities.

Total Ongoing Reduction: (\$59,976)

Reduce Professional Services

Recommendation: Reduce expenditures in Professional and Specialized Services.

Impact on Services: Services and supplies expenditures have been reviewed, and are being reduced to bring them more in line with FY 2003 projected expenditures.

Total Ongoing Reduction: (\$66,275)

Reduce Services and Supplies Appropriations in the Internal Service Fund 74

Recommendation: Reduce services and supplies funding.

Impact on Services: Services and supplies expenditures have been reviewed, and are being reduced to bring them more in line with FY 2003 projected expenditures. The reduction results in lower charges to departments who utilize ISD services, resulting in an overall reduction in general fund costs.

- Office Expenses: (\$66,133)
- Internal Building Maintenance Costs: (\$80,000)
- Maintenance for Structure and Improvements: (\$27,000)

Total Ongoing Reduction: (\$173,133)

Delete Staff in Conjunction with Departmental Reductions

Recommendation: Delete One Vacant FTE Software Engineer III

Impact on Services: This position has provided support to both the Office of the Controller and the Employee Services Agency. As a part of their reduction plans, each of the departments will reduce services which have been provided by this position. In each case, support to the HaRP system will be reduced, and system improvements will have to be carefully prioritized.

Total Ongoing Reduction: (\$95,520)

Delete Vacant Position in Business Development and Applications

Recommendation: Delete One Vacant FTE LAN Analyst II

Background: This position has been vacant since January, 2003.

Impact on Services: Though it has been held vacant pending the budget resolution, deleting this position will impact the Department's ability to provide customer service for County departments related to the

Reduce Hardware and Software Maintenance for Mainframe-related Equipment

Recommendation:

following: problem resolution, new installs, business application updates and upgrades, workstation installs, and project upgrades.

Total Ongoing Reduction: (\$104,976)

Add/Delete Positions to Support e-Government

Recommendation: Add One FTE Systems Software Engineer II and Delete One Vacant FTE LAN Analyst II

Service Impact: In order to provide additional support for e-Government without adding additional funds, a LAN Analyst II will be deleted and a Systems Software Engineer I/II will be added. The LAN Analyst has been vacant since December, 2002. The addition of a Systems Software Engineer position is necessary to provide additional support to e-Government. Additional support of the hardware is required to optimize system performance. Specific duties include:

- Maintain and support e-Government infrastructure
- Daily support of over 15 e-Government servers
- Performance tuning
- Installing software and hardware updates and patches as needed.

Net Ongoing Reduction: (\$32,928)

Total Ongoing Cost: \$81,576
Offset by an Ongoing Reduction of: (\$114,504)

Replace the Mainframe SYS390

Recommendation: Scale down the current mainframe equipment.

Impact on Services: By implementing current technology, the County will be able to maintain performance with reduced costs for maintenance.

Total Ongoing Reduction: (\$225,000)

- Replace the outdated ATL (Automated Tape Library) with the VTL (Virtual Tape Library)



- Replace old storage system with a new storage system which stores 769, or 300% more addresses, and reduces maintenance costs

Impact on Services: This recommendation will have no noticeable impact on services, due to greater efficiencies achieved.

Total Ongoing Reduction: (\$130,000)

Delete Two Vacant Positions in IT Infrastructure and Service Delivery

Recommendation: Delete One Vacant FTE Data Processing Supervisor.

Background: This position has been vacant since June 22, 2002.

Impact on Services: Due to efficiencies, declining workload and revenue in this division require ISD to reduce expenditures.

Total Ongoing Reduction (\$67,651)

Recommendation: Delete One Vacant FTE Assistant Data Processing Operations Manager

Background: This position has been vacant since October, 2002.

Impact on Services: Due to efficiencies, declining workload and revenue in this division require ISD to reduce expenses.

Total Ongoing Reduction: (\$143,731)

Reduce Costs to the General Fund Through Rate and Service Reductions

Recommendation: Institute rate reductions to generate savings to the General Fund.

Impact on Services: As costs are reduced, service will be affected in the areas of database administration, LAN services and software engineer services countywide.

Total Ongoing Reduction: (\$839,272)

Reduce Operating Expenses for Printing

Recommendation: Reduce printing appropriations.

Impact on Services: The cost of operating printers and related supplies such as cartridges, toner, paper, and tapes can be reduced, largely related to the implementation of the Electronic Report Distribution software (ERD).

Total Ongoing Reduction (\$20,000)

Technology Projects

Fund GIS Basemap Improvements

Recommendation: One-time appropriations are recommended to fund two GIS basemap improvements:

- \$150,000 for departmental GIS layer enhancement project
- \$276,000 for a GIS repository

Background: The GIS basemap is being positionally corrected through the Basemap Enhancement Project. This will result in an accurate basemap supporting the aggregate needs of County departments and external agencies subscribing to the basemap.

There currently does not exist a regional GIS information repository to efficiently share geographic information across departments and agencies in the County. Agencies now view the same data differently to support their business, and use obsolete methods to keep up independent data.

In order to efficiently provide effective geographic information sharing among multiple agencies, a GIS repository with standards and specifications for the data must be established as a core infrastructure element in the countywide GIS program.

Impact on Services: A consequence of the basemap positional correction is that the existing departmental GIS data will no longer align to the underlying parcels and street network. If the GIS repository is not established along with the GIS basemap enhancement program, the County begins to lose the value of the enhanced basemap data.

One-time Funding: \$276,000
One-time Funding: \$150,000

Add Staff for the Geographic Information System Habitat Conservation Plan (HCP) Project

Recommendation: Add funds for a position and systems costs to support improving the HCP initiative.

Background: Santa Clara County requires a HCP consistent with regulatory tools to establish and implement science-based conservation biology practices for protecting imperiled species in their habitat within a 50 year planning horizon.

Impact on Services: The Information Services Department will support the Habitat Conservation Plan (HCP) initiative with deployment of an electronic work environment in order to efficiently gather, secure, manage, store, and disseminate the Plan's geographic information. ISD must support HCP on source data acquisition, gap analysis, establishment and

management of a data model, development of HCP Internet and intranet websites, and GIS analysis. The allocation of one-time funds will support 1.0 FTE Program Manager II (B3N) for \$116,830 and \$164,488 in various hardware software and consulting needs.

Total Cost: \$281,318

Provide Funding for e-Government Security

Recommendation: Allocate \$156,955 in one-time funds for hardware and software which will enhance e-Government security. This includes 3 servers and disk arrays (\$83,220), and software licenses.

Background: The Content Management Application (CMA) is where all content for the e-Government portal, as well as agency and department websites is managed. The application currently shares servers that also serve up the public Content Delivery Application (CDA). To secure the CMA, it should be separate from the CDA application and placed on its own servers.

Impact on Services: Added security will be provided for e-Government, along with a failsafe application. The CMA will show improved performance, and the two applications will be independent and easier to maintain.

Total one-time Cost: \$156,955

Information Services Department — Budget Unit 0145
Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
1221	Criminal Justice Info Control	1,162,712	2,230,263	2,414,695	1,842,471	(387,792)	-17
1230	Geographic Info Services	848,759	1,027,006	1,015,956	448,325	(578,681)	-56
2601	Chief Information Officer	7,869,305	5,374,663	7,903,792	2,795,965	(2,578,698)	-48
	1 General Fund	7,869,305	5,374,663	7,903,792	2,795,965	(2,578,698)	-48
	74 Data Processing ISF						
2611	Finance & Administration	2,950,641	3,374,536	3,528,459	3,139,527	(235,009)	-7
	1 General Fund	(179)					
	74 Data Processing ISF	2,950,820	3,374,536	3,528,459	3,139,527	(235,009)	-7
2621	IT Strategic Planning And Analytical Svcs	795,819	647,633	647,633	747,143	99,510	15
	1 General Fund	795,819	647,633	647,633	747,143	99,510	15
	74 Data Processing ISF						
2630	Business Development & Applications	14,472,882	14,742,486	15,305,779	15,006,730	264,244	2
2640	IT Infrastructure & Service Delivery	13,928,532	14,212,676	14,832,365	13,791,838	(420,838)	-3
2644	Voice Network Operations	2,799,727	3,848,392	3,865,853	3,955,383	106,991	3
	1 General Fund				(3,180)	(3,180)	
	74 Data Processing ISF	2,799,727	3,848,392	3,865,853	3,958,563	110,171	3
	Total Expenditures	44,828,377	45,457,655	49,514,532	41,727,382	(3,730,273)	-8%

Information Services Department — Budget Unit 0145
Revenues by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
1221	Criminal Justice Info Control	106,311	100,000	100,000	100,000		0
1230	Geographic Info Services	103,444	100,000	100,000		(100,000)	-100
2601	Chief Information Officer	261,065					0
2611	Finance & Administration	23,202,801	27,550,036	27,206,028	27,917,185	367,149	1
2630	Business Development & Applications	(1,328)					0
2644	Voice Network Operations	3,093,827	3,867,508	3,867,508	3,718,952	(148,556)	-4
	Total Revenues	26,766,120	31,617,544	31,273,536	31,736,137	118,593	0%



Criminal Justice Info Control — Cost Center 1221

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	10.0	2,230,263	100,000
Board Approved Adjustments During FY 2003		184,432	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		102,815	
Internal Service Funds Adjustment		16,118	
Other Required Adjustments		(550,704)	0
Subtotal	10.0	1,982,924	100,000
Recommended Changes for FY 2004			
1. Delete Vacant Positions in CJIC	-2.0	(140,453)	
Delete Training and Staff Development Specialist: This position has been vacant since September, 2002. Deleting this position reduces the County's ability to train and support CJIC clients. Classes will have longer waiting lists, and quality assurance testing for CJIC programs will take longer to accomplish. Also at risk is the quality of the data over time, due to the potential for a lower quality of data entry and reduced user expertise.			
Delete One Office Specialist III: This position has been vacant since October, 2002. Deleting this position will reduce flexibility in the areas of monitoring and tracking ISD visitors on the 3rd floor, directing callers and visitors, scheduling 3rd floor conference rooms, and informing security personnel of suspicious activities.			
Subtotal	-2.0	(140,453)	0
Total Recommendation	8.0	1,842,471	100,000

Geographic Info Services — Cost Center 1230

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	4.0	1,027,006	100,000
Board Approved Adjustments During FY 2003	-1.0	(11,050)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		494	
Internal Service Funds Adjustment		(2,683)	
Other Required Adjustments		(563,805)	(100,000)
Subtotal	3.0	449,962	
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
General Fund ISD Services Adjustment		(1,637)	0
Subtotal	0.0	(1,637)	0
Total Recommendation	3.0	448,325	



Chief Information Officer — Cost Center 2601

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	13.0	5,374,663	
Board Approved Adjustments During FY 2003		2,529,129	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		149,177	
Internal Service Funds Adjustment		421,441	
Other Required Adjustments		(6,378,960)	0
Subtotal	13.0	2,095,450	
Recommended Changes for FY 2004			
Internal Service Fund Adjustments		—	—
General Fund ISD Services Adjustment		(204,276)	0
Reduce One Software Engineer from the SAP Maintenance Team		106,773	
1. Reduce Professional Services		(66,275)	
This reduction can be made without impacting the delivery of services, since appropriations are being brought closer in line with projected expenses.			
2. County Habitat Conservation Plan	1.0	281,318	
The Information Services Department will support the Habitat Conservation Plan (HCP) initiative with deployment of an electronic work environment in order to efficiently gather, secure, manage, store, and disseminate the Plan's geographic information. ISD must support HCP on source data acquisition, gap analysis, establishment and management of a data model, development of HCP Internet and intranet websites, and GIS analysis. The allocation of one-time funds will support 1.0 FTE Program Manager II (B3N) for \$116,830 and \$164,488 in various hardware, software and consulting needs.			
3. Basemap Improvement Efforts		426,020	
Two one-time appropriations are recommended to support GIS basemap improvements in Santa Clara County.			
<ul style="list-style-type: none"> ◆ \$276,020 for a GIS repository. In order to efficiently provide effective geographic information sharing among multiple agencies, a GIS repository with standards and specifications for the data must be established as a core infrastructure element in a Countywide GIS Program ◆ \$150,000 for departmental GIS layer enhancements. The GIS base map is being positionally corrected through the Basemap Enhancement Project. This will result in a more accurate basemap supporting the aggregate needs of County departments and external agencies subscribing to it. A consequence of this adjustment is that the existing departmental GIS data will no longer align to the underlying parcels and street network. 			
4. E-Government CMA Security Update		156,955	
This action allocates one-time funds for e-Government security. The Content Management Application (CMA) is where all content for the portal, as well as for agency and department websites is managed. The application is currently sharing servers that also serve up the public Content Delivery Application (CDA). To secure the CMA, it should be separated from the CDA application servers and placed on its own servers. The total appropriation will be used as follows:			
<ul style="list-style-type: none"> ◆ \$83,220 to purchase 3 servers and 3 disk arrays ◆ \$73,735 for necessary software. 			
Subtotal	1.0	700,515	0
Fund Subtotal	14.0	2,795,965	0
Total Recommendation	14.0	2,795,965	



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

	Positions	Appropriations	Revenues
Data Processing ISF (Fund Number 0074)			
FY 2003 Approved Budget	13.0	3,374,536	27,550,036
Board Approved Adjustments During FY 2003		153,923	(344,008)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(74,337)	
Internal Service Funds Adjustment		(90,805)	(895,156)
Other Required Adjustments		(50,657)	2,920,006
Subtotal	12.0	3,312,660	29,230,878
Recommended Changes for FY 2004			
Internal Service Fund Adjustments		—	—
Data Processing Services Reduction		0	(20,535)
General Fund ISD Services Adjustment			(818,230)
Increase Website Support			454
Increase System Support Related to ASAP Work			2,001
Increase Support for Payroll Interface			910
Increase DBA/Reduce Website Support			(820)
Increase DBA Support for PROLAW, TRACKIT and SUMMATION			24,961
Reduce Website Support			(24,006)
Reduce Support for Payroll Maintenance and Website			(78,564)
Reduce Software Engineering Hours for the HaRP Team			(57,500)
Reduce KEYBOARD and Website Support and Development			(219,028)
Reduce ISD Support to Procurement			(105,698)
Reduce Expenditures Related to Microfiche			(17,638)
		(173,133)	
1. Reduce Services and Supplies Budget			
Services and supplies expenditures have been reviewed, and are being reduced to bring them more in line with FY 2003 actual expenditures:			
◆ Office Expenses: (\$66,133)			
◆ Internal Building Maintenance Costs: (\$80,000)			
◆ Maintenance for Structure and Improvements: (\$27,000)			
Subtotal	0.0	(173,133)	(1,313,693)
Fund Subtotal	12.0	3,139,527	27,917,185
Total Recommendation	12.0	3,139,527	27,917,185



IT Strategic Planning And Analytical Svcs — Cost Center 2621

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	5.0	647,633	
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	99,139	
Internal Service Funds Adjustment			
Other Required Adjustments		371	0
Subtotal	6.0	747,143	
Recommended Changes for FY 2004			
Total Recommendation	6.0	747,143	

Business Development & Applications — Cost Center 2630

Major Changes to the Budget

	Positions	Appropriations	Revenues
Data Processing ISF (Fund Number 0074)			
FY 2003 Approved Budget	116.0	14,742,486	
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	1,203,457	
Internal Service Funds Adjustment		(296)	
Other Required Adjustments		(1,268,786)	0
Subtotal	118.0	15,240,154	
Recommended Changes for FY 2004			
1. Delete One Software Engineer III	-1.0	(95,520)	
2. Delete Two Vacant LAN Analyst II Positions			
<p>One LAN Analyst II has been vacant since January, 2003. Though it has been held vacant pending the budget resolution, deleting this position will impact the Department's ability to provide customer service for departments related to the following: problem resolution, new installs, business application updates and upgrades, workstation installs, and project upgrades.</p> <p>One LAN Analyst II has been vacant since December 2002. This position is being deleted to cover the cost of adding one Systems Software Engineer for the e-Government project.</p>			
3. Add Staff to Provide Additional Support to e-Government	1.0	81,576	
<p>This position is necessary to provide additional support to e-Government. Additional support of the hardware will ensure optimum system performance. Specific duties include:</p> <ul style="list-style-type: none"> ◆ Maintain and support e-Government infrastructure ◆ Daily support of over 15 e-Government servers ◆ Performance tuning ◆ Installing software and hardware updates and patches as needed. 			
Subtotal	-2.0	(233,424)	0
Total Recommendation	116.0	15,006,730	



IT Infrastructure & Service Delivery — Cost Center 2640

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	7.0	3,391,373	
Board Approved Adjustments During FY 2003		735,756	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		40,712	
Internal Service Funds Adjustment		104,548	
Other Required Adjustments		(949,326)	0
Subtotal	7.0	3,323,063	
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
Fleet Reduction		(2,868)	0
General Fund ISD Services Adjustment		84	
Fund Subtotal	7.0	3,320,279	0
Data Processing ISF (Fund Number 0074)			
FY 2003 Approved Budget	64.0	10,821,303	
Board Approved Adjustments During FY 2003		(116,067)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	194,555	
Internal Service Funds Adjustment		33	
Other Required Adjustments		158,117	0
Subtotal	62.0	11,057,941	
Recommended Changes for FY 2004			
1. Reduce Hardware and Software Maintenance by Replacing the Mainframe SYS390		(225,000)	
Major applications using the mainframe have been reduced. Scaling down the mainframe to meet current demands, and implementing current technology will maintain performance with reduced costs.			
2. Reduce Services and Supplies Appropriations		(150,000)	
<ul style="list-style-type: none"> ◆ Replace the outdated ATL (Automated Tape Library) with the VTL (Virtual Tape Library) to reduce costs: (\$90,000) ◆ Replace current storage system with a new storage system which stores 769, or 300% more addresses, and reduces maintenance costs by \$24,000: (\$40,000) ◆ Recognize a reduction in the cost of operating printers and their related supplies, such as cartridges, toner, paper, and tapes. The implementation of the Electronic Report Distribution software makes this reduction possible: (\$20,000) 			
3. Delete One Data Processing Supervisor		(67,651)	
This position has been vacant since June 22, 2002. Declining workload and revenue in this division require ISD to reduce expenses.			
4. Delete One Assistant Data Processing Operations Manager		(143,731)	
This position has been vacant since October, 2002. Declining workloads and revenue in this division require ISD to reduce expenses.			
Subtotal	-2.0	(586,382)	0
Fund Subtotal	60.0	10,471,559	0
Total Recommendation	67.0	13,791,838	

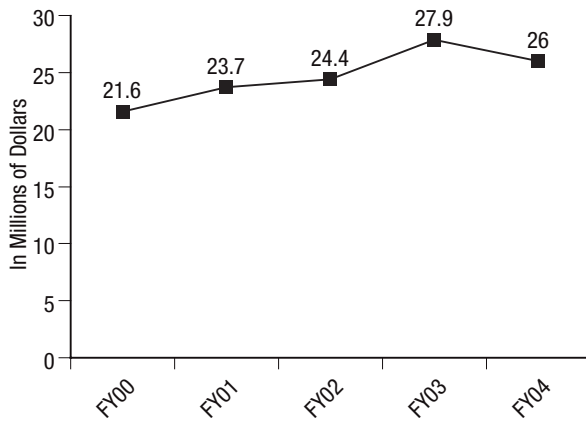
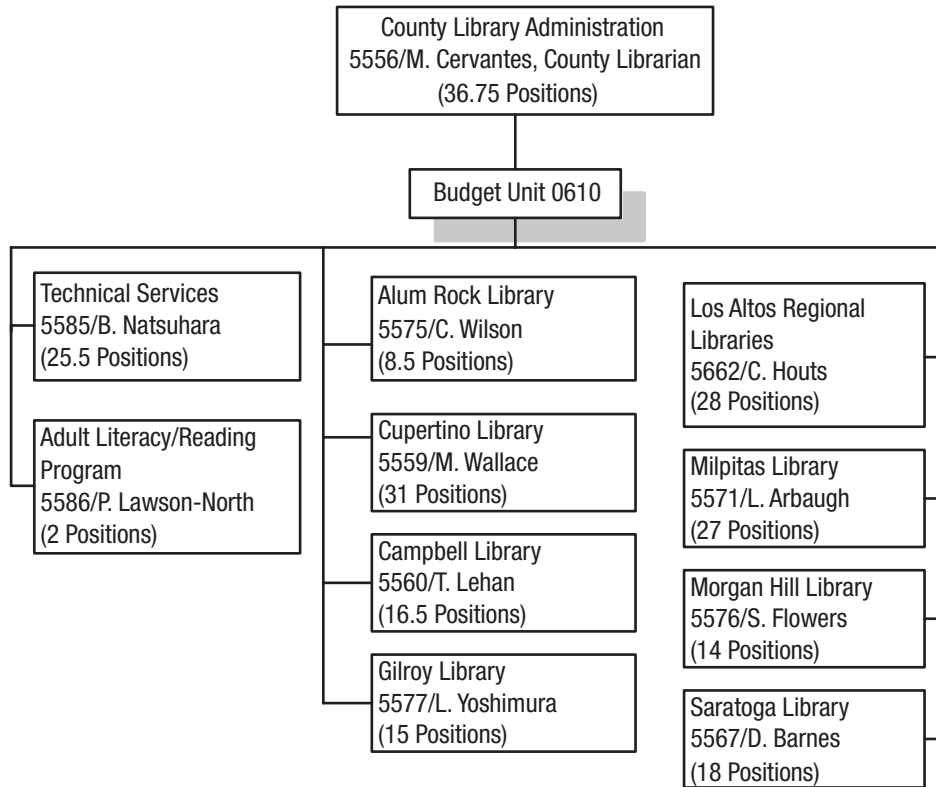


Voice Network Operations — Cost Center 2644
Major Changes to the Budget

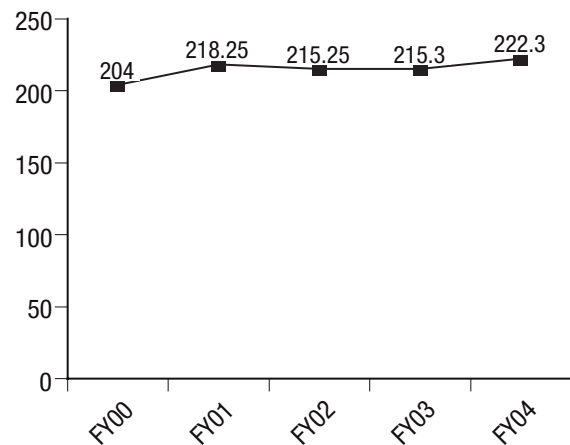
	Positions	Appropriations	Revenues
Data Processing ISF (Fund Number 0074)			
FY 2003 Approved Budget	13.0	3,848,392	3,867,508
Board Approved Adjustments During FY 2003		17,461	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		48,536	
Internal Service Funds Adjustment		52,560	(285,757)
Other Required Adjustments		(8,386)	137,201
Subtotal	13.0	3,958,563	3,718,952
Recommended Changes for FY 2004			
Internal Service Fund Adjustments		-	-
Fleet Reduction		(3,180)	0
Fund Subtotal	13.0	3,955,383	3,718,952
Total Recommendation	13.0	3,955,383	3,718,952



County Library



Appropriation Trend



Staffing Trend

Section 1: Finance & Government Operations



Overview

The Santa Clara County Library District 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.

The County Library district is governed by a Joint Powers Authority (JPA), and provides service to nine cities and the unincorporated areas of the County. The JPA is comprised of representatives from each of the nine participating cities and two representatives from the County Board of Supervisors. The participating cities are: Campbell, Cupertino, Gilroy, Los Altos, Los Altos Hills, Milpitas, Monte Sereno, Morgan Hill and Saratoga. A tenth library is located in Alum Rock, an unincorporated area just east of San Jose. The Library district's recommended budget was approved by the JPA in April 2002, and must be formally adopted by the Board as well. Due to the governing structure of the Library district, it is not participating in the performance-based budget process that is being undertaken by County departments.

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, migrant camps and locked facilities. In addition, the County Library reaches out to the community through its award-winning literacy Program, recently renamed Vision Literacy, which has now expanded its service to South County in joint programming with Planetree medical library.

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.

Patron usage is at an all-time high, with circulation increasing by 13.7% in FY 2002. New patrons receiving library cards totaled 44,343 while over 3.1 million library visits were recorded. The City of Saratoga's \$15 million library expansion will be completed in 2003. The City of Cupertino passed a tax extension ballot measure and will dedicate \$22 million toward a new library building. The County Library is working with the cities of Gilroy, Milpitas and Morgan Hill to provide future new library buildings and joint school-library use programs.

The JPA has begun to plan for renewal of its benefit assessment, which will expire in 2005, by approving a revised Joint Powers Authority agreement.

County Executive's Recommendation

The Library Joint Powers Authority (JPA) is the governing body for the County Library. The County Executive's recommended budget for this department reflects the FY 2004 budget proposed to the JPA. The County Executive's Office of Budget and Analysis and

the Employee Services Agency will adjust Final Budget staffing, expenditure and revenue levels to match the FY 2004 budget adopted by the JPA.

County Library — Budget Unit 0610 Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
5556	Library Headquarters	9,284,349	9,394,974	9,552,108	9,174,886	(220,088)	-2
5559	Cupertino Library	2,315,539	2,446,182	2,466,121	2,688,499	242,317	10
5560	Campbell Library	1,408,123	1,459,715	1,473,697	1,585,688	125,973	9
5567	Saratoga Library	1,361,292	2,502,637	2,515,888	1,615,445	(887,192)	-35
5571	Milpitas Library	1,994,592	2,211,452	2,232,770	2,418,023	206,571	9
5575	Alum Rock Library	692,787	727,403	732,106	758,244	30,841	4
5576	Morgan Hill Library	1,118,574	1,142,392	1,153,829	1,210,951	68,559	6
5577	Gilroy Library	1,110,260	1,217,060	1,227,520	1,303,244	86,184	7
5585	Library Technical Services	1,994,143	3,974,914	3,974,914	2,532,483	(1,442,431)	-36
5586	Adult Literacy	759,220	637,610	657,272	504,548	(133,062)	-21
5662	Los Altos Library	1,976,521	2,161,060	2,178,010	2,249,759	88,699	4
Total Expenditures		24,015,400	27,875,399	28,164,235	26,041,770	(1,833,629)	-7%

County Library — Budget Unit 0610 Revenues by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
5556	Library Headquarters	25,931,985	24,563,444	24,800,484	25,389,903	826,459	3
5586	Adult Literacy	640,162	463,784	485,580	330,000	(133,784)	-29
Total Revenues		26,572,147	25,027,228	25,286,064	25,719,903	692,675	3%

Library Headquarters — Cost Center 5556 Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2003 Approved Budget	36.3	9,394,974	24,563,444
Board Approved Adjustments During FY 2003	7.0	157,134	237,040
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-6.5	149,466	
Internal Service Funds Adjustment		(144,839)	
Other Required Adjustments		(466,349)	589,419
Subtotal	36.8	9,090,386	25,389,903
Recommended Changes for FY 2004			
1. One-Time Cost for Automated Express Self-Check Machines		84,500	
The Santa Clara County Library Joint Powers Authority requests allocation of \$84,500 for 3 automated express self check machines, to be placed in the new Cupertino Library building, scheduled to open in 2004.			
Subtotal	0.0	84,500	0
Total Recommendation	36.8	9,174,886	25,389,903



Cupertino Library — Cost Center 5559
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2003 Approved Budget	30.5	2,446,182	
Board Approved Adjustments During FY 2003		19,939	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	0.5	156,848	
Internal Service Funds Adjustment			
Other Required Adjustments		65,530	0
Subtotal	31.0	2,688,499	
Recommended Changes for FY 2004			
Total Recommendation	31.0	2,688,499	

Campbell Library — Cost Center 5560
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2003 Approved Budget	16.0	1,459,715	
Board Approved Adjustments During FY 2003		13,982	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	0.5	57,857	
Internal Service Funds Adjustment			
Other Required Adjustments		54,134	0
Subtotal	16.5	1,585,688	
Recommended Changes for FY 2004			
Total Recommendation	16.5	1,585,688	

Saratoga Library — Cost Center 5567
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2003 Approved Budget	17.5	2,502,637	
Board Approved Adjustments During FY 2003		13,251	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	0.5	93,467	
Internal Service Funds Adjustment			
Other Required Adjustments		(993,910)	0
Subtotal	18.0	1,615,445	
Recommended Changes for FY 2004			
Total Recommendation	18.0	1,615,445	



Milpitas Library — Cost Center 5571 Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2003 Approved Budget	26.0	2,211,452	
Board Approved Adjustments During FY 2003		21,318	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	152,282	
Internal Service Funds Adjustment			
Other Required Adjustments		32,971	0
Subtotal	27.0	2,418,023	
Recommended Changes for FY 2004			
Total Recommendation	27.0	2,418,023	

Alum Rock Library — Cost Center 5575 Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2003 Approved Budget	8.5	727,403	
Board Approved Adjustments During FY 2003		4,703	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		44,629	
Internal Service Funds Adjustment			
Other Required Adjustments		(18,491)	0
Subtotal	8.5	758,244	
Recommended Changes for FY 2004			
Total Recommendation	8.5	758,244	

Morgan Hill Library — Cost Center 5576 Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2003 Approved Budget	13.0	1,142,392	
Board Approved Adjustments During FY 2003		11,437	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	58,164	
Internal Service Funds Adjustment			
Other Required Adjustments		(1,042)	0
Subtotal	14.0	1,210,951	
Recommended Changes for FY 2004			
Total Recommendation	14.0	1,210,951	



Gilroy Library — Cost Center 5577 Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2003 Approved Budget	14.0	1,217,060	
Board Approved Adjustments During FY 2003		10,460	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	87,626	
Internal Service Funds Adjustment			
Other Required Adjustments		(11,902)	0
Subtotal	15.0	1,303,244	
Recommended Changes for FY 2004			
Total Recommendation	15.0	1,303,244	

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

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2003 Approved Budget	24.5	3,974,914	
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	106,437	
Internal Service Funds Adjustment		182	
Other Required Adjustments		(1,549,050)	0
Subtotal	25.5	2,532,483	
Recommended Changes for FY 2004			
Total Recommendation	25.5	2,532,483	

Adult Literacy — Cost Center 5586 Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2003 Approved Budget	2.0	637,610	463,784
Board Approved Adjustments During FY 2003		19,662	21,796
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		8,860	
Internal Service Funds Adjustment			
Other Required Adjustments		(161,584)	(155,580)
Subtotal	2.0	504,548	330,000
Recommended Changes for FY 2004			
Total Recommendation	2.0	504,548	330,000

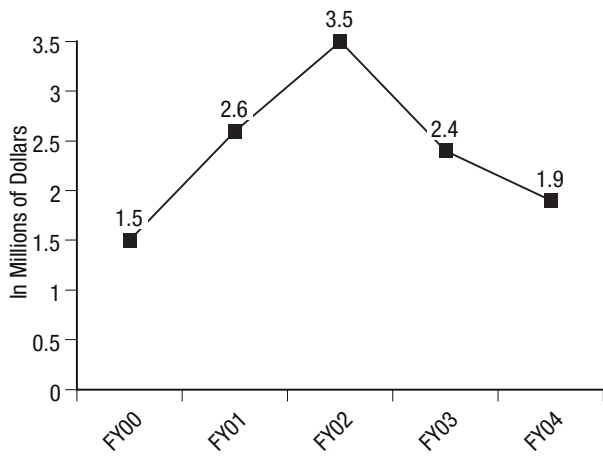
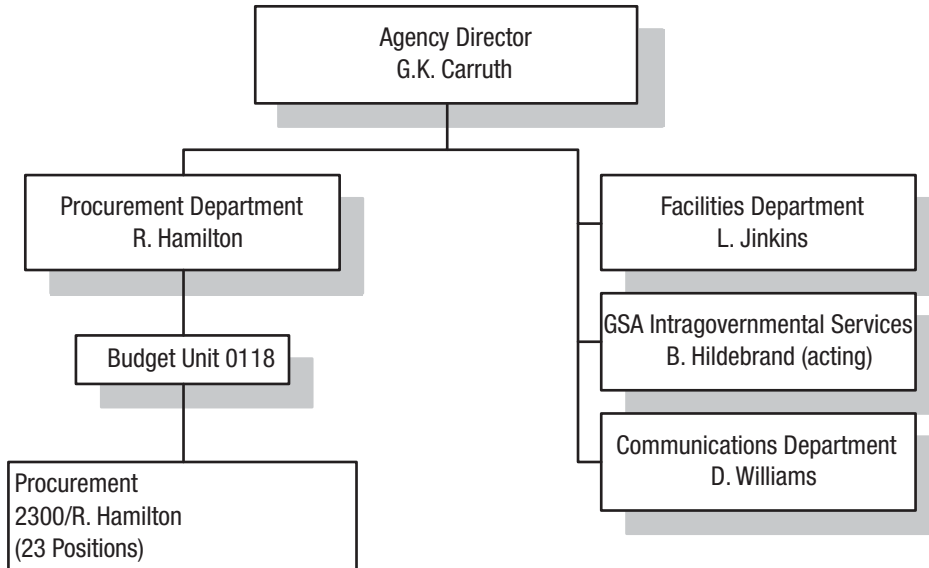


Los Altos Library — Cost Center 5662
Major Changes to the Budget

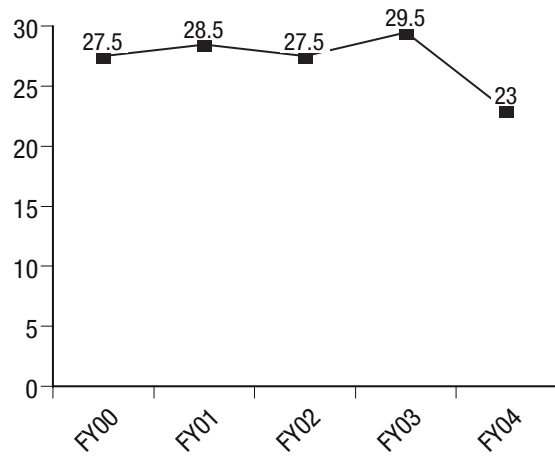
	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2003 Approved Budget	27.0	2,161,060	
Board Approved Adjustments During FY 2003		16,950	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	115,762	
Internal Service Funds Adjustment			
Other Required Adjustments		(44,013)	0
Subtotal	28.0	2,249,759	
Recommended Changes for FY 2004			
Total Recommendation	28.0	2,249,759	



Procurement Department



Appropriation Trend



Staffing Trend



Public Purpose

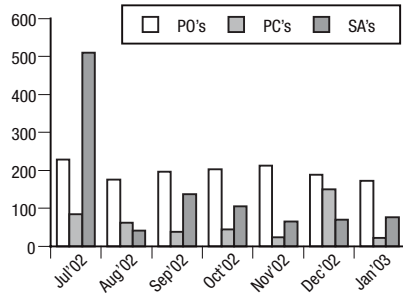
- ➔ Procurement of goods and services in a manner that assures the most effective use of taxpayer monies in support of services to County residents.



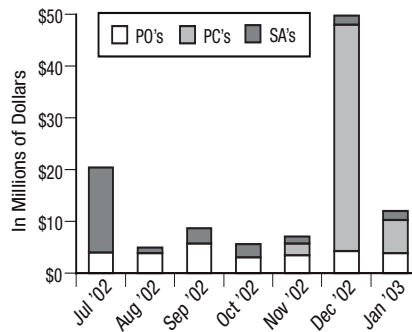
Section 1: Finance & Government Operations

Desired Results

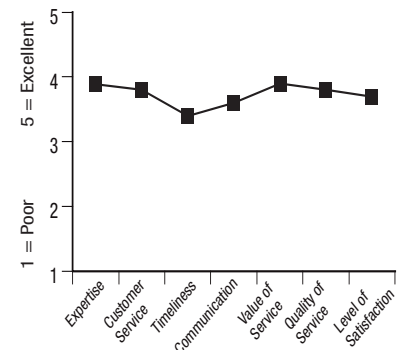
Appropriate Equipment, Tools, Furniture and Food Necessary to Provide Quality Public Service which the Procurement Department promotes by purchasing safe, durable products in a timely fashion



Number of Purchase Orders, Purchase Contracts and Service Agreements



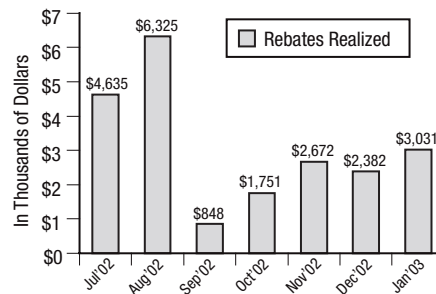
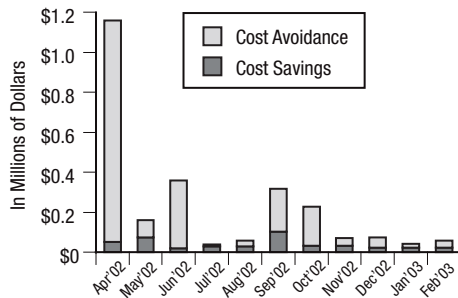
Value of Purchase Orders, Purchase Contracts and Service Agreements



Customer Satisfaction with Goods and Services (Average Satisfaction Rating Sep 02 - Feb 03)



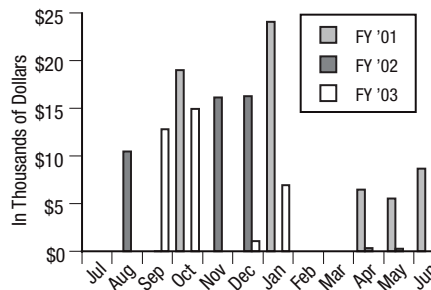
Best Value, Negotiated Prices and Maximum Rebates and Discounts by effective negotiation and management of programs such as the Procurement Card and E-Procurement Programs



Procurement Cost Avoidance/Savings
Total Cost Avoidance = \$4,803,466
Total Cost Savings = \$422,784

Amount of Rebates Realized

Maximum Investment Recovery of Public Property



Amount of Revenue Earned from Auction & Non-Auction Sources.
FY2001 Total Revenue: \$63,884
FY2002 Total Revenue: \$43,662
FY2003 Total Revenue to Date: \$39,270

Description of Major Services

The General Services Agency Procurement Department provides procurement services for County departments, negotiation of fair and equitable long and short-term contracts, and property disposal services. Free and open competition, and equal opportunity for all qualified vendors, is promoted.

Procurement Services

- Strategically negotiates and procures goods and services for the County at best-evaluated prices with reliable suppliers
- Ensures that approved terms and conditions and insurance requirements are included in contracts and Agreements for Service

- Manages Countywide implementation and training for the Procurement Card and E-Procurement programs
- Manages rebate programs and other discount programs for selected contracts for professional and specialized services
- Facilitates just-in-time deliveries that meet client demands direct from suppliers
- Properly disposes of public property by auction, re-use and recycle options
- Aggressively pursues cost saving measures such as online requisitioning, re-use of surplus furniture, and participation in an electronic marketplace



County Executive's Recommendation

Reduction Target

The General Services Agency met its reduction target by reducing \$6,788,943 in ongoing costs and adding \$745,144 in ongoing new revenue. The Procurement Department contributed to the Agency reduction plan with a proposal to reduce its overall budget by \$528,994.

Staffing Reductions

Recommendation: Delete the following positions in the Procurement Department:

FTE	Class Description	Class Code
1.0	Accountant Assistant	D96
2.0	Buyer Assistant	C35
1.0	Information Systems Manager II	G12
4.0	Total Proposed Staff Reduction	

Impact on Services:

- The deletion of one Accountant Assistant will have moderate impact on Procurement at this time. In prior years, the position was needed for accounting duties associated with Warehouse management. During FY 2003, Procurement closed the Warehouse and moved the County from a storage-to-department delivery of goods to a more efficient vendor-to-Department delivery of goods service. The Warehouse related accounting duties have now been eliminated. Other responsibilities of this position include payroll, procurement operational invoice payments and discrepancies, property disposal fixed asset reporting and sales receipts processing, back up for miscellaneous clerical responsibilities and buyer support. Alternatives for this work will need to be developed. Various responsibilities will have to be absorbed by other Procurement positions. Buyers will be asked to provide their own support in certain areas and GSA Fiscal Department will absorb the accounting duties.

Total Ongoing Reduction: (\$60,972)

- The deletion of two buyer assistant positions will impact support to non-critical-mission County departments. Some delays in ordering may be experienced by some departments. Priority will be given to departments such as the hospital and jails.

Total Ongoing Reduction: (\$117,708)

- The deletion of one Information Systems Manager II will have no impact on Procurement. The position is being transferred to the Information Services (IS) section of GSA Administration and will continue to support the IS needs of the Procurement Department.

Total Reduction: (\$133,679)

Reduce Appropriations for Services and Supplies

Recommendation: Reduce ongoing appropriations in the following accounts:

Services and Supplies	Reduction
Office Expense	(\$18,452)
Data Processing Services	(\$105,698)
County Vehicles	(\$25,657)
Professional and Specialized Services	(\$81,549)
Safety Shoe Allowance	(\$360)
Total	(\$217,117)

Impact on Services: In order to adjust to these budget reductions, Procurement will transfer the majority of data processing services to GSA Information Services Unit and return five vehicles to the County Fleet Pool. The vehicles were used for delivery services when Procurement was managing the Warehouse storage service. The vehicles are no longer needed. The reduction in Professional and Specialized Services will reduce private sector resource options for urgent work projects in support of departments.

Total Ongoing Reduction: (\$217,117)

Add Staff for Improved Contract Negotiation

Recommendation: Add 3.0 FTE Unclassified Senior Management Analyst (W1N) positions.



Impact on Services: The recommended positions will provide Procurement with staffing resources to assist the Information Services Department (ISD) and other County departments with Information Technology (IT) and other project contracting in two major areas:

- In the past, County departments have sent out invitations to bid for Information Technology (IT) related projects and selected the low bidder for software and hardware needs. Minimal negotiations and minimal value added to the contracts have not been uncommon. There is an increasing need to ensure that skilled IT Procurement Buying staff be involved in the solicitation and negotiation of such contracts due to the complexity, deliverables, confidentiality and potential risks involved. The proposed staff resources will allow increased strategic sourcing such as consolidation of contracts to realize deeper discounts based on volume, and selection of vendors based on best-evaluated value.
- In the past, funds have been allocated to County departments to hire consultants (typically \$100-\$150 per hour) to prepare the Request for Proposals (RFP) and contract language associated with various IT projects. The consultants then approach GSA Procurement to assist in the project by training them on the public procurement process. GSA Procurement is not staffed to handle these

requests for help from consultants. At best, minimal support is provided. The proposed staff resources will provide the resources needed to assist ISD and other departments with skilled contract negotiation that observes the principles and regulations of the public procurement process.

GSA Procurement has recently been involved in four significant IT contracting successes resulting in approximately \$11.5 million in cost avoidance. There are at least 7 IT projects proposed for FY 2004 that need negotiated contracts. GSA Procurement estimates that approximately \$2.8 million in costs could be avoided if skilled negotiation occurs.

The positions are proposed for the unclassified service with an authorization date of July 1, 2003 through December 31, 2004 (18 months). However, funding is proposed for only one fiscal year. Prior to the submission of the County Executive's FY 2005 Recommended Budget, the Director of Procurement will assess the value added to the contract solicitation and negotiation processes and develop appropriate proposals for ongoing resources if warranted.

Total One-Time Cost: \$331,419

Salaries and benefits \$316,419;
Equipment and supplies \$15,000

**Procurement — Budget Unit 0118
Expenditures by Cost Center**

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
2300	Procurement Department	3,357,307	2,424,897	2,568,030	1,924,063	(500,834)	-21
Total Expenditures		3,357,307	2,424,897	2,568,030	1,924,063	(500,834)	-21 %

**Procurement — Budget Unit 0118
Revenues by Cost Center**

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
2300	Procurement Department	201,419	130,000	209,150	75,000	(55,000)	-42
Total Revenues		201,419	130,000	209,150	75,000	(55,000)	-42 %

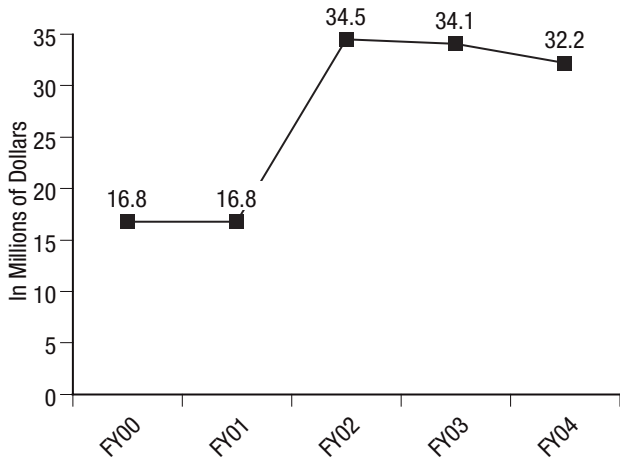
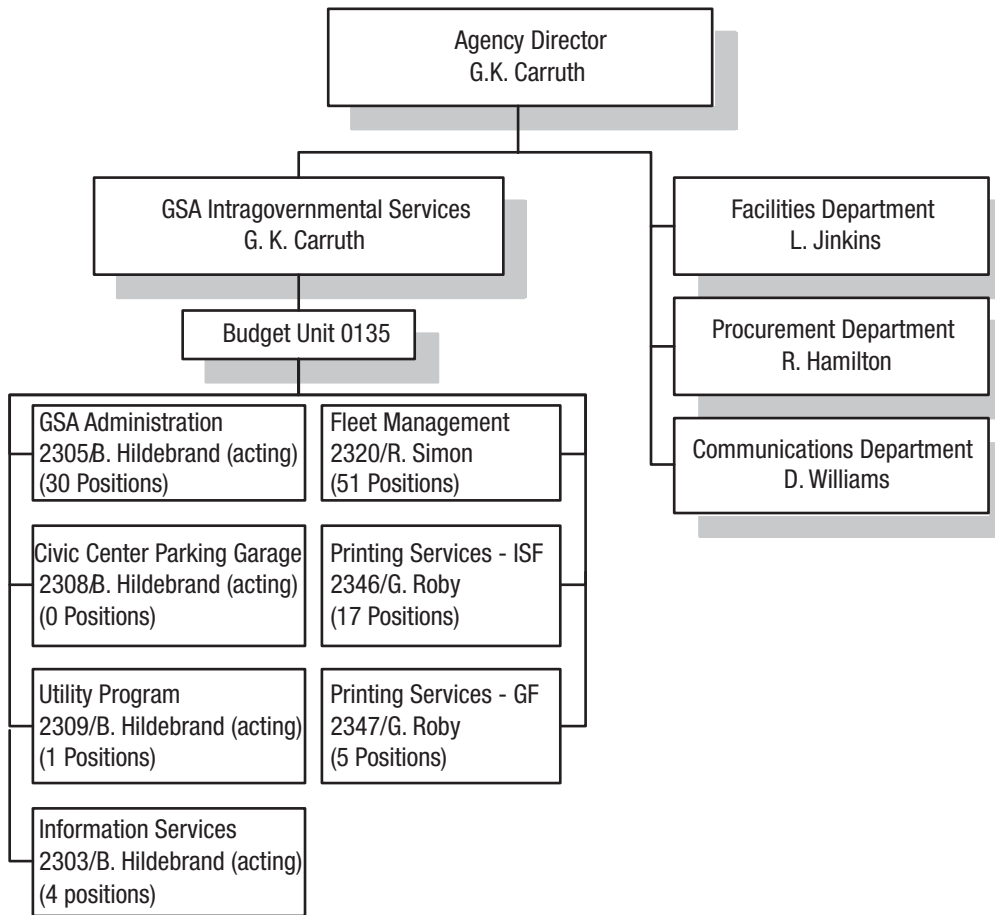


Procurement Department — Cost Center 2300
Major Changes to the Budget

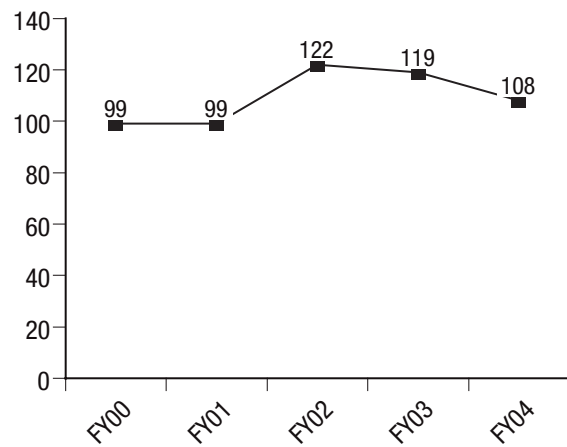
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	29.5	2,424,897	130,000
Board Approved Adjustments During FY 2003	-5.5	143,133	79,150
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		123,597	
Internal Service Funds Adjustment		(102,628)	
Other Required Adjustments		(451,879)	(134,150)
Subtotal	24.0	2,137,120	75,000
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
Fleet Reduction		(25,657)	0
General Fund ISD Services Adjustment		(401)	
Reduce ISD Support to Procurement		(105,698)	
1. Delete 4 Positions	-4.0	(312,359)	
Deletion of 2 Buyer Assistants and 1 Account Assistant will create a need for a redistribution of workload in Procurement. Various responsibilities will have to be absorbed by other Procurement positions. The Deletion of 1 Information Services Manager is necessary to re-assign the position in Budget Unit 135, GSA Intragovernmental Services.			
		(100,361)	
2. Reduce Services and Supplies			
Reductions in Professional and Specialized Services, Office Expense and Safety Shoe Allowance will result in less outside contracts, office supplies and safety shoes.			
3. Add 3 Unclassified Senior Management Analysts and associated equipment costs	3.0	331,419	
Three Unclassified Management Analyst positions are recommended to provide support in Procurement for Information Technology contracts.			
Subtotal	-1.0	(213,057)	0
Total Recommendation	23.0	1,924,063	75,000



GSA Intragovernmental Services



Appropriation Trend



Staffing Trend



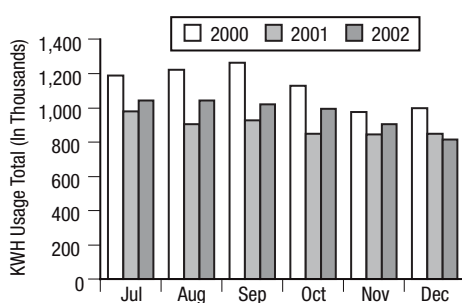
Public Purpose

- ➔ Energy Conservation, Fleet, Printing, Postage, and Mail Handling Services in a manner that assures the most effective use of taxpayer monies in support of services to County residents

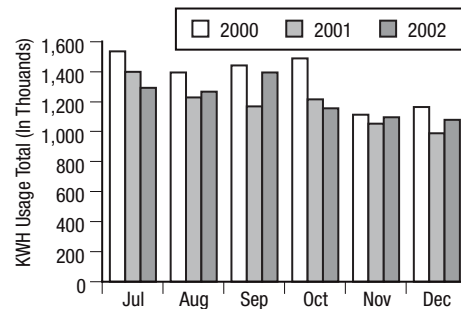


Desired Results

Countywide Energy Saving Measures that Result in Cost Reduction for the County



Energy Usage for: 55 W Younger, 950 N San Pedro, and 70 W. Hedding

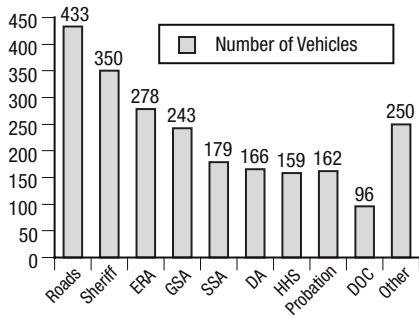


Energy Usage for: MJS - 180 W.Hedding, MJN - 150 W. Hedding, HOJ West - 200 W. Hedding and Juvenile/Probation - 840 Guadalupe

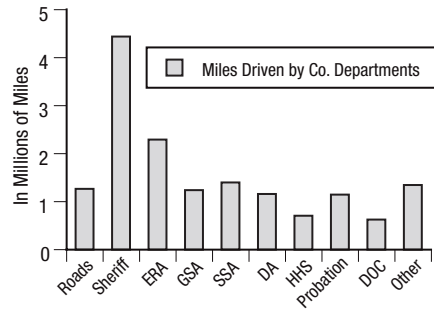
2000: Board of Supervisors adopts energy conservation policy; GSA implements several energy conservation projects.
 2001: Conservation efforts Countywide result in reduced consumption.
 2002: Consumption goes up possibly due to reduced concerns and commitment to energy efforts.



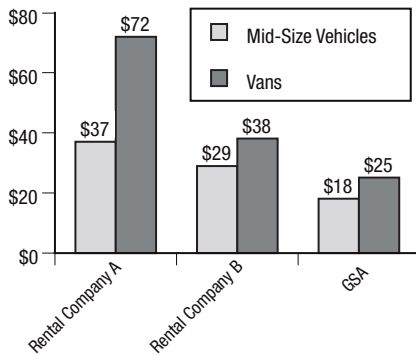
Appropriate number of reliable vehicles in order for County Departments to render services which Fleet Management promotes by acquiring best-value vehicles that support Department needs



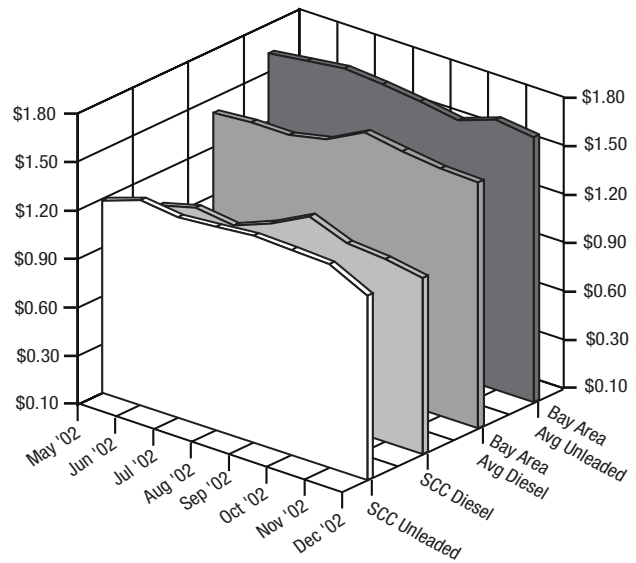
County Vehicles by Department as of 2/11/03



Miles Driven by County Department in 2002



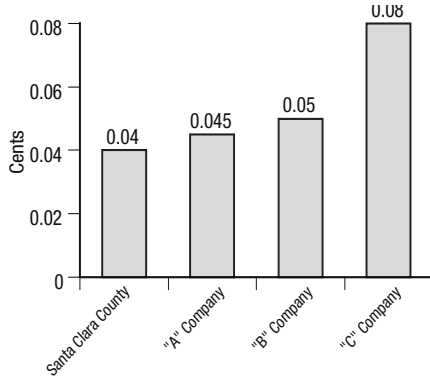
Daily Cost of GSA Vehicle Compared to Daily Cost of Nationally Recognized Car Rental Companies as of 2/11/03



Comparative Cost of Fuel for Santa Clara County (SCC) versus the Bay Area Average as of 12/02.

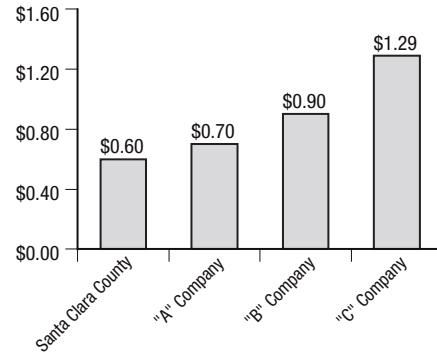


High Quality, timely copy and printing services at a price competitive with private companies



Cost of Black Copying

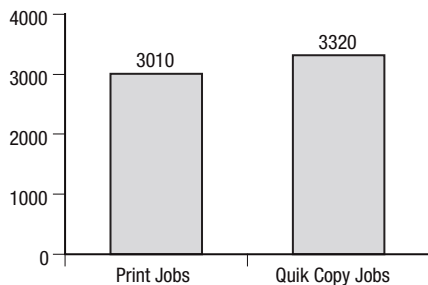
This is a comparison of what GSA Perinting charges for Quick Copy short run jobs when compared to other companies. Printing rarely adds any extra charges to quick copy hobs as many outside companies do. This shows that printing in-house service is competitively priced.



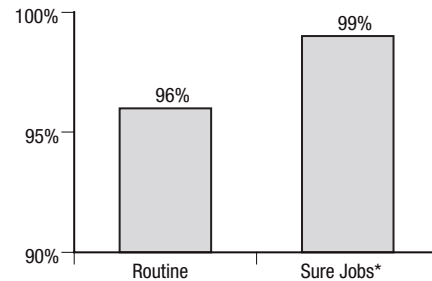
Cost of Color Copies

This is a comparison of what GSA Printing charges for full color copies when compared to other companies. Printing has dramatically reduced charges to customers for color copies over the past several years and are very cost competitive with outside companies. Printing also does not add additional charges for digital color like most companies do. Printing also offers volume discounts for this service.

High Quality, timely copy and printing services at a price competitive with private companies



Number of Jobs Completed Between July 1, 2002 and February 5, 2003



Average Percent of Print Jobs Completed On Time

When a job is submitted, a due date is confirmed as a routine date or sure date. Sure dates are given top priority to meet our customer's specific events. Depending upon the type and size of the work, sure date jobs may bump routine jobs. Factors causing Printing to miss deadlines include the volume of work, complexity of the work and staffing limitations. Reduced overall volumes due to our customer's budget cuts may result in improved averages for on-time completions.

Description of Major Services

The Intragovernmental Services of the General Services Agency provides Energy Conservation Services, Fleet, Printing, Mail Handling, and Messenger Services for County Departments. Management of the Civic Center Parking Garage and Agency Administration are also part of GSA Intragovernmental Services.

Energy Unit

The Energy Unit of the General Services Agency was created in response to the Board's Emergency Energy Task Force. This unit provides continued support of Countywide efforts to find various means of conserving energy for long-term cost savings.



- Evaluates and implements environmentally-safe energy alternatives and options designed to reduce the County's demand for electricity
- Develops utilities database to track electricity and gas usage
- Monitors and charts energy consumption of various facilities
- Maintains the GSA Energy Website
- Conducts Employee Energy Savings Suggestion Program
- Assists with development of Countywide energy-related policies and procedures such as facility temperature set-points and after-hours building use
- Pursues energy-related rebate and grant programs
- Identifies and pursues additional funding sources for continued energy conservation efforts
- Oversees energy audits of County facilities
- Prepares semi-annual Energy Conservation Efforts report for the Board of Supervisors

Fleet Management - ISF

Fleet Management operates as an Internal Service Fund, fully supported by other funds. Fleet provides vehicles, fuel and maintenance services to all County departments, including Roads and Airports. The County maintains approximately 2,000 vehicles. The vehicles are either assigned to specific departments and charged through an internal service rate structure or held in the County pool and charged to users on a daily basis.

The Fleet sites are located at 55 W. Younger (SJ), 13600 Murphy Ave. (SM), 11030 Doyle Road (SJ). and 1505 Schallenberger Road (SJ). A Capital Programs study is underway to determine the cost and benefit associated with the consolidation of the three San Jose sites.

Fleet Management provides the following services:

- Procures vehicles and gasoline at discount rates
- Evaluates performance of alternately-fueled vehicles for the County fleet. Considers future needs and issues for alternate fuel infrastructure. Introduces hybrid (gasoline/electric) vehicles into the fleet
- Actively promotes environment-friendly measures such as the County's Vanpool Program and procurement of alternative fuel and hybrid vehicles
- Repairs and maintains approximately 2,000 County vehicles. Vehicle safety assessments occur whenever vehicles are in the garage for maintenance as well as an annual determination based on age of vehicle and number of miles driven. Non-County customers include Valley Transportation Authority, Humane Society, and the Silicon Valley Animal Control Authority
- Installs emergency equipment, e.g., security cages, light bars, sirens, radios and gun boxes on vehicles used by Sheriff Deputies, Park Rangers, Coroner Investigators, Probation Officers and District Attorney Investigators.
- Disposes of vehicles through auction or parts salvage to maximize the County's return on investment

Printing Services - ISF

Printing Services is funded both by an Internal Service Fund and the General Fund. The Internal Service Fund supports printing and copying services.

- Produces agency and departmental flyers, brochures, reports, newsletters, manuals, booklets, letterhead, single or multi-part carbonless forms, laminated covers, signs, posters and pdf files for posting to the web
- Consults with departments on document and job planning as well as large specialized printing specifications that need to be competitively bid
- Designs graphics and artwork for department documents
- Provides digital color copying, high-speed network copying/printing, one or two-color offset printing, binding, folding, stapling, addressing and sealing
- Provides a full service document production center located at three locations: 70 W. Hedding, East Wing, Lower Level; Valley Medical Center; and Berger Drive, Building 2, Lower Level
- Able to accept file transfers from both Macintosh and Windows formats
- Evaluates cost benefits associated with the purchase of state-of-the-art equipment and software on an ongoing basis



Printing Services - General Fund

The General Fund supports mail handling, postage, messenger and stored records services.

- Distributes U.S. and Pony mail to most County facilities within 24 hours or less
- Assists Departments with bulk mailing projects
- Administers and maintains a Record Retention Center for inactive or semi-inactive records

- Evaluates cost benefits associated with the purchase of state-of-the-art equipment and software on an ongoing basis

Administrative Services Unit

The Administrative Services Unit of the General Services Agency provides agency administrative oversight, contract monitoring and a wide range of financial and budgetary support services to agency and County departments. This unit is responsible for paying all County leases and utility bills.

County Executive's Recommendation

Reduction Target

The General Services Agency met its reduction target by reducing \$6,788,943 in ongoing costs and adding \$745,144 in ongoing new revenue. GSA Intragovernmental Services Department contributed to the Agency reduction plan with a proposal to reduce overall General Fund costs by \$1,030,057, increasing new General Fund revenue by \$745,144 and reducing its Fleet Internal Service Fund by \$432,898.

Reduce Fleet Revenue and Appropriations

It is recommended that Fleet Management reduce its revenue from Departments by \$906,798 and its costs by \$275,971. In accordance with a newly adopted Internal Service Fund policy, Fleet revenue is projected to be adequate in FY 2004 to build a fuel price volatility reserve at a level recommended by the policy.

Recommendation: it is recommended that Fleet Services reduce its overall revenue from Departments by \$906,798

Department	Reduction
GSA -- Building Operations	\$219,390
Sheriff	\$65,859
District Attorney	\$120,000
GSA Printing -- Messenger/Mail Service	\$2,600
Public Defender	\$75,000
Various other Departments	\$423,949
Total	\$906,798

GSA Building Operations, Office of the Sheriff, District Attorney's Office and Public Defender's Office will be returning vehicles to Fleet Management. Other

Departmental charges will be reduced due to the elimination of partial year charges. The majority of the funding reductions are directly linked to the reduction in Departmental staff.

Impact on Services: Vehicles will be returned to Fleet Management from various Departments. This will allow Fleet Services to swap vehicles County-wide in order to sell the oldest vehicles at auction. New replacement vehicles will be minimal in FY 2004, reserved for Sheriff patrol vehicles and other essential-for-business vehicles. The net result will be a reduced number of Fleet Vehicles County-wide.

Recommendation: It is recommended that Fleet Services delete 2 night shift Automotive Mechanics, night shift differentials and lead differentials.

FTE	Code	Class Description	Vacant Filled
2.0	M19	Automotive Mechanics	Filled
2.0		Total	

Impact on Services: The impact on Departments will be minimal since the County will have less vehicles to maintain. Loss of night shift will, however, impact customers by limiting automotive maintenance services to day shift operations. One position will be deleted effective September 30, 2003, due to a retirement consideration.

Total Ongoing Staff Reduction: (\$164,753)



Recommendation: It is also recommended that Fleet Management delete an Administrative Support Officer III position and add an alternately staffed Administrative Support Officer II/I. No impacts on service will result from this change.

FTE	Code	Class Description	Vacant/ Filled
(1.0)	B3N	Administrative Support Officer III	Vacant
1.0	B2P	Administrative Support Officer II/I	
0.0		Total	

Total Ongoing Staff Reduction: (\$22,218)

Recommendation: It is recommended that Fleet Management reduce appropriations for Services and Supplies as follows:

Description	Reduce by
Eliminate Outsourcing of Bus Maintenance	(\$50,000)
Special Department Expense	(\$75,000)
Total	(\$125,000)

Impact on Services: Although bus maintenance creates a logistical challenge because of their size, maintenance can be performed by existing mechanics to reduce costs.

The reduction in Special Department Expense will not have a direct impact on Departments. Reduced parts inventory will now to be maintained as a result of the overall reduction in vehicles.

Total Reduction: (\$125,000)

Reduce GSA Messenger/Mail Appropriations

Recommendation: Delete 2.0 FTE (filled) Messenger/Driver positions in GSA Printing-Messenger/Mail Unit and associated vehicle.

Impact on Services: This reduction will reduce deliveries of pony mail to and from seven City police stations, Stanford Hospital, Work Furlough, and Legal Aid. It will also reduce other pick-up and delivery

services now made by the County messengers. Departments will be notified and consulted before major changes are implemented.

Total Ongoing Staff Reduction: (\$107,232)

Total Ongoing Vehicle and Equipment Reduction: (\$2,493)

Recommendation: It is recommended that Printing Services use \$60,315 of one-time accumulated earnings to retain a storekeeper position to continue the provision of record archiving storage services until FY 2005 when an ongoing solution will become available.

Currently, GSA Printing Services provides County departments with record archiving storage services. These services are provided within a leased facility and are performed by an assigned storekeeper. The lease will expire in December, 2004, and currently costs \$277,862 per year. The GSA Printing Record Archiving Storage Unit is a prospective tenant for the recently vacated warehouse. The storekeeper position will be essential to a successful relocation.

Impact on Services: There will be no impact on services as a result of this use of one-time funds. It will prevent major inconveniences to Departments that access evidence and other records on a daily basis from the record archiving storage facility. Using this one-time solution to retain a storekeeper position will also provide the resource needed for a successful relocation.

Total One-time Reduction: (\$60,315)

Reduce GSA Administration Appropriations

Recommendation: Delete the following positions from GSA Administration:

FTE	Code	Class Description	Vacant/ Filled
0.5	B77	Accountant III/II/Accountant Auditor Appraiser	Vacant
0.5	B77	Accountant III/II/Accountant Auditor Appraiser	Vacant
1.0	B3N	Program Manager II/I	Vacant
1.0	D09	Office Specialist III	Vacant
1.0	D97	Account Clerk II	Vacant
4.0		Total	

Impact on Services: The loss of these four positions will result in less accounting, clerical and managerial resources for GSA administration. Tasks have already been distributed to other positions since the hiring freeze prohibited the filling of these positions.

Total Ongoing Reduction: (\$306,555)

Total Ongoing Equipment and Supplies Reduction: (\$250)

Reduce GSA Utilities Division Appropriations

Recommendation: Delete 1.0 FTE Office Specialist III (vacant) position from the GSA Utilities Division.

Impact on Services: The deletion of the vacant Office Specialist II position will result in less potential clerical resources to support the Utilities Division. Tasks have already been distributed to other positions.

Total Ongoing Reduction: (\$47,832)

Recommendation: Reduce appropriations for Utilities. Energy saving measures will be instituted that are projected to save \$660,506 with no impact on services.

Total Ongoing Reduction: (\$660,506)

Recommendation: New fees at the Civic Center parking garage are recommended. Parking fees at the Civic Center Garage have not been raised since 1992. The

increase in rates will result in ongoing new revenue to the County. Fees will be set at rates comparable to other parking garages in this area.

Total Ongoing New Revenue: \$745,144

Civic Center Parking Garage

Recommendation: Reduce appropriations for the maintenance of the Civic Center parking garage.

Impact on Services: The recommended reduction of \$36,012 will result in reduced funds to purchase software (\$19,327) and maintenance supplies (\$16,685).

Total Ongoing Reduction: (\$36,012)

GSA Information Services

Recommendation: Add 1.0 FTE Information Systems Manager II (G12) position.

Impact on Services: This addition shifts Information Technology responsibilities from the GSA Procurement Department to the GSA Information Services Unit. The same position is recommended for deletion in GSA Procurement.

Total Ongoing Cost: \$133,679

GSA Intragovernmental Services — Budget Unit 0135 Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
2303	GSA Info Services	324,772	316,716	316,716	461,226	144,510	46
2305	GSA Administration	1,509,950	1,793,799	1,791,465	2,200,977	407,178	23
2308	Civic Center Parking Garage	278,353	333,328	408,328	293,748	(39,580)	-12
2309	GSA Utilities	12,647,875	14,293,661	13,597,350	12,935,975	(1,357,686)	-9
2320	GSA Fleet Management Division	13,733,507	14,318,918	19,360,670	13,157,767	(1,161,151)	-8
2321	Fleet Management-Roads	3,797,290					
2346	GSA Printing ISF	3,310,760	2,268,251	2,421,542	2,481,721	213,470	9
2347	GSA Printing GF	756,009	780,348	779,993	704,410	(75,938)	-10
Total Expenditures		35,602,507	34,105,021	38,676,064	32,235,824	(1,869,197)	-5%

GSA Intragovernmental Services — Budget Unit 0135 Revenues by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
2303	GSA Info Services						0
2305	GSA Administration	52,809	48,000	48,000	43,885	(4,115)	-9
2308	Civic Center Parking Garage	636,773	562,440	562,440	1,307,584	745,144	132
2309	GSA Utilities			20,000			0
2320	GSA Fleet Management Division	16,791,435	15,696,826	15,607,582	14,102,777	(1,594,049)	-10
2321	Fleet Management-Roads	2,192,981					0
2346	GSA Printing ISF	2,297,609	2,166,449	2,166,449	1,950,930	(215,519)	-10
2347	GSA Printing GF		110,000	110,000	170,315	60,315	55
Total Revenues		21,971,607	18,583,715	18,514,471	17,575,491	(1,008,224)	-5%



GSA Info Services — Cost Center 2303

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	3.0	316,716	
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		18,565	
Internal Service Funds Adjustment			
Other Required Adjustments		(7,734)	0
Subtotal	3.0	327,547	
Recommended Changes for FY 2004			
1. Add 1 Information System Manager position	1.0	133,679	
The addition of one Information Systems Manager position is offset by the deletion of the same position in BU 118. The responsibility for information services was shifted to the Agency level.			
Subtotal	1.0	133,679	0
Total Recommendation	4.0	461,226	

GSA Administration — Cost Center 2305

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	32.0	1,793,799	48,000
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	362,717	
Internal Service Funds Adjustment		4,567	
Other Required Adjustments		351,889	(4,115)
Subtotal	34.0	2,510,638	43,885
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
General Fund ISD Services Adjustment		(2,856)	0
1. Delete 2 Accounting Positions	-2.0	(138,245)	
Deletion of 1 Account Clerk II and 1 Accountant III will result in less accounting support for Capital Programs and Fleet Services. Duties will need to be redistributed.			
2. Delete 1 Program Manager II and 1 Office Specialist Positions	-2.0	(168,310)	
The deletion of a Program Manager II and an Office Specialist position will result in less administrative support to GSA. Redistribution of duties will be necessary.			
		(250)	
3. Reduce External Printing			
This adjustment will reduce the amount available to GSA for private sector print work. GSA Printing will be used or the jobs will be reduced or eliminated.			
Subtotal	-4.0	(309,661)	0
Total Recommendation	30.0	2,200,977	43,885



Civic Center Parking Garage — Cost Center 2308

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget		333,328	562,440
Board Approved Adjustments During FY 2003		75,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		(3,568)	
Other Required Adjustments		(75,000)	0
Subtotal		329,760	562,440
Recommended Changes for FY 2004			
1. Increase Parking Fees at Civic Center Parking Garage.			745,144
Parking fees at the Civic Center Parking Garage have not been raised since 1992. The increases in rates will result in new revenue to the County.			
		(36,012)	
2. Reduce Supplies and Services			
Reductions in PC Software and Maintenance & Structural Improvements will reduce the amount available to spend on software and building improvements.			
Subtotal	0.0	(36,012)	745,144
Total Recommendation		293,748	1,307,584

GSA Utilities — Cost Center 2309

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	5.0	14,293,661	
Board Approved Adjustments During FY 2003	-1.0	(696,311)	20,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		(2,130)	
Other Required Adjustments		241,696	(20,000)
Subtotal	2.0	13,644,313	
Recommended Changes for FY 2004			
1. Reduce Utilities		(660,506)	
GSA plans to implement energy saving measures in County-owned and leased buildings to accomplish this savings.			
	-1.0	(47,832)	
2. Delete 1 Office Specialist position			
The deletion of 1 vacant Office Specialist position will result in less clerical support for the Utilities Unit. Duties have been re-assigned or eliminated.			
Subtotal	-1.0	(708,338)	0
Total Recommendation	1.0	12,935,975	



GSA Fleet Management Division — Cost Center 2320

Major Changes to the Budget

	Positions	Appropriations	Revenues
Garage ISF (Fund Number 0073)			
FY 2003 Approved Budget	55.0	14,318,918	15,696,826
Board Approved Adjustments During FY 2003	-2.0	5,041,752	(89,244)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		371,990	
Internal Service Funds Adjustment		265,969	(274,251)
Other Required Adjustments		(6,528,891)	(323,756)
Subtotal	53.0	13,469,738	15,009,575
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
Fleet Reduction		0	(622,035)
Fleet Price Reduction			(23,904)
Investigations Fleet Reduction			(120,000)
Public Defender Fleet Reduction			(75,000)
1. Delete 2 Auto Mechanic and 1 ASO III; Add 1 ASO II/I	-2.0	(186,971)	
The deletion of 2 Auto Mechanics and an Administrative Support Officer III with an offsetting addition of an Administrative Support Officer II/I position will result in a reduction of costs to Fleet and consequently charges to departments for fleet services.			
2. Reduce Services and Supplies for Fleet		(125,000)	
This reduction will eliminate the outsourcing of bus maintenance and reduce parts inventory.			
3. Loss of Reimbursement from Sheriff's Office			(65,859)
Loss of Reimbursement to Fleet from the Sheriff's Department due to a reduction in vehicles associated with reduction in staff.			
Subtotal	-2.0	(311,971)	(906,798)
Fund Subtotal	51.0	13,157,767	14,102,777
Total Recommendation	51.0	13,157,767	14,102,777

GSA Printing ISF — Cost Center 2346

Major Changes to the Budget

	Positions	Appropriations	Revenues
Printing Services ISF (Fund Number 0077)			
FY 2003 Approved Budget	17.0	2,268,251	2,166,449
Board Approved Adjustments During FY 2003		153,291	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		60,328	
Internal Service Funds Adjustment		49,967	(208,519)
Other Required Adjustments		(110,431)	0
Subtotal	17.0	2,421,406	1,957,930
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
GSA Printing Reduction		0	(7,000)
One time transfer from Printing Retained Earnings to General Fund		60,315	
Subtotal	0.0	60,315	(7,000)
Fund Subtotal	17.0	2,481,721	1,950,930
Total Recommendation	17.0	2,481,721	1,950,930

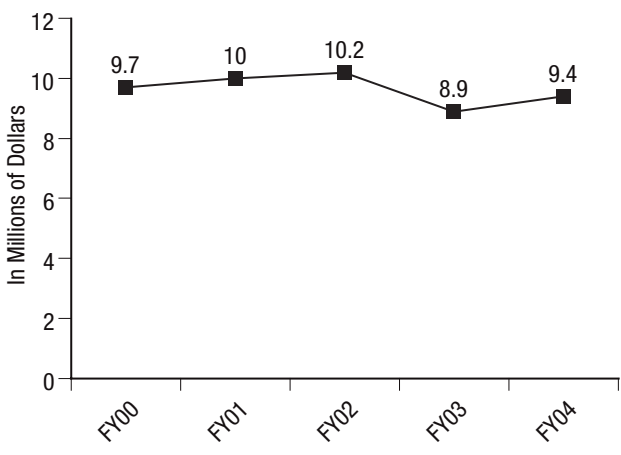
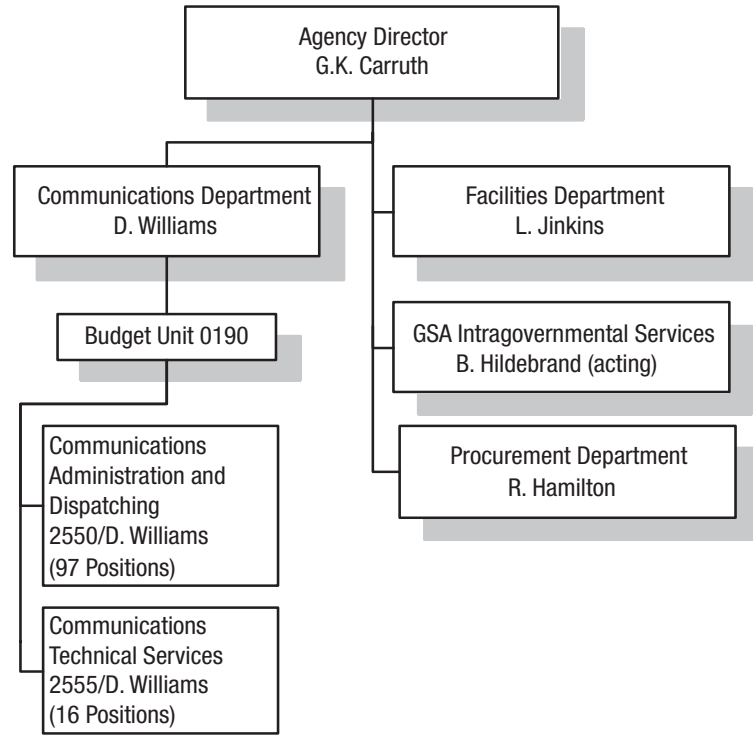


GSA Printing GF — Cost Center 2347
Major Changes to the Budget

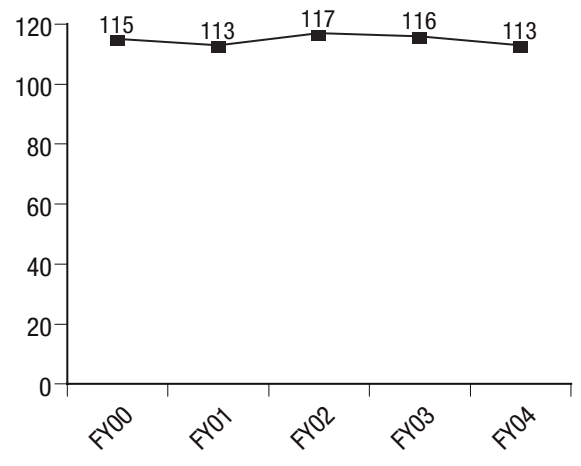
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	7.0	780,348	110,000
Board Approved Adjustments During FY 2003		(355)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		31,755	
Internal Service Funds Adjustment		8,046	
Other Required Adjustments		(5,659)	0
Subtotal	7.0	814,135	110,000
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
Fleet Reduction		(2,600)	0
GSA Postage Reduction		512	
One time transfer from Printing Retained Earnings to General Fund			60,315
1. Delete 2 Messenger Drivers	-2.0	(107,232)	
The deletion of 2 messenger-drivers will result in less frequent mail pick-ups and delivery.			
		(405)	
2. Reduce Safety Shoe Allowance			
Reduction of staff reduces an associated cost for safety shoes.			
Subtotal	-2.0	(19,725)	60,315
Total Recommendation	5.0	704,410	170,315



County Communications



Appropriation Trend



Staffing Trend



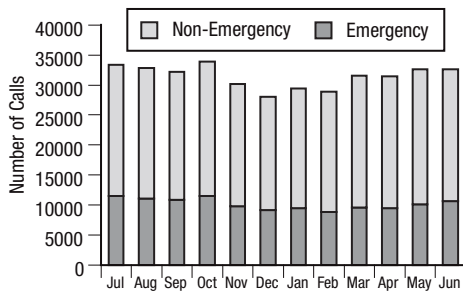
Public Purpose

- Protection of the Public
- Safety of Emergency Personnel
- Protection of Property



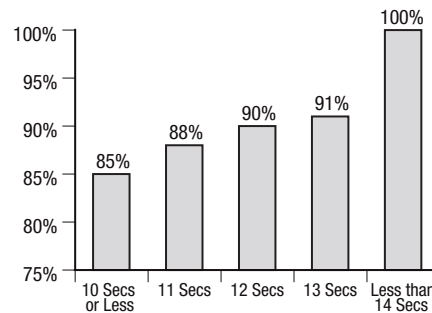
Desired Results

Prompt access to Public Safety Services by quickly answering and screening emergency telephone calls eliciting information needed to dispatch the appropriate response and resources



Emergency & Non-Emergency Telephone Call Volumes - FY02

A total of 377,158 calls were handled in FY02. Emergency calls include 9-1-1 lines, 7-digit emergency numbers and calls routed from other 9-1-1 centers.

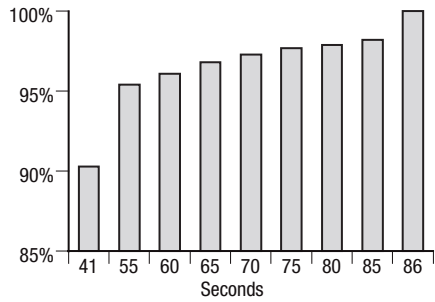


9-1-1 & Emergency Number Call Answering Times - FY02

In FY02, 85% of emergency calls were answered within 10 seconds (2.5 rings) or less.

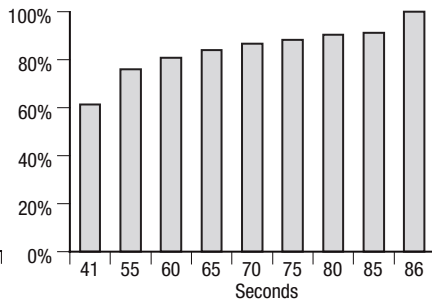


Prompt delivery of public safety services by quickly dispatching processed emergency calls for service



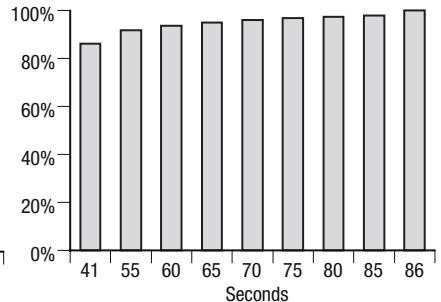
Fire Dispatch Times - FY02

A fire dispatch involves evaluating for appropriate response, determining fire equipment availability, and alerting the emergency unit(s)



Law Dispatch Times - FY02

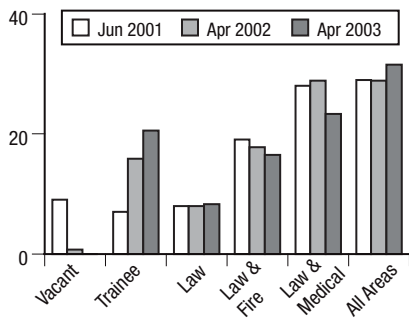
A law dispatch involves evaluating for appropriate response, determining resource availability, and alerting unit(s) while simultaneously handling all radio traffic for 40+ law enforcement units.



Medical Dispatch Times - FY02

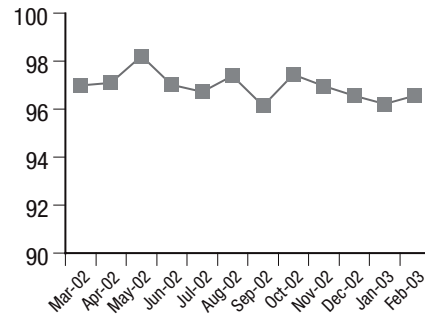
A medical dispatch involves evaluating for appropriate response, determining resource availability, and alerting paramedic unit(s) on medical calls in the county, including those to cities and CHP.

Accurate Dispatching services by improving recruitment, training and retention of 911 dispatchers



Dispatcher Training Levels as of 6/01 and 4/02 and 4/03

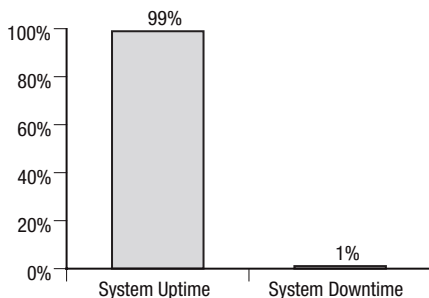
Extensive training is required to reach productive levels: minimum of 1 year for Law only level, minimum of 1.5 years for either Law/Fire or Law/Med level, and minimum of 2.5 years for All Areas level.



Medical Dispatch Center of Excellence

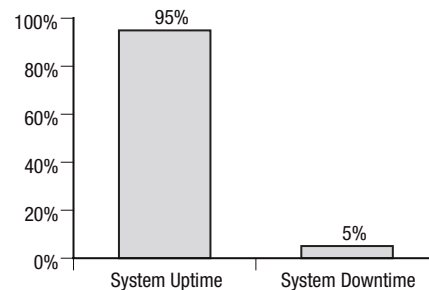
Santa Clara County is the only county in the state, and is one of 13 counties nationwide, to achieve "Center of Excellence" accreditation. We continue to exceed overall 96% compliance in providing pre-arrival medical instructions to 9-1-1 callers.

Public Safety audio systems reliability



Major System Problems FY 2002

Public safety radio systems operated 99% of the time without major system problems and 95% of the time without minor system problems



Minor System Problems FY 2002



Description of Major Services

County Communications consists of two major divisions, Dispatch Operations and Technical Services. The Department strives to provide high quality, cost-effective communications services to the public and the public safety community through coordinated emergency 9-1-1 call answering and dispatching services. Dispatchers are trained to quickly and courteously elicit information from callers necessary to determine the appropriate response. Dispatchers then provide accurate data to public safety service providers so that they can deliver timely and appropriate services.

- ❑ Emergency radio dispatching services to Sheriff, County Fire, Emergency Medical Services ambulance transport provider, and various other local government agencies

- ❑ State-mandated 911 emergency call answering service to the public
- ❑ Design, implementation, and maintenance of complex communications systems and equipment used by Dispatch Operations and its customers for Countywide emergency communications
- ❑ Aggressive recruitment and training program in order to ensure continuous high quality service
- ❑ Implementation and maintenance of hardware supporting information systems providing automated functions and management data for Dispatch Operations and its customers

County Executive's Recommendation

Reduction Target

The General Services Agency met its overall reduction target by reducing \$6,788,943 in ongoing costs and adding \$745,144 in ongoing new revenue. County Communications contributed to the Agency's reduction plan with proposals to reduce salaries and benefits by \$300,456 (3 positions) and services and supplies by \$63,413, offset by a loss of reimbursements of \$119,853.

Additionally, the County Executive is recommending a one-time ITEC appropriation of \$227,830 in support of the final year of a five-year Computer Aided Dispatch (CAD) upgrade.

Staff Reduction and Reorganization

Recommendation: Add and delete the following positions in County Communications:

Action	FTE	Code	Class Description	
Delete	1.0	G91	Senior Communications Dispatcher	F
Delete	1.0	G87	Chief Communications Dispatcher	F
Delete	1.0	C60	Administrative Assistant	V
	3.0		Total Deleted Positions	
Add	1.0	NNN	Assistant Communications Director	
	1.0		Total Added Positions	

Impact on Services: The department anticipates the retirement of 80% of its managers and 28% of its dispatchers over the next 3 years. This level of staff turnover provides an opportunity for a reorganization that results in lower overall staff costs. Three positions, two high level dispatcher positions (to become vacant midyear due to retirement) and one clerical support position, will be replaced with one Assistant Communications Director position. The new position will perform streamlined functions of the deleted dispatch positions in addition to filling the management void expected with retirements.

This action will both reduce overall staff and provide the department with the level of management staff necessary to develop and implement effective transition and succession planning to ensure that acceptable service levels continue.

The Assistant Communications Director position will be a new job classification in the Salary Ordinance.

The total savings related to the proposed reorganization is mitigated by a loss of reimbursement for the eliminated positions from the Sheriff, County Fire, Emergency Medical Services and various other local government agencies.

Total Ongoing Reduction: (\$114,847)
 Total cost savings of \$177,266 offset by a loss of \$62,419 in reimbursements

Eliminate 9-1-1 Outreach Program

Recommendation: Delete 1.0 FTE (G91) Senior Communication Dispatcher.

Impact on Services: The deletion of one Senior Communications Dispatcher will result in the elimination of the 9-1-1 Outreach Program. The loss of this program is not expected to significantly affect direct emergency dispatching services to the public at this time.

An important function of the Outreach program has been to provide helpful information about 9-1-1 services to high risk groups. This function will be put on hold until resource opportunities are re-evaluated

During the past healthy economic boom, it was difficult to recruit dispatchers. The Outreach Program helped to find and educate potential candidates about job opportunities in Communications. In the present economy, the department receives hundreds of applicants without significant outreach efforts. In the future, should an improved economy adversely affect recruitment efforts, the department will need to re-evaluate the level of resources necessary to secure qualified candidates.

The total savings related to the proposed elimination of the 9-1-1 Outreach Program is mitigated by a loss of reimbursement for the deleted position from the Sheriff, County Fire, Emergency Medical Services and various other local government agencies.

Total Ongoing Reduction: (\$77,192)
 Total cost savings of \$123,230 offset by a loss of \$46,038 in reimbursements

Reduce Expenditures for Services and Supplies

Recommendation: Reduce ongoing appropriations in the following accounts:

Services and Supplies	Reduction
External Communication Costs	(\$456)
Education and Training	(\$12,000)
Office Expense	(\$500)
Small Tools and Equipment	(\$10,000)
External Prining	(\$5,000)
Services and Supplies	(\$5,779)
Parts for Radios	(\$29,678)
Loss in Reimbursements	11,435
Total	(\$51,978)

Impact on Services: The proposed reduction in appropriations for services and supplies will require greater oversight and control of expenditures by the department, but should not have a significant impact on County Communications service levels or reimbursement rates.

The majority of the proposed reduction is in Parts for Radios. This reduction will result in decreased buying power that will be reflected in reduced parts inventory stock.

Total Ongoing Reduction: (\$51,978)

Computer Aided Dispatch (CAD) Upgrade

Recommendation: Provide \$227,830 in one-time funds to support the completion of a Computer Aided Dispatch (CAD) upgrade.

Impact on Services: GSA Communications provides critical emergency dispatching for County Sheriff, County Fire and contract paramedic/ambulance transport providers (through the County's Emergency



Medical Services Agency) with a computer aided dispatching (CAD) system designed to run on an aged, obsolete minicomputer that is no longer supported by the manufacturer.

The department is in the sixth year of a now-six-year project to migrate functionality from the minicomputer to a windows-based distributed processing system.

Delays were experienced in FY 2003 due to difficulty in obtaining contract software services. Ten of fourteen project milestones have been completed, and the four remaining are in process. The project is scheduled to be complete in FY 2004 pending approval of this funding.

Total One-time Cost: \$227,830

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

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
2550	Communication Administration	9,819,208	8,819,904	9,570,086	9,383,706	563,802	6
2555	Communication Technical Services	1,399,014	75,881	51,023	25,822	(50,059)	-66
Total Expenditures		11,218,222	8,895,785	9,621,109	9,409,528	513,743	6%

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

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
2550	Communication Administration	2,411,434	1,240,014	1,232,014	1,233,102	(6,912)	-1
2555	Communication Technical Services	1,383,899	25,800	25,800	25,800		0
Total Revenues		3,795,333	1,265,814	1,257,814	1,258,902	(6,912)	-1%



Communication Administration — Cost Center 2550

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	100.0	8,819,904	1,240,014
Board Approved Adjustments During FY 2003		750,182	(8,000)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		611,108	
Internal Service Funds Adjustment		(510,567)	
Other Required Adjustments		(320,123)	1,088
Subtotal	100.0	9,350,504	1,233,102
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
General Fund ISD Services Adjustment		19,711	0
1. Delete 2 Sr. Dispatchers, 1 Chief Dispatcher, 1 Admin. Asst. and Add 1 Asst. Director	-3.0	(192,039)	
A Reorganization of County Communications Administration proposes an addition of an Assistant Communications Director position and the deletion of 2 Senior Dispatchers, 1 Chief Dispatcher and an Administrative Assistant.			
		(22,300)	
2. Reduce Services and Supplies and Associated Reimbursements			
Reductions in Office Supplies, Small Tools and Equipment, Education and Training are necessary in order to reach the reduction target.			
		227,830	
3. Computer Aided Dispatch (CAD) Upgrade			
Provides funding to continue work on hardware upgrades and software rewrites of the Computer Aided Dispatch (CAD) System. FY 2004 will be year 5 of a 5-year project.			
Subtotal	-3.0	33,202	0
Total Recommendation	97.0	9,383,706	1,233,102

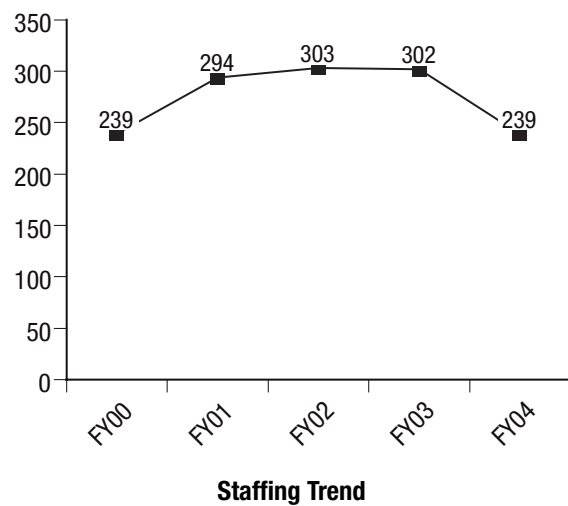
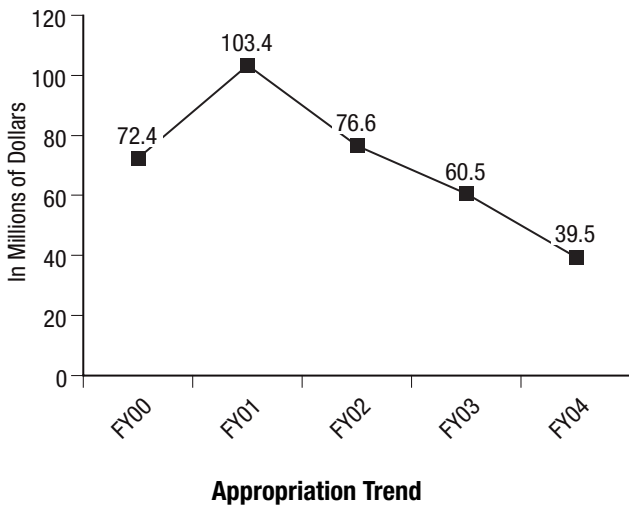
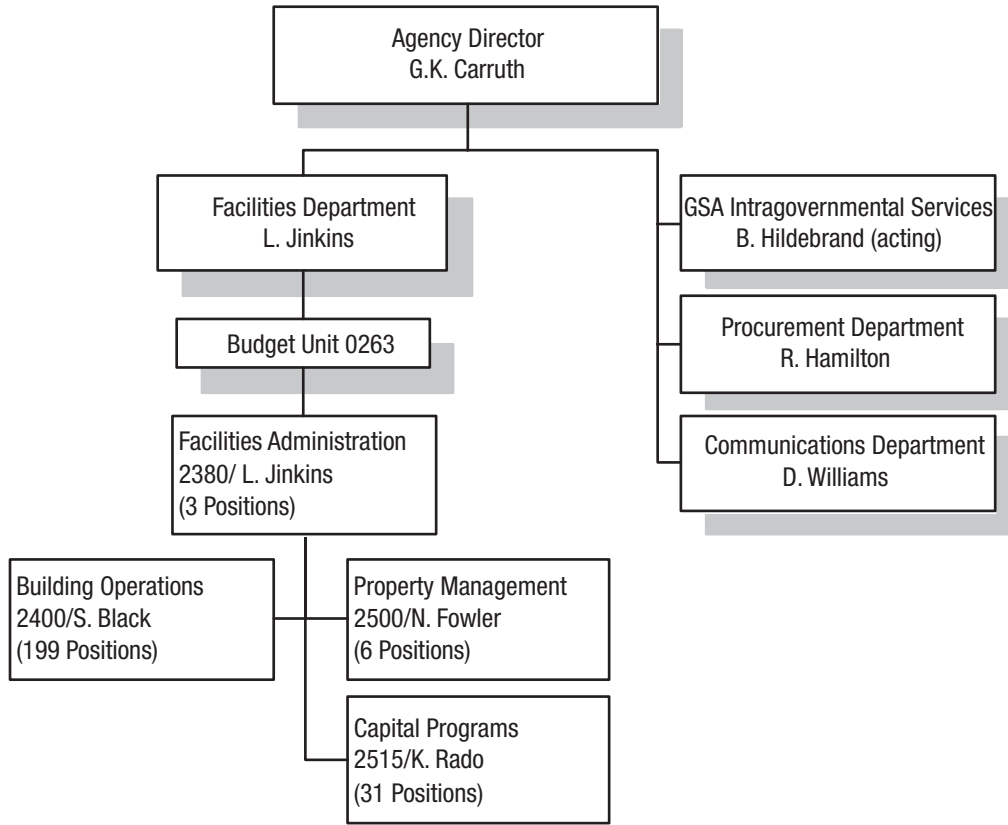
Communication Technical Services — Cost Center 2555

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	16.0	75,881	25,800
Board Approved Adjustments During FY 2003	-1.0	(24,858)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		98,831	
Internal Service Funds Adjustment		(109,297)	
Other Required Adjustments		14,943	0
Subtotal	16.0	55,500	25,800
Recommended Changes for FY 2004			
1. Reduce Radio Maintenance Parts		(29,678)	
This reduction will not have a significant impact on service levels or labor rates. Reduction will result in decreased buying power that will be reflected in reduced parts inventory stock.			
Subtotal	0.0	(29,678)	0
Total Recommendation	16.0	25,822	25,800



Facilities Department



Public Purpose

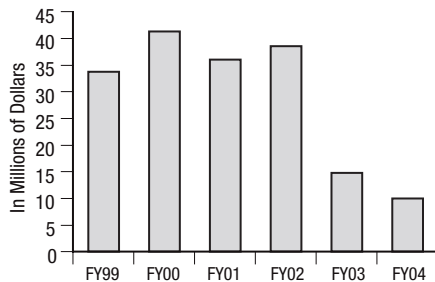
- ➔ **Construction Management, Planning, Property Management and Building Maintenance services that assure the most effective use of taxpayer monies in support of services to County residents.**



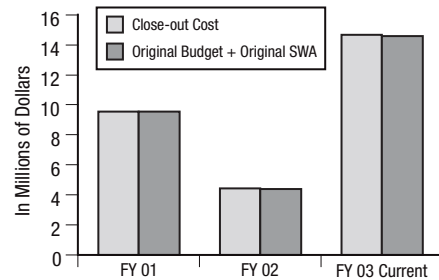
Digital Rendition of New Health Center to be located at 500 Tully Road, S.J.

Desired Results

Appropriate, safe, functional and healthy work environments for public service by acquiring, constructing, remodeling and maintaining County-owned and leased buildings.



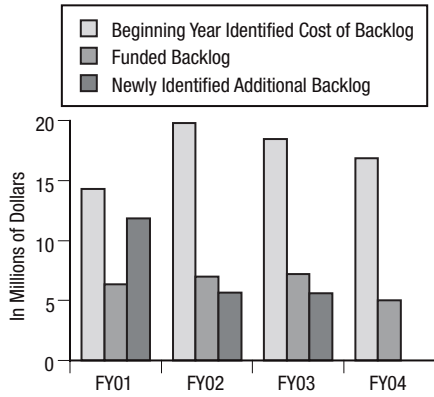
Capital Budget by Fiscal Year



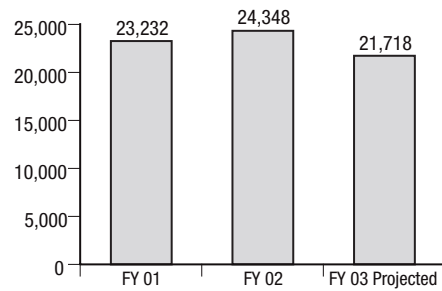
Value of Project Appropriation vs. Value of Actual Cost for Completed Projects



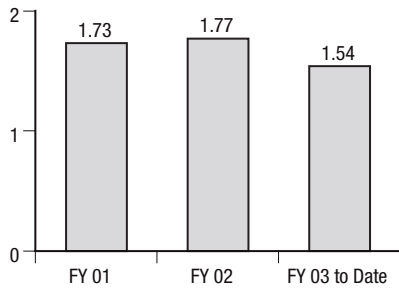
Maximum Life of Buildings and Building Systems



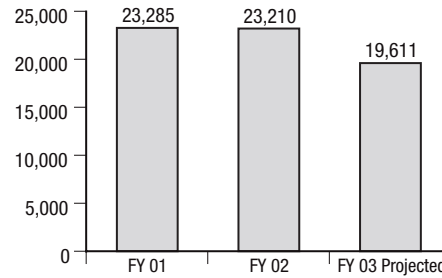
Cost of Backlog



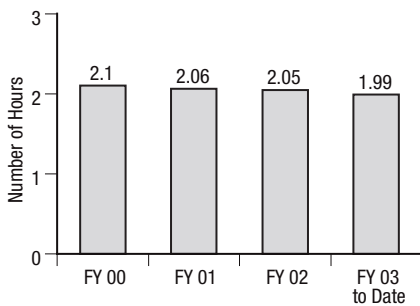
Number of Preventive Maintenance Service Orders Generated



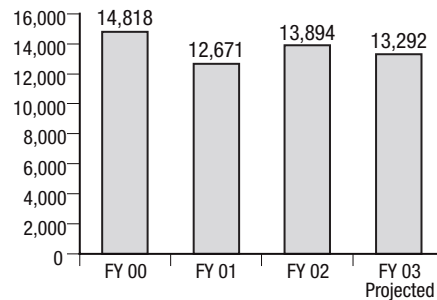
Average Number of Hours Per Preventive Maintenance Job



Number of Service Calls Including High Priority Calls



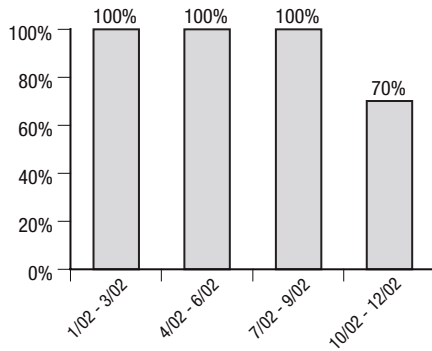
Average Number of Hours Per Service Call



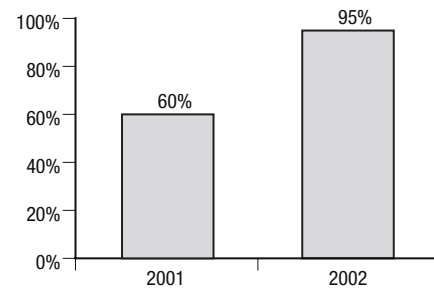
Number of High Priority Service Calls



Protected County Investments and Resources



Percent of New or Renewed Leases Negotiated at or Below Market Value (For 10/02-12/02, One Renewal was a Temporary Extension With No New Terms)



Percent of Lease Renewals Completed Prior to Expiration

Description of Major Services

The Facilities Department is comprised of three major divisions:

- Capital Programs
- Building Operations
- Property Management

The Facilities Department performs the following services:

- Maintains building infrastructure 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 the building systems, and minor repair and renovation work for County departments
 - Facilitates the maintenance of facilities leased from other parties for use by County agencies or departments by coordinating repair and remodel requests with landlords and/or GSA Capital Programs or Building Operations
 - Maintains turf, landscaping and irrigation systems; prunes and develops unimproved areas into landscaped areas for County-owned property
 - Coordinates the County's ADA/Fire Marshal compliance efforts
 - Implements energy conservation efforts and recycling programs
 - Coordinates with Integrated Pest Management Program staff to implement environment-friendly pest management efforts.
 - Ensures compliance with industry standards, County policy and permit compliance
- Manages the planning, design and construction of major and minor County and Court Capital projects
 - Plans and develops the annual capital improvement budget
 - Maintains clean, safe, functional buildings, grounds and parking lots for public access and employee use
 - Performs strategic space planning
 - Develops and implements strategies for utilizing or disposing of surplus land
 - Leases County-owned property to non-County tenants

County Executive's Recommendation



Reduction Target

The General Services Agency met its reduction target by reducing \$6,788,943 in ongoing costs and adding \$745,144 in ongoing new revenue. The GSA Facilities Department reduced its overall budget by \$4,907,572 in support of meeting the Agency target. Approximately 63% of the positions slated for deletion are filled.

In striving to attain equity in position deletions, GSA proposed a higher percentage cut in CEMA-represented positions due to the recommendation that no Executive Management positions be cut at this time. GSA has fewer Executive Management positions proportionately than other support organizations under the jurisdiction of the Finance and Government Operations Committee.

GSA Facilities has reduced its budget by an additional \$897,738 due to the Court's decision to competitively bid the contract for custodial services. The deletion of 12 janitors and 3 Utility workers is in addition to GSA's target reduction.

The Facilities budget also includes an Operating Transfer of \$829,592. This transfer will allow a reduction of the balance in Fund 50 for the North County Office Remodel of the District Attorney's Office. This project was put on hold and the one-time funds will be used for District Attorney's Office salaries and benefits. It is recommended that beginning in FY 2005 the District Attorney's Office salary savings factor be increased from 1% to 2.5%.

Additionally, the County Executive is recommending a one-time Capital appropriation of \$8,620,000 in support of projects that total \$9,970,000. It is estimated that Fund 50 balance will generate \$1,350,000 in interest revenue in support of the FY 2004 Capital projects.

Recommendations for Facilities Administration

Recommendation: Delete the following positions in Facilities Administration:

FTE	Code	Class Description	Filled Vacant
1.0	B1N	Senior Management Analyst	Vacant
1.0	C29	Executive Assistant	Vacant
2.0		Total	

Total Ongoing Staff Reduction (\$150,901)
Total Ongoing Reduction in Office Expense: (\$7,233)

Impact on Services: A reduction of 1 Executive Assistant in Facilities Administration will reduce the level of secretarial support available to the Director of Facilities and other managers. Currently an employee is working out of class to support the office administration needs of the Facilities Director. With the elimination of this Executive Assistant position, office administration duties will need to be shared by other Executive Assistants that support the General Services Agency. The reduction of 1 vacant Senior Management Analyst position will reduce the potential analytical support to GSA Facilities.

Recommendations for Property Management

Recommendation: Delete the following positions in Property Management:

FTE	Code	Class Description	Vacant Filled
1.0	B1R	Associate Management Analyst B	Filled
1.0	B1N	Senior Management Analyst	Vacant
2.0		Total	

Add the following position in Property Management:

FTE	Code	Class Description
1.0	D96	Accountant Assistant
1.0		Total

Impact on Services: A reduction of 1 vacant Senior Management Analyst position and 1 filled Associate Management Analyst B position is offset by the addition of 1 Accountant Assistant and will have

minimal impact on the level of direct service that County customers are currently receiving from Property Management. The duties of the Associate Management Analyst B position will be absorbed by the newly created Accountant Assistant position, a more appropriate classification for the assigned responsibilities.

Total Ongoing Staff Reduction (\$110,115)

Recommendation: Reduce the following lease costs, utility costs for leased buildings, reimbursements and professional and specialized services in Property Management.

Description	Adjustment
Termination of Lease at 215 Devcon Drive	(\$299,000)
Move from Julian St. to Miller St.	(\$150,000)
Professional and Specialized Services	(\$21,738)
Utility Costs for Leased Buildings	(\$79,915)
Loss of Reimbursements related to leases	\$211,411
Total	(\$339,242)

Impact on Services: In two cases described below, County Departments will be relocated as a result of lease terminations. Property Management routinely involves County Department staff in all stages of relocation decisions for suitability in service delivery.

In December, 2003, the District Attorney Welfare Fraud Unit will move from 215 Devcon Drive to available space at the Social Services Montague Expressway site. The total reduction in lease costs for FY 2004 will be \$808,735. The Devcon Drive lease was budgeted partially in Property Management cost center and partially in the District Attorney cost center (3835). The amount above represents the General Fund savings derived from the Property Management portion only. The District Attorney's budget will reflect the remaining ongoing savings.

GSA Property Management will relocate operations from 333 West Julian Street to available space at 701 Miller Street. Social Services will use the vacated space at the Julian Street address and take over the lease obligation. Social Services will receive State reimbursement of \$150,000, thus reducing a General Fund obligation of \$150,000.

A reduction in Professional and Specialized Services will result in fewer resources available to complete due diligence on properties to be leased or purchased, or for services such as mold and air quality tests on existing or potential properties.

Total Ongoing Reduction (\$339,242)

Building Operations Administration & Warehouse

Reductions in Computer Hardware and Software, and small tools and equipment will result in fewer resources to purchase computer and office supplies and equipment.

Total Ongoing Reduction (\$64,290)

Custodial and Grounds Unrelated to Court Decision

Recommendation: Delete the following positions from Custodial and Grounds:

FTE	Code	Class Description	Vacant Filled
4.0	H18	Janitors unrelated to Court decision	Filled
1.0	H18	Janitors unrelated to Court decision	Vacant
1.0	H17	Utility Worker unrelated to Court decision	Filled
1.0	H17	Utility Worker unrelated to Court decision	Vacant
1.0	D06	Custodial Grounds Office Supervisor	Filled
1.0	H28	Gardener	Filled
1.0	B13	Custodial Services Manager	Filled
10.0		Total	

Impact on Services: A total of 5 janitors, 1 custodial grounds office supervisor, 1 gardener, 1 custodial services manager and 2 utility worker positions are recommended for deletion. The impact of reduced service follows:

- Vacuuming that is currently performed two days per week will be performed once a week.
- Emptying of trash receptacles will decrease from three days per week to once a week in most facilities
- Tile floors such as cafeterias and rostrums that are generally stripped and waxed once per month will now be on a regular schedule of once per quarter



- ❑ Carpet cafeteria areas that are generally deep cleaned once a month for health reasons will now be deep cleaned once each quarter. Cleaning in between the quarter will be provided on an “only as required basis.”
- ❑ Set-ups for tables and chairs or any emergency for call-ins will no longer be performed at a moments notice but Custodial and Grounds will have to respond on a case-by-case basis. In most normal cases, three days notice would be given, however with the proposed staffing reductions, a week’s notice will need to be given in order for a specific task to be performed. There may also be times when, due to reduced staffing levels, Custodial and Grounds may not be able to provide this service when needed.
- ❑ Recycling pick-up will be reduced from three days per week to once a week. Recycling totes will be placed centrally in the workspaces for mid-week self-service.

Total Ongoing Staff Reduction (\$588,489)

**Total Ongoing Equipment,
Vehicles and Supplies Reduction (\$139,980)**

In addition to the service reductions in custodial services that are directly tied to the loss of staff, the proposed reductions include the elimination of contract funds for all exterior window washing, window blinds cleaning and parking lot sweeping. In each case, work will only be performed if deemed to be absolutely necessary due to some extraordinary circumstance, not just because of an aesthetic concern. Contract funds for deep cleaning carpets in the cafeteria and in the general workplace are also proposed for elimination. Carpets that are deep cleaned once a year will now be cleaned once every two years.

Total Ongoing Reduction: (\$126,093)

Custodial and Grounds in Support of Courts

Recommendation: It is recommended that the following positions be deleted from Custodial and Grounds. These positions are directly related to a recent decision by the Court to competitively bid janitorial

services. GSA Building Operations Division, Custodial and Grounds, currently maintains eleven Court facilities, having a total area of 622,080 square feet.

FTE	Code	Class Description	Vacant Filled
12.0	H18	Janitors related to Court Decision	Filled
3.0	H17	Utility Workers related to Court Decision	Filled
15.0		Total	

A total of 12 janitor and 3 utility worker positions are being deleted as a result of a recent decision by the Court to competitively bid janitorial services rather than continuing to use County janitorial services.

Total Ongoing Staff Reduction: (\$823,332)

Total Ongoing Equipment/Supplies Reduction: (\$74,400)

Maintenance Control Center

Recommendation: A reorganization of Building Operations is recommended. The reorganization will delete the following positions from the Maintenance Control Center:

FTE	Code	Class Description	Filled Vacant
1.0	M08	Maintenance Program Manager	Filled
3.0	L52	Planner/Estimators	Filled
1.0	M42	Senior Building Systems Monitor	Filled
1.0	D09	Office Specialist III	Vacant
1.0	M04	Scheduler	Filled
7.0		Total	

The reorganization will also add the following position:

FTE	Code	Class Description
1.0	B2J	Administrative Services Manager II
1.0		Total

Impact on Services: The reduction of 1 Maintenance Program Manager, 3 Planner/Estimators, 1 Senior Building Systems Monitor, 1 Office Specialist III, 1 Scheduler and the addition of 1 Administrative Services Manager II is related to a reorganization effort necessary to mitigate the reduced service levels in the Building Operations division. The reorganization eliminates and reassigns functions of the Maintenance Control Center (MCC). The MCC was created during the 1999 reorganization of Building Operations as a

centralized point for the management of functions and activities that affect all of Building Operations. With the elimination of the Maintenance Control Center, the Building Operations manager will assume the daily management of all maintenance functions. The Administrative Services Manager will assume responsibility for fiscal management, Worker Safety, Worker Compensation functions, clerical support and Warehouse and Materials control. The planning/estimating, scheduling and design review functions will be decentralized and reassigned to supervisors in other units. The MAC room functions such as first call--appropriate routing of building problems will be reassigned to the Service Work Center

Total Ongoing Staff Reduction: (\$431,929)

Total Ongoing Equipment, Vehicles and Supplies Reduction: (\$351,341)

Add and Delete Management Position

Recommendation: An add and delete action is recommended in accordance with an agreement between the County and County Employees Management Association.

	FTE	Code	Description	Vacant Filled
Delete	1.0	M09	Maintenance Contract Manager	Vacant
Add	1.0	M43	Project Control Specialist	
	0.0		Total	

Impact on Services: The deletion of 1 Maintenance Contract Manager and the addition of 1 Project Control Specialist will not have a significant impact on services. As part of a 1999 reorganization, the County and CEMA agreed to delete two Maintenance Contract Manager positions and create two new positions at levels more appropriately placed within the new organizational structure once these positions became vacant. This add/delete action will fulfill half of the agreement. The other Maintenance Contract Manager position remains filled.

Total Ongoing Reduction: (\$2,574)

Preventive Maintenance Work Center

Recommendation: It is recommended that the following positions be deleted from the Preventive Maintenance Work Center:

FTE	Code	Description	Vacant Filled
1.0	K94	Electronic Technician	Vacant
1.0	M47	Maintenance Mechanic	Vacant
1.0	M51	Carpenter	Vacant
1.0	M51	Carpenter	Filled
1.0	M59	Electrician	Vacant
1.0	M68	Painter	Filled
1.0	M68	Painter	Vacant
1.0	M81	Refrigeration Mechanic	Vacant
8.0		Total	

Impact on Services: The reduction of 1 Electronic Technician, 1 Maintenance Mechanic, 2 Carpenters, 1 Electrician, 2 Painters, and 1 Refrigeration Mechanic from the Preventive Maintenance Work Center will result in preventive maintenance work being performed with longer time intervals between service resulting in short-term savings but possible long-term cost consequences. The service cycle times will be extended.

Total Ongoing Staff Reduction: (\$696,340)

Total Ongoing Reduction in Equipment, Vehicles and Supplies: (\$156,862)

Scheduled Work Center

Recommendation: It is recommended that the following positions be deleted from the Scheduled Work Center:

FTE	Code	Description	Vacant Filled
1.0	Z89	Carpenter	Vacant
1.0	M81	Refrigeration Mechanic	Vacant
1.0	Z89	Painter	Filled
2.0	M71	Roofers	Vacant
1.0	N31	Senior Construction Inspector	Vacant
6.0		Total	

Impact on Services: The reduction of 1 Carpenter, 1 Refrigeration Mechanic, 1 Painter, 2 Roofers and 1 Senior Construction Inspector in the Scheduled Work Center will result in longer response times to non-emergency scheduled work.

Total Ongoing Staff Reduction: (\$541,497)

Total Ongoing Reduction in Equipment, Vehicles and Supplies (\$126,004)

Service Work Center

Recommendation: it is recommended that the following positions be deleted from the Service Work Center.

FTE	Code	Description	Vacant Filled
1.0	K94	Electronic Technician	Vacant
1.0	M59	Electrician	Vacant
1.0	M83	Locksmith	Filled
1.0	M51	Carpenter	Filled
1.0	M51	Carpenter	Vacant
5.0		Total	

Impact on Services: The reduction of 1 Electronic Technician, 1 Electrician, 1 Locksmith and 2 Carpenters will result in longer response times to non-emergency service calls. The primary focus will be to continue providing immediate response and emergency response service to County owned buildings and employees. The MAC room functions of first-call, appropriate routing of service calls will be transferred to this Work Center.

Total Ongoing Staff Reduction: (\$430,033)

Total Ongoing Reduction in Equipment, Vehicles and Supplies: (\$144,158)

Fiscal Year 2004 Capital Budget

In accordance with the Board's policy regarding Capital Outlay, Capital Programs initiated the Fiscal Year 2004 Capital Budget process in July 2002 with a request for departments to submit conceptual descriptions of proposed projects. Project descriptions and analyses were evaluated and prioritized by General Services Agency Capital Programs staff and by the Administrative Capital Committee. The Finance and Government Operations Committee reviewed the priorities recommended by the Administrative Capital

Committee on two occasions, providing comments on priority and scope. The Board accepted the FGOC report on March 25, 2003, and directed the Administration to maintain the Capital budget at approximately \$14 million contingent on sufficient ending balance availability. Full detail for each of the following recommendations was distributed to each Board member as part of the Finance and Government Operations Committee distribution. Copies are available from Capital Programs.

County Executive's Recommendation

The County Executive is recommending a one-time Capital appropriation of \$8,620,000 to fund projects that total \$9,970,000. It is estimated that Fund 50 balance will generate \$1,350,000 in interest revenue in support of the FY 2004 Capital projects. The recommendation of \$9.9 million is due to a drop in available fund balance that is a result of our weak local economy.

Funding is recommended for the following projects:

FY 2004 Capital Projects

Warehouse Seismic and Remodel	\$2,000,000
Berger Drive, Bldg. 1, Seismic	\$550,000
Grease Trap Interceptor at Elmwood	\$620,000
New Water Storage Tank at the Wright Center	\$800,000
Life-Cycle Infrastructure	\$5,000,000
Security Master Plan Improvements	\$1,000,000
Total	\$9,970,000

Warehouse Seismic and Remodel Project

This project renovates the Berger Drive Warehouse to accommodate the acquisition of the Direct Recording Entry (DRE) voting equipment for the Registrar of Voters, storage needs of eight other proposed tenants, and additional work space for employees of the Registrar of Voters. The other prospective tenants of the warehouse are GSA Building Operations, Department of Revenue, Information Services Department, GSA Printing Services, Historic Archives, Valley Medical Center record storage and Agriculture and Resource Management and GSA Procurement Property Disposal.

There are three County buildings and a warehouse located at 1555 Berger Drive in San Jose. Building 2 houses the Registrar of Voters, Information Services Department, Department of Revenue and GSA Printing Services as well as other Departments. Building 3 houses GSA Building Operations. Building 1 houses Agriculture and ASAP and soon will include Vector Control. The warehouse is adjacent to Building 1.

Recently, GSA Procurement was authorized by the Board to discontinue using the warehouse to store goods for County departments and to assist departments with direct-from-supplier delivery. Consequently, warehouse space was made available to other departments. Using funds from Contingency Fund, authorized by the Board, GSA Capital Programs contracted with a warehousing consultant to evaluate the space needs of prospective tenants including the Registrar of Voters. Under a separate contract, Capital Programs performed a seismic study of the warehouse. Approximately 75% of the costs associated with this project are attributed to the needs of the Registrar of Voters to accommodate the new electronic voting system.

The scope of this project includes both design and construction costs due to the time constraints of the Registrar of Voters acquisition of equipment. Under current Board policy, funds for design and construction are to be requested in increments in order to best quantify the construction costs by having a design completed at the time construction funds are requested. However, Capital Programs, through a



consultant, has already performed a detailed study of the warehouse space utilization and upgrade costs, and has developed a fairly accurate estimate of the renovation costs. Since the Registrar of Voters will be acquiring the new voting machines in the near future, much of the warehouse upgrades need to be performed by that time. In order to expedite execution of this project, Capital Programs recommends funding design and construction at this time.

This project will include design and construction of warehouse seismic upgrades, office space and office furniture, electrical work to accommodate the electronic voting system, racks, temperature control (HVAC) upgrades, improved interior lighting, fire code upgrades, ADA upgrades, and security fencing.

Total One-time Cost: \$2,000,000

Berger Drive, Building 1 Seismic Upgrade

Approximately \$2.4 million has been appropriated for the design and remodel of space in Building 1, Berger Drive for Vector Control.

Vector Control plans to consolidate its Mountain View, Morgan Hill and Lenzen Avenue San Jose offices into a remodeled area on the second floor of Building 1 at 1555 Berger Drive., recently vacated by GSA Procurement.

The original scope included a laboratory, remodeled work stations, ADA upgrades in restrooms, fire protection upgrades, and other code-required upgrades including the addition of an elevator.

A recent seismic evaluation of Building 1 indicates that \$550,000 in upgrades will be required in order to render the building seismically safe for future occupancy. This estimate was not included in the original scope.

The recommended augmentation of \$550,000 will provide the appropriation needed to proceed with seismic upgrades. Since the warehouse is adjacent to Building 1, this seismic project will be bid together with the warehouse seismic project to gain a cost advantage.

Total One-time Cost: \$550,000

Grease Trap Interceptor at Elmwood

In order to prevent trash compactor runoff from entering the storm water system at Elmwood Correction Facility Capital Programs is proposing to install nearly 1,000 feet of sanitary sewer piping and a new grease trap interceptor basin.

Total Cost: \$620,000

New Water Storage Tank at Muriel Wright Center

In order to maintain an adequate amount of fire fighting water capacity at the Muriel Wright Center, funds are needed for the installation of a new booster pumping station, removal of the existing outdated 50,000 gallon wooden storage tank, and the installation of a new 200,000 gallon water storage tank. At the completion of this project, the water capacity will be 300,000 gallons.

The Board-authorized construction of a new Program building at the Muriel Wright Center is scheduled to be completed in June 2004. In order to be granted an occupancy permit from the Fire Marshal when the construction of that building is complete, the fire fighting water capacity needs to be 300,000 gallons.

Funds for programming and design of this project in the amount of \$150,000 were authorized from FY 2003 Unanticipated Capital Needs. The design is now underway and will be complete in the Fall of 2003. The estimated construction cost of \$800,000 is based on the cost of a very similar project in Alameda County.

Total Cost: \$800,000

Life Cycle Infrastructure Investment Program

The Life Cycle Infrastructure Investment Program focuses on protecting the County's assets in County-owned buildings and property. This project will provide funding to restore and repair the County buildings, systems, and equipment as part of deferred maintenance.

In accordance with Board direction from March 25, the original FY 2004 Infrastructure request of \$7,420,120 has been reduced to \$5,000,000.

A preliminary priority spending plan for the \$5,000,000 includes:

Proposed Project	Estimate
Main Jail South Air Handlers	\$1,000,000
Main Jail North Water System Upgrade	\$1,000,000
Elmwood Fire Alarm Renovation	\$200,000
Main Jail South Elevator Renovation	\$325,000
Elmwood Roof Repair/Replacement	\$674,000
Main Jail North Roof Repair/Replacement	\$352,000
Main Jail South Plumbing Renovation	\$200,000
Boiler Repair and Replacements	\$200,000
Other Backlog/Life Cycle	\$1,049,000
Total	\$5,000,000

There are additional identified unfunded backlog projects that total \$11.8 million.

Total One-time Cost: \$5,000,000

Security Master Plan Implementation

A Security Master Plan study is currently being finalized. Twenty-seven (27) County buildings and four (4) parking areas were evaluated for circulation controls, intrusion detection and access control. A list of needed improvements has been identified. These improvements are classified as “essential” to enhance the security and safety of County staff and assets.

Given the magnitude of the needed improvements, Capital Programs plans to request an annual appropriation in the Capital Budget for a series of years to implement the security enhancements identified. Capital Programs will submit a request for funding for individual projects under this budget item for approval pursuant to Board policy.

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

Facilities Department — Budget Unit 0263 Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
2380	Facilities Administration	15,755	599,764	599,054	526,685	(73,079)	-12
	1 General Fund	15,660	599,764	599,054	526,685	(73,079)	-12
	50 General Capital Improvements	95					
2400	GSA Building Operations	1,017,557	20,316,295	19,864,947	18,297,748	(2,018,547)	-10
2500	GSA Property Management	2,772,379	9,108,367	8,564,597	1,249,055	(7,859,312)	-86
2515	Capital Programs Division	65,052,217	30,453,978	147,571,010	19,436,633	(11,017,345)	-36
	1 General Fund	35,394,927	11,448,277	11,314,361	8,637,041	(2,811,236)	-25
	50 General Capital Improvements	29,118,676	19,005,701	136,256,649	10,799,592	(8,206,109)	-43
	51 Criminal Justice Facility	538,614					
	57 Jail Facilities Construction						
	Total Expenditures	68,857,908	60,478,404	176,599,608	39,510,121	(20,968,283)	-35%



Facilities Department — Budget Unit 0263 Revenues by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
2400	GSA Building Operations	503,985	552,909	552,909	25,000	(527,909)	-95
2500	GSA Property Management	1,571,410	1,728,004	1,728,004	1,738,502	10,498	1
2515	Capital Programs Division	66,579,510	13,913,615	37,914,295	10,799,592	(3,114,023)	-22
	1 General Fund	85,000			829,592	829,592	0
	47 Childrens Shelter Project	43					0
	50 General Capital Improvements	66,391,384	13,913,615	37,914,295	9,970,000	(3,943,615)	-28
	51 Criminal Justice Facility	10,961					0
	57 Jail Facilities Construction	92,122					0
	Total Revenues	68,654,905	16,194,528	40,195,208	12,563,094	(3,631,434)	-22%

Facilities Administration — Cost Center 2380 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	4.0	599,764	
Board Approved Adjustments During FY 2003		(710)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	114,539	
Internal Service Funds Adjustment		3,490	
Other Required Adjustments		(32,264)	0
	Subtotal	684,819	
Recommended Changes for FY 2004			
1. Delete 1 Senior Management Analyst and 1 Executive Assistant	-2.0	(150,901)	
The reduction of a Senior Management Analyst and an Executive Assistant will require duties to be redistributed.			
		(7,233)	
2. Reduction in Office Supplies			
This adjustment reduces the amount the department has available to purchase office supplies.			
	Subtotal	(158,134)	0
Total Recommendation	3.0	526,685	



GSA Building Operations — Cost Center 2400

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	258.0	20,316,295	552,909
Board Approved Adjustments During FY 2003	-9.0	(451,348)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		1,390,528	
Internal Service Funds Adjustment		(59,172)	
Other Required Adjustments		1,833,675	(527,909)
Subtotal	249.0	23,029,978	25,000
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
Fleet Reduction		(219,390)	0
General Fund ISD Services Adjustment		(525)	
1. Delete 1 Office Specialist III and 1 Maintenance Program Manager, Add 1 Administrative Ser	-1.0	(88,867)	
A reorganization and combining of two related units will result in less staffing needs.			
		(120,000)	
2. Reduce Maintenance Supplies		(120,000)	
A reduction in structural maintenance supplies is associated with the reduction in Building Operations staff.			
3. Reduce Professional and Specialized Services		(13,581)	
This reduction in Professional and Specialized services will reduce the amount of private sector assistance to Building Operations.			
4. Delete 1 Maintenance Contract Manager, 1 Scheduler, and 3 Planner/Estimators	-5.0	(496,047)	
As part of Building Operations 1999 reorganization, the County and CEMA agreed to add/delete two filled Maintenance Contract Manager positions to positions at levels more appropriately placed within the new organizational structure once the filled positions became vacant. This partially accomplishes the agreement. A Project Control Specialist will be added in IC 2471 to offset this reduction.			
		(133,238)	
5. Reduce Maintenance Supplies		(133,238)	
A reduction in building maintenance supplies is associated with a reduction in Building Operations staff.			
6. Reduce Contract Services		(52,200)	
This reduction in Contract Services will result in less outside vendor assistance with projects.			
7. Delete 1 Senior Building Systems Monitor	-1.0	(72,708)	
The reduction of 1 Senior Building Systems Monitor will require redistribution of workload.			
8. Reduce Small Tools and Equipment		(8,607)	
This reduction will reduce the amount available for the purchase of small tools and equipment for Building Operations- Warehouse Division.			
9. Reduce Small Tools and Equipment		(2,900)	
This adjustment will reduce the amount available to purchase small tools and equipment.			
10. Reduce Services and Supplies		(580)	
This reduces the amount available to purchase services and supplies.			
11. Delete 2 Carpenters and 2 Painters	-4.0	(351,948)	
The reduction of 2 Carpenters and 2 Painters from the Preventive Maintenance Unit will result in reduced preventive maintenance work being performed.			
		(29,045)	
12. Reduce Supplies to Maintain Buildings		(29,045)	
The reduction in supplies to maintain buildings is associated with the reduction in staff.			
13. Reduce Services and Supplies		(580)	
This reduces the amount available for services and supplies.			



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

	Positions	Appropriations	Revenues
14. Reduce supplies to maintain buildings. This reduction in building maintenance supplies is associated with the reduction in staff.		(29,045)	
15. Reduce Services and Supplies This reduces the amount available to purchase services and supplies for building maintenance.		(580)	
16. Delete 1 Vacant Refrigeration Mechanic The reduction of 1 vacant Refrigeration Mechanic will not impact current scheduling of HVAC work.	-1.0	(97,623)	
17. Reduce building supplies This reduction in building maintenance supplies is associated with a reduction in staff.		(29,045)	
18. Reduce Services and Supplies This adjustment reduces the amount available for the purchase of services and supplies for the maintenance of buildings and is associated with a reduction in staff.		(580)	
19. Reduce Building Maintenance Supplies This adjustment reduces the amount available to purchase building maintenance supplies and is associated with a reduction in Building Operations staff.		(23,993)	
20. Delete 1 Electronic Technician and 1 Refrigeration Mechanic The reduction of 1 Electronic Technician and 1 Maintenance Mechanic II will result in reduced preventive maintenance efforts.	-2.0	(149,136)	
21. Reduce supplies to maintain buildings This reduction in building supplies to maintain buildings is associated with a reduction in staff.		(29,046)	
22. Reduce Services and Supplies This adjustment reduces the amount available to purchase services and supplies for building maintenance and is associated with a reduction in staff.		(580)	
23. Reduce Small Tools and Equipment This adjustment reduces the amount available to purchase small tools and equipment.		(2,608)	
24. Delete 1 Carpenter, 1 Painter, 2 Roofers and 1 Senior Construction Inspector from the Sche A reduction of 1 Carpenter, 1 Painter, 2 Roofers, and a Senior Construction Inspector from the Scheduled Work Center will result in longer response times to scheduled work.	-5.0	(443,868)	
25. Reduce Building Maintenance Supplies This adjustment reduces the amount available to purchase supplies needed to maintain buildings and is associated with a reduction in staff.		(44,796)	
26. Delete 1 Electrician and 1 Refrigeration Mechanic The reduction of an Electrician and a Refrigeration Mechanic will result in longer response times to scheduled work on building systems.	-2.0	(195,246)	
27. Reduce Building Maintenance Supplies This adjustment reduces the amount available to purchase building maintenance supplies and is associated with a reduction in staff.		(44,796)	
28. Reduce Building Maintenance Supplies This adjustment reduces the amount available to purchase building maintenance supplies and is associated with a reduction in staff.		(23,992)	
29. Reduce Professional and Specialized Services This adjustment reduces the amount available for assistance from the private sector.		(360)	
30. Reduce Small Tools and Equipment This adjustment reduces the amount available to purchase Small Tools and Equipment for Building Operations.		(2,608)	



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

	Positions	Appropriations	Revenues
31. Delete 2 Carpenter Positions and 1 Locksmith Position A reduction of 2 Carpenter positions and 1 Locksmith position will result longer response times to service calls.	-3.0	(263,961)	
32. Reduce Building Maintenance Supplies This adjustment reduces the amount available for building maintenance supplies and is associated with a reduction in Building Operations staff.		(23,993)	
33. Delete 1 vacant Electrician and 1 vacant Electronic Technician The reduction of 1 vacant Electronic Technician position and 1 vacant Electrician position will result in no changes in current response times to service calls. Both positions are vacant.	-2.0	(166,071)	
34. Reduce Building Maintenance Supplies This adjustment reduces the amount available to purchase supplies for building repairs and is associated with a reduction in Building Operations staff.		(23,993)	
35. Delete 1 Custodial and Grounds Office Supervisor The deletion of 1 Custodial Grounds Office Supervisor will result in less administrative support for the Custodial and Grounds Unit.	-1.0	(69,792)	
36. Reduce Building Maintenance Supplies This adjustment reduces the amount available to purchase building maintenance supplies.		(3,000)	
37. Reduce Professional and Specialized Services This adjustment reduces the amount available to purchase private sector assistance.		(58,156)	
38. Reduce Small Tools and Equipment This adjustment reduces the amount available to purchase small tools and equipment for the maintenance of buildings.		(2,532)	
39. Delete 2 Utility Workers The reduction of 2 Utility Workers will result in less general support such as setting up tables and chairs for special events and general groundskeeping work.	-2.0	(103,416)	
40. Reduce Building Maintenance Supplies This adjustment reduces the amount available to purchase building maintenance supplies.		(32,000)	
41. Delete 3 Utility Workers and Associated Supplies and Equipment The deletion of 3 Utility Worker positions and associated equipment costs is necessary due to the Court's decision to go out to bid for janitorial services.	-3.0	(198,572)	
42. Delete 5 Janitor Positions and 1 Custodial Services Manager The reduction of 5 Janitors and 1 Custodial Services Manager will result in less janitorial service.	-6.0	(351,837)	
43. Reduce Building Maintenance Supplies This adjustment reduces the amount available to purchase supplies needed for janitorial services.		(20,928)	



GSA Building Operations — Cost Center 2400

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
44. Delete 12 Janitor Positions and Associated Supply Costs	-12.0	(699,160)	
The deletion of 12 janitor positions and associated costs for cleaning supplies and equipment is necessary due to the Court's decision to go out to bid for janitorial service.			
45. Delete 1 Gardener Position	-1.0	(63,444)	
The deletion of 1 Gardener position will result in less frequent groundskeeping services.			
46. Add 1 Project Control Specialist	1.0	96,989	
As part of Building Operations' 1999 reorganization, the County and CEMA agreed to add/delete two filled Maintenance Contract Manger positions to positions at levels more appropriately placed within the new organizational structure once the filled positions became vacant. This action partially fulfills the agreement.			
47. Reduce Small Tools and Equipment		(40,246)	
These reductions will reduce the amount available to Building Operations Administration for the purchase of computer hardware, software, and small tools and equipment.			
Subtotal	-50.0	(4,725,372)	0
Total Recommendation	199.0	18,297,748	25,000

GSA Property Management — Cost Center 2500

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	7.0	9,108,367	1,728,004
Board Approved Adjustments During FY 2003		(543,770)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		64,250	
Internal Service Funds Adjustment		(4,363,858)	
Other Required Adjustments		(2,566,577)	10,498
Subtotal	7.0	1,698,412	1,738,502
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
Lease Increase		(170,819)	0
REACT Task Force Lease Reduction		34,507	
Welfare Fraud: Devcon Lease Reduction		299,232	
1. Delete 1 Associate Management Analyst, 1 Senior Management Analyst and Add 1 Accountant As	-1.0	(110,115)	
The deletion of a Senior Management Analyst and an Associate Management Analyst position will result in a redistribution of workload. The addition of an Accountant Assistant position will perform accounting support for Property Management.			
2. Reduce Professional and Specialized Services		(101,653)	
This reduction in Professional and Specialized Services will reduce the amount of outside vendor assistance for Property Management.			
3. Reduce Leases		(449,000)	
The move of Property Management from Julian Street to Miller Street Building will have a net General Fund reduction of \$150,000. The move of Welfare Fraud from Devcon to Julian in December, 2003, will result in a General Fund decrease of \$299,000.			
4. Reduce Reimbursement to Property Management		48,491	
This reduction in reimbursement to Property Management is related to a termination of a lease at Moffett Field by SSA.			
Subtotal	-1.0	(449,266)	0
Total Recommendation	6.0	1,249,055	1,738,502



Capital Programs Division — Cost Center 2515

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	33.0	11,448,277	
Board Approved Adjustments During FY 2003	-1.0	(133,916)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	223,613	
Internal Service Funds Adjustment		(11,854,599)	
Other Required Adjustments		333,691	0
Subtotal	31.0	17,066	
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
Capital Appropriation		8,620,000	0
General Fund ISD Services Adjustment		(25)	
Transfer from Fund 50 to General Fund			829,592
Subtotal	0.0	8,619,975	829,592
Fund Subtotal	31.0	8,637,041	829,592
General Capital Improvements (Fund Number 0050)			
FY 2003 Approved Budget		19,005,701	13,913,615
Board Approved Adjustments During FY 2003		117,250,948	24,000,680
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		(4,121,701)	(11,884,000)
Other Required Adjustments		(132,134,948)	(26,030,295)
Subtotal			
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
Capital Appropriation		0	8,620,000
Transfer from Fund 50 to General Fund		829,592	
1. Fund 50 Interest Revenue			1,350,000
The interest generated in Fund 50 Capital Fund is used as revenue to support Capital projects. It is estimated that Fund 50 will generate \$1,350,000 in FY 2004.			
2. Life Cycle Infrastructure Investment Program		5,000,000	
The life cycle infrastructure investment program provides funding to restore and maintain the quality of the County's facilities, building systems and equipment over the life of the buildings.			
3. Warehouse Seismic and Remodel		2,000,000	
This provides \$1,728,000 for non-County-labor costs and \$272,000 for County labor costs to seismically retrofit and remodel the Berger Drive Warehouse.			



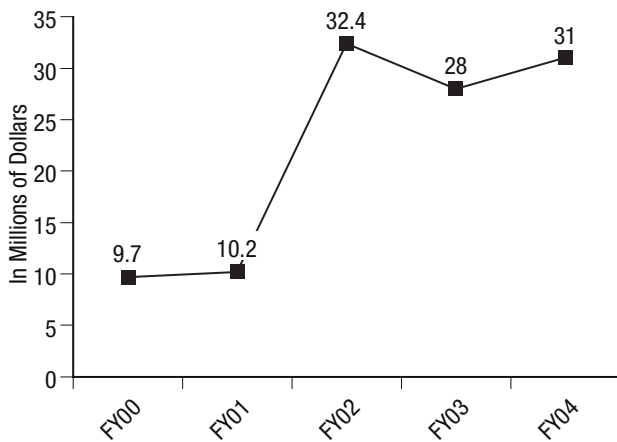
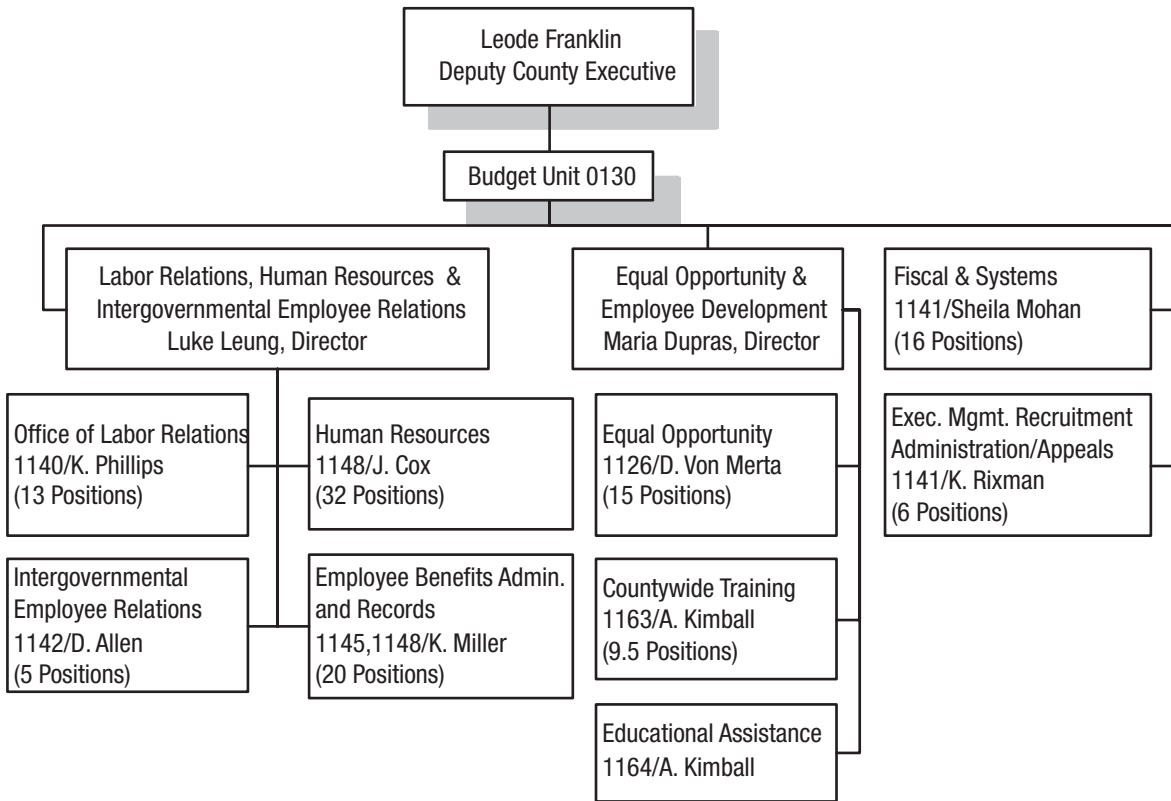
Capital Programs Division — Cost Center 2515
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
4. Berger Drive Bldg. 1 Seismic Upgrade		550,000	
This provides \$474,000 for non-County-labor costs and \$76,000 for County labor costs to seismically retrofit Building 1 (adjacent to the Warehouse) at 1555 Berger Drive.			
5. Grease Trap Interceptor at Elmwood		620,000	
This provides \$535,000 for non-County-labor costs and \$85,000 for County labor costs associated with the project to install a grease trap interceptor at Elmwood Correctional Facility.			
6. New Water Storage Tankk at the Wright Center		800,000	
This provides \$735,000 for non-County-labor costs and \$65,000 for County labor costs associated with a project to install a new water storage tank at the Wright Center.			
7. Security Master Plan Implementation		1,000,000	
This appropriation will fund the partial implementation of the Security Master Plan.			
	Subtotal	0.0	10,799,592
	Fund Subtotal	0.0	10,799,592
Total Recommendation	31.0	19,436,633	10,799,592



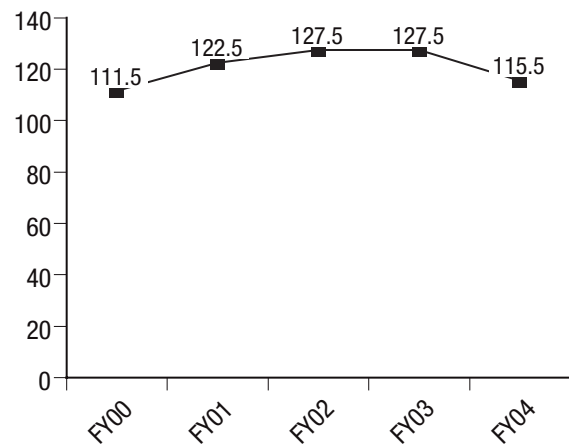
Human Resources, Labor Relations, and Equal Opportunity & Employee Development

Section 1: Finance & Government Operations



Appropriation Trend

The increase in FY 2002 was the result of a change in government accounting standards, requiring the County to budget previously unbudgeted trust funds for life insurance, long-term disability and dental insurance. Clarification of the accounting standard returned the long-term disability and supplemental life insurance programs to trust fund status in FY 2003.



Staffing Trend



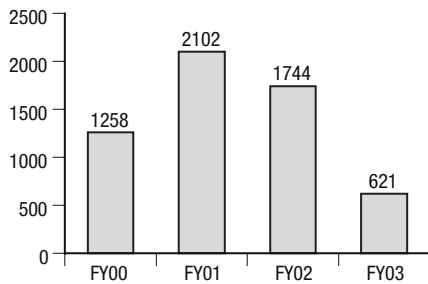
Public Purpose

- ➔ **Promote a productive, skillful and diverse workforce to assure effective and efficient services for County residents**

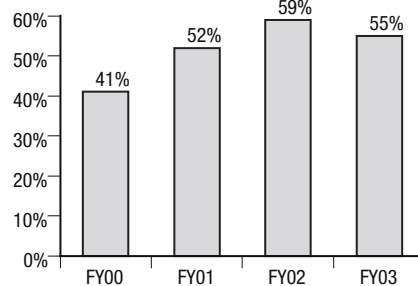


Desired Results

Recruit quality candidates for County positions by conducting highly strategic, comprehensive and timely recruitments, and securing the appointment of highly competent and skilled candidates to the appropriate positions.



Number of Employees Hired from Certification Lists



Lists Established within 90 Days

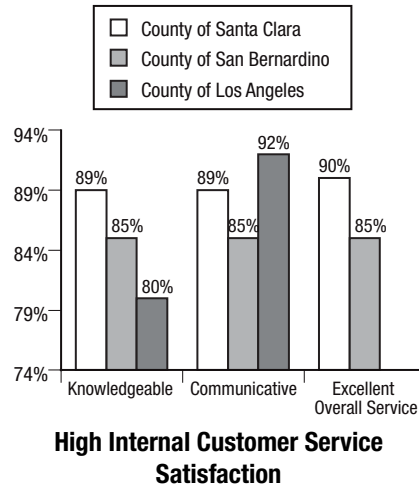
Note: Customer Service Surveys: Customer Service Surveys are now being rolled out for all Human Resources functions. Of the surveys collected from December 2002 through February 2003, all respondents agreed or strongly agreed that staff were professional, knowledgeable, prompt, courteous, communicated effectively and that the overall service was good. They also agreed that customer questions and concerns were addressed, or if not addressed, that staff provided an explanation and suitable alternatives.

One of the goals of Human Resources is to establish an eligibility list ninety days from the date requested by the hiring manager, This chart demonstrates when we were successful in reaching that objective. Factors involved in creating the list include: length of time the bulletin remains open, test development, type and number of tests administered, number of applicants, and priorities established by the requesting department.

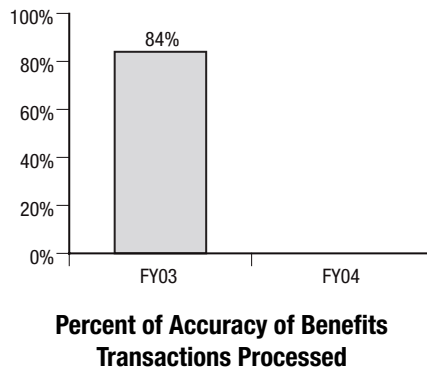
Note: Data for FY03 was collected through February 2003, The information displayed in the graphs projects these numbers through June 2003



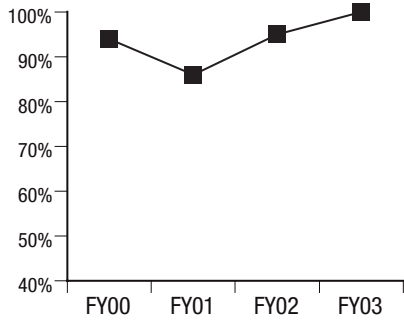
Achieve high internal customer service satisfaction in the provision of services including conducting successful recruitments and placements; facilitating transitional assistance (i.e. temporary housing) to newly appointed Executive Managers; and completing the annual comprehensive salary and benefit survey.



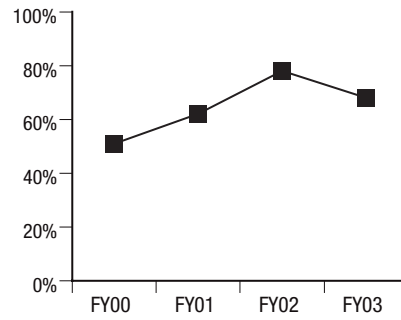
Proper administration of a full range of benefits to employees, retirees and dependents through timely and accurate processing of benefit transactions and by providing training programs about benefits to employees and retirees.



Maintain productive employer-employee relationships in the County through timely completion of labor contract negotiations; timely and accurate implementation of labor contract provisions; effective implementation of policies and procedures affecting terms and conditions of employment; constructive communication between the County, employees and bargaining units; reduction of grievances; and consistent application of progressive disciplinary actions that are aligned with internal and external requirements.



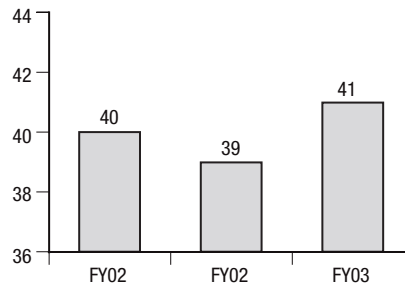
Labor Contract Negotiations Completed



Disposition of Discipline Appeals

Percent of all appealed cases that were withdrawn, settled, or were decided by the Personnel Board during the fiscal year against all appeals outstanding at the beginning of the fiscal year and appealed during the fiscal year.

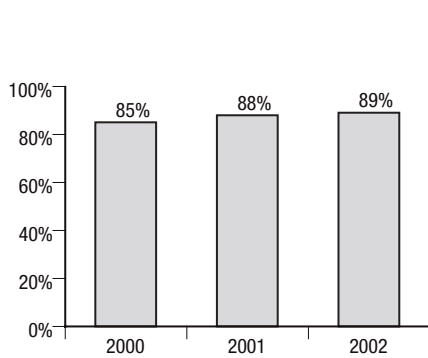
Achieve economies of intergovernmental employee relations service delivery by enhancing advisory and consultation service delivery to Bay Area public entities through the increased use of technologies and expansion of the customer base.



Growth in number of JPA members

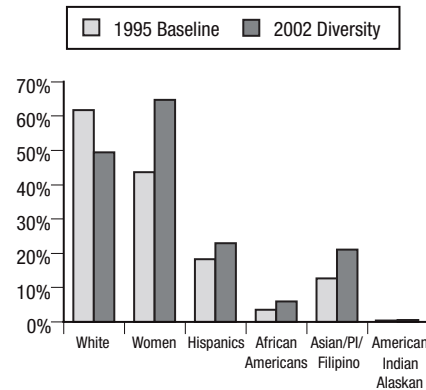


Maintain a harassment and discrimination-free working environment by complying with County Equal Opportunity Policies and related laws; creating, maintaining and supporting a diverse workforce, and ensuring equitable access to County employment and program services.



Percentage of Complaints Compared to Employee Population

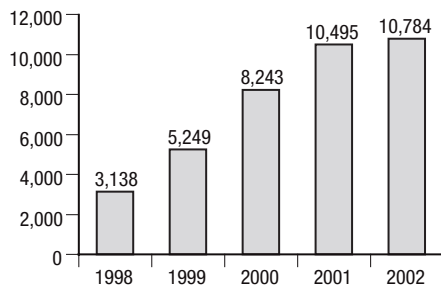
Through prevention training efforts and early intervention/resolution of issues, maintain the percentage of complaints at under 1% of employee population.



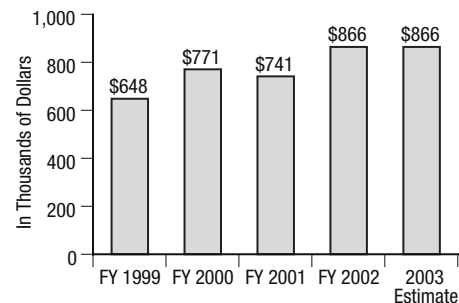
Change in Diversity of Workforce

Through Diversity Program efforts and Equal Opportunity Plan Activities, maintain or increase the diversity of the County Workforce in comparison to 1995 baseline.

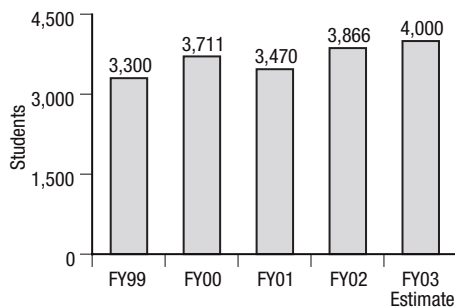
Develop employees by offering courses and training in interpersonal, management and technical skills, administering the Education Assistance funds and coordinating on-site degree programs.



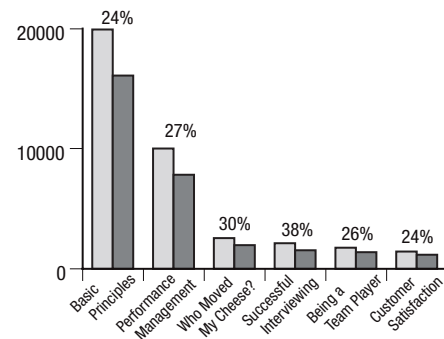
Confirmed Participants in County-Wide Training



Education Assistance Paid to Employees



Education Assistance Program Participants



Increase Percentage (%) of Learning Pre/Post Evaluation



Description of Major Services

Recruitment & Classification Services

Human Resources provides a full range of services associated with the recruitment and hiring of employees. Major services include:

- Employs a variety of methods and strategies to recruit quality candidates, including participation in job fairs, advertisement in targeted newspapers/publications and the Internet, linkage with educational institutions, and the seeking of input from departments. The department is presently working on improving electronic job application capabilities.
- Conducts the examination process based on department input and established job specifications, and establishes eligible lists.
- Maintains the Countywide position classification plan by conducting classification and reallocation studies and providing organizational guidance to departments.
- Conducts the annual executive management salary and benefit survey to determine whether our executive management benefits and salaries are competitive.
- Provides transitional services for newly hired executive managers including relocation assistance and other services.

Employee Benefits Services

Employee Benefits Services administers a full range of benefit programs from initial hire through retirement for employees, retirees and their families. Major services include:

- Administers health, dental, life, vision, and optional insurance programs.
- Provides administration and coordination services for Deferred Compensation, EcoPass Program, Labor/Management Health Care Cost Containment Committee and Disability Retirement.
- Analyzes employee benefit enrollment trends, and provides information and training to employees and retirees in order to maximize their usage of benefits.

- Negotiates premium rates and contracts with all benefit plan providers.
- Provides leadership to 15 County decentralized Employee Services Centers regarding benefit eligibility, implementation of mandated changes and labor-negotiated benefit programs.
- Administers the full range of retiree medical benefit programs for retirees and their survivors.

Other Human Resources Services

- Processes and provides County-wide leadership and support to County decentralized Employee Services Centers in regard to the processing of HR-related transactions including new hires, promotions and transfers, as well as the correct application of Merit System Rules.
- Maintains and updates the County-wide Human Resource and Payroll System (HaRP) in regard to salary and ordinance tables, position control, benefit provisions, and security access oversight. ESA HR in partnership with the Finance Agency and the Information Systems Department, also participates in the implementation of system enhancements and business process reengineering.

Labor Relations Services

The Office of Labor Relations is responsible for the collective bargaining process between the County and 24 bargaining units represented by 17 labor organizations representing approximately 16,000 County employees. It is also responsible for representation issues with 2 additional bargaining units representing approximately 255 Santa Clara County Fire District employees and approximately 2,800 In-Home Support Services (IHSS) Public Authority employees. Major services include:

- Negotiates labor contracts on behalf of the Board of Supervisors with Unions and Associations representing County employees.
- Monitors the implementation of labor agreements to ensure provisions are implemented in an accurate and timely manner.
- Provides guidance and advice to departments regarding disciplinary matters and dispute resolution.



- ❑ Represents the County at hearings on appeals of disciplinary actions and grievance arbitration hearings.
- ❑ Provides guidance to County departments on Department of Transportation (DOT) requirements on alcohol and drug testing for certain County classifications.
- ❑ Develops or assists in developing policies and information on laws and ordinances affecting employment issues (such as family and medical leave), and on Countywide and department policies affecting employees and other issues.
- ❑ Reviews, investigates, tracks and disposes all complaints of discrimination/harassment filed by County employees.
- ❑ Conducts outreach to disadvantaged businesses to enhance participation in County contracting opportunities pursuant with County policy.
- ❑ Plans and implements "Unity in Diversity" activities in partnership with the Board of Supervisors' offices, Human Relations Office, and Employee Development to promote diversity as a positive value in the community.
- ❑ Coordinates the placements of disabled individuals under the Special Qualifications Worker (SQW) Program.

Intergovernmental Employee Relations Services

Intergovernmental Employee Relations provides advisory and consultation services to 40 member public agencies under a joint powers agreement (JPA). Major services include:

- ❑ Provides salary, benefit and contractual information to member agencies through the use of database and web site.
- ❑ Conducts compensation surveys and classification studies for JPA members as well as non-members.

Equal Opportunity Services

Equal Opportunity is responsible to provide Countywide leadership in advancing the goals of equal opportunity, equal access and diversity. Major services include:

- ❑ Develops and provides training in the areas of discrimination and sexual harassment prevention, Americans with Disability Act (ADA), Equal Opportunity and Diversity.
- ❑ Develops, implements and administers County policies, guidelines and procedures to comply with federal and State laws and regulations in the areas of reasonable job accommodation, Equal Opportunity Plan and Discrimination and Harassment Prevention.
- ❑ Provides guidance and assistance to County management in resolving EEO/Diversity, employee conflicts and other related issues.
- ❑ Provides guidance to employees in resolving workplace issues.

Training Services

Employee Development serves as the central provider and resource for the County's training needs. Employee Development provides the following required and optional training programs:

- ❑ **Leadership Seminar Series Program.** This is required training for all supervisory and managerial employees. The training program includes core classes covering Basic Principles, Performance Management, and Sexual Harassment Prevention and additionally, six courses from the Employee Development section of the CountyWise catalog.
- ❑ **Working Together Workshop Program.** This highly recommended training program for all line staff follows the pattern of the core classes in Leadership Program as well as four courses from the Employee Development section of the CountyWise catalog.
- ❑ **County Wise Employee Development Courses.** Training is provided through staff trainers and contracts with local vendors covering a variety of professional development and computer skill courses available during work hours to employees through a catalog published three times per year.
- ❑ **New Employee Orientation.** This is a one-half day course mandatory for all newly hired employees.
- ❑ **Departmental Training.** Employee development courses tailored for departments.

Employee Development also provides training coordination and administration for the following:

- ❑ **Education Assistance Program.** An education reimbursement program providing monetary support to employees who participate in education-related professional events and associations with professional organizations in accordance with labor agreement provisions.
- ❑ **CountyWise Coordinated Classes.** Using the CountyWise catalog as a venue, other departments offer courses to County employees covering a variety of topics.
- ❑ **Accelerated Associate Degree Program.** San Jose City and Evergreen colleges offer onsite classes tailored for working adults through coordination with Employee Development.

Special Employee Services

Employee Development also provides the following special services to employees in crisis and their survivors to demonstrate the values of the County to employees.

- ❑ **Vacation Donation.** A process through which employees may donate their vacation hours to an employee prevented from working by a critical life incident.
- ❑ **Precautionary Retirement.** This is the filing of retirement paperwork that will allow an employee's (qualified) survivor to complete the retirement process after the employee's death.
- ❑ **Critical Incident Stress Debriefing.** Meetings coordinated by the Special Personnel Program in Employee Development to serve groups of employees that have experienced a trauma or loss.

County Executive's Recommendation

The Employee Services Agency Human Resources, Labor Relations and Equal Opportunity and Employee Development Department was given a reduction target of \$1,776,368. The Agency is also using solutions generated by ESA - Risk Management to contribute to reaching their reduction target. Though most of the Risk Management budget is considered non-general fund, much of the financing for these programs comes from general fund sources. At an overall Agency level Employee Services was able to meet its target.

Staff Reductions

Recommendation: Delete the following 11.0 FTE in the Employee Services Agency:

FTE	Code	Class Descriptions	Vacant/Filled
1.0	Q07	Program Manager I (U)	Filled
3.0	B1D	Management Analyst - ACE	Filled
1.0	B1B	Assoc. Mgt. Analyst A - ACE	Filled
1.0	D67	Supv. Personnel Svcs. Clerk	Filled
3.0	D5D	HR Assistant II	Filled
1.0	Q1A	HR Assistant I (U)	Vacant
1.0	X14	Office Specialist I - ACE	Vacant
11.0		Total Deletions	

Impact on Service: The department plans to redistribute most of the work to existing staff. The areas that could experience the most impact are the Records unit and Executive Recruitment.

The Records division is deleting 4.0 FTE. This reduction will impact the centralized auditing of personnel transactions for accuracy. This function will be transferred to Department Service Centers which will now be responsible to ensure accuracy and quality.

The deletion of 1.0 FTE in Executive Recruitment may limit the ability of the unit to conduct comprehensive Executive Management Salary and Benefit surveys. Service levels to departments may be impacted depending on the number of executive hires required over the next twelve months.

In Personnel Operations, there are 2.0 Unclassified FTEs proposed for deletion. These two positions support the Human Resources Information Management Systems Project, which is streamlining the application process through electronic filing and submitting. Though the deletion of unclassified positions are usually not considered ongoing



reductions, these positions will be considered ongoing due to their ongoing funding source. The remainder of the project will be completed with existing staff.

Total Ongoing Reduction: (\$855,605)

Reduce Funding for Recruitment and Retention

Recommendation: Reduce \$496,000 in appropriations for Recruitment and Retention services.

Impact on Service: The reduction in recruitment and retention strategy services and activities is based on the tasks and projects that have already been completed. After the reassessment of the ongoing needs and trends in this area, it was determined that the resources allocated to this important function could be reduced considering the difficult financial situation the county is facing.

Total Ongoing Reduction: (\$496,000)

Reduce ISD Services

Recommendation: Reduce funds for services from the Information Services Department by \$93,750.

Impact on Service: ESA budgets funds for the Human Resources Payroll System (HaRP) and for website support services.

Website support will be shifted to ESA staff who will update their own web content. HaRP support consists of five dedicated positions in ISD that ensure the

reliability and accuracy of this system. After a workload projection and priority assessment was done, the department determined that the services of a software engineer assigned to HaRP would no longer be needed. This position is shared equally with the Finance Agency and their HaRP support services. The reduction is taken at half the cost that ISD charges for services and the other half will be part of the Finance Agency's reduction plan.

Total Ongoing Reduction: (\$93,750)

Reduce Services and Supplies

Recommendation: Reduce Services and Supplies in various areas by \$58,824.

Impact on Service: Funds will be reduced in the following areas based on proposed utilization. These relatively small reductions will impact the departments flexibility and ability to respond to departmental needs.

Cost Center	Description	Amount
1148	Funding for Consultant Services	(\$6,500)
1148	Funding for Education and Training	(\$5,479)
1148	Funding for Internet Job Advertising	(\$13,200)
1148	Funding for Service Maintenance	(\$5,800)
1163	Funding for Countywide Classes	(\$10,000)
1126	Funding for Hands On Contract	(\$5,545)
1141	Funding for Education Expense	(\$2,800)
1141	Funding for Training	(\$9,500)
	Total Reduction	(\$58,824)

Total Ongoing Reduction: (\$58,824)

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

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
1126	Equal Opportunity Division	1,028,282	985,101	1,133,152	1,132,632	147,531	15
1127	Life Insurance Program	704,294	895,900	895,900	900,862	4,962	1
1129	Delta Dental Insurance Program	14,730,097	15,823,585	17,823,585	19,341,042	3,517,457	22
1140	Labor Relations Administration	824,007	1,019,358	1,018,506	1,161,938	142,580	14
1141	Agency Administration	984,807	1,024,293	1,081,348	963,734	(60,558)	-6
1142	Intergovernmental Employee Relations	464,843	477,462	477,107	454,795	(22,666)	-5
1145	County Employee Benefits	323,265	512,685	581,558	523,827	11,142	2
1148	Personnel Operations	4,415,208	5,071,925	5,957,025	4,131,559	(940,365)	-19
1163	Countywide Training Programs	882,847	1,178,310	1,547,678	1,301,146	122,836	10
1164	Training Administrative Support	998,120	980,591	980,591	1,045,068	64,477	7
Total Expenditures		25,355,770	27,969,210	31,496,450	30,956,606	2,987,396	11%

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

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
1126	Equal Opportunity Division	1,020					0
1127	Life Insurance Program	1,158,816	46,332	46,332	12,465	(33,867)	-73
1129	Delta Dental Insurance Program	15,706,734	15,574,469	15,574,469	19,985,173	4,410,704	28
1140	Labor Relations Administration	7,612					0
1141	Agency Administration	207					0
1142	Intergovernmental Employee Relations	365,379	364,241	391,243	377,202	12,961	4
1145	County Employee Benefits	25,683	8,525	114,025	126,298	117,773	1,382
1148	Personnel Operations	2,176					0
1163	Countywide Training Programs						0
1164	Training Administrative Support	1,293					0
Total Revenues		17,268,920	15,993,567	16,126,069	20,501,138	4,507,571	28%



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

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	14.5	985,101	
Board Approved Adjustments During FY 2003		148,051	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		57,183	
Internal Service Funds Adjustment		95,138	
Other Required Adjustments		(147,277)	0
Subtotal	14.5	1,138,195	
Recommended Changes for FY 2004			
Internal Service Fund Adjustments		—	—
General Fund ISD Services Adjustment		(18)	0
1. Reduce Services and Supplies		(5,545)	
The County Executive recommends the reduction of contract services to achieve the department's budget reduction target (\$5,545).			
Subtotal	0.0	(5,563)	0
Fund Subtotal	14.5	1,132,632	0
Total Recommendation	14.5	1,132,632	

Life Insurance Program — Cost Center 1127 Major Changes to the Budget

	Positions	Appropriations	Revenues
County Life Insurance Plan ISF (Fund Number 0280)			
FY 2003 Approved Budget		895,900	46,332
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		2,431	
Other Required Adjustments		2,531	(33,867)
Subtotal		900,862	12,465
Recommended Changes for FY 2004			
Total Recommendation		900,862	12,465

Delta Dental Insurance Program — Cost Center 1129 Major Changes to the Budget

	Positions	Appropriations	Revenues
CA Delta Dental Service Plan ISF (Fund Number 0282)			
FY 2003 Approved Budget		15,823,585	15,574,469
Board Approved Adjustments During FY 2003		2,000,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		(3,844)	
Other Required Adjustments		1,521,301	4,410,704
Subtotal		19,341,042	19,985,173
Recommended Changes for FY 2004			
Total Recommendation		19,341,042	19,985,173



Labor Relations Administration — Cost Center 1140

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	13.0	1,019,358	
Board Approved Adjustments During FY 2003		(852)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		124,588	
Internal Service Funds Adjustment		(19,859)	
Other Required Adjustments		38,940	0
Subtotal	13.0	1,162,175	
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
General Fund ISD Services Adjustment		(237)	0
Subtotal	0.0	(237)	0
Total Recommendation	13.0	1,161,938	

Agency Administration — Cost Center 1141

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	23.0	1,024,293	
Board Approved Adjustments During FY 2003		57,055	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		190,108	
Internal Service Funds Adjustment		(172,431)	
Other Required Adjustments		(50,212)	0
Subtotal	23.0	1,048,812	
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
General Fund ISD Services Adjustment		(379)	0
		(12,300)	
1. Reduce Services and Supplies			
The County Executive recommends the following reductions to achieve the department's budget reduction target:			
◆ Reduce education funding (\$2,800)			
◆ Reduce training funding (\$9,500)			
	-1.0	(72,399)	
2. Delete 1.0 FTE			
The County Executive recommends the deletion 1.0 FTE Associate Management Analyst A - ACE (B1B) to achieve the budget reduction target.			
Subtotal	-1.0	(85,078)	0
Total Recommendation	22.0	963,734	



Intergovernmental Employee Relations — Cost Center 1142

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	5.0	477,462	364,241
Board Approved Adjustments During FY 2003		(355)	27,002
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		(19,180)	
Internal Service Funds Adjustment		(16,847)	
Other Required Adjustments		14,611	(14,041)
Subtotal	5.0	455,691	377,202
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
General Fund ISD Services Adjustment		(76)	0
Increase DBA/Reduce Website Support		(820)	
Subtotal	0.0	(896)	0
Total Recommendation	5.0	454,795	377,202

County Employee Benefits — Cost Center 1145

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	16.0	512,685	8,525
Board Approved Adjustments During FY 2003		68,873	105,500
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		(46,326)	
Internal Service Funds Adjustment		41,125	
Other Required Adjustments		101,106	12,273
Subtotal	16.0	677,463	126,298
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
General Fund ISD Services Adjustment		31	0
Increase System Support Related to ASAP Work		2,001	
1. Delete 2.0 FTE	-2.0	(155,668)	
The County Executive recommends the deletion of the following positions to achieve the budget reduction target:			
◆ Delete 1.0 FTE Human Resources Assistant I (D6D)			
◆ Delete 1.0 FTE Management Analyst - ACE (B1D)			
Subtotal	-2.0	(153,636)	0
Total Recommendation	14.0	523,827	126,298



Personnel Operations — Cost Center 1148

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	46.0	5,071,925	
Board Approved Adjustments During FY 2003		885,100	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(60,517)	
Internal Service Funds Adjustment		(104,505)	
Other Required Adjustments		(592,263)	0
Subtotal	45.0	5,199,739	
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
General Fund ISD Services Adjustment		(1,099)	0
Reduce Support for Payroll Maintenance and Website		(78,564)	
1. Delete 8.0 FTE	-8.0	(627,538)	
The County Executive recommends the deletion of the following positions to achieve the budget reduction target:			
◆ Delete 1.0 FTE Program Manager II - U (B3T)			
◆ Delete 2.0 FTE Human Resources Assistant II (D5D)			
◆ Delete 1.0 FTE Human Resources Assistant II - U (Q1A)			
◆ Delete 2.0 FTE Management Analyst - ACE (B1D)			
◆ Delete 1.0 FTE Supervising Personnel Services Clerk (D67)			
◆ Delete 1.0 FTE Office Specialist - ACE (X14)			
(65,979)			
2. Reduce Services and Supplies			
The County Executive recommends the following reductions to achieve the department's budget reduction target:			
◆ Reduce consultant services funding (\$6,500)			
◆ Reduce education and training funding (\$5,479)			
◆ Reduce electronic job advertisement contract funding (\$13,200)			
◆ Reduce service maintenance funding (\$5,800)			
(295,000)			
3. Reduce Recruitment and Retention Funding			
The County Executive recommends the reduction of the Recruitment and Retention strategy services funding.			
Subtotal	-8.0	(1,068,180)	0
Total Recommendation	37.0	4,131,559	



Countywide Training Programs — Cost Center 1163

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	10.0	1,178,310	
Board Approved Adjustments During FY 2003		369,368	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		26,426	
Internal Service Funds Adjustment		263,732	
Other Required Adjustments		(344,496)	0
Subtotal	10.0	1,493,339	
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
General Fund ISD Services Adjustment		174	0
Reduce Website Support		(16,367)	
		(10,000)	
1. Reduction in Services and Supplies			
The County Executive recommends the reduction of reimbursement to Wellness for Countywide Classes.			
		(166,000)	
2. Reduce Services and Supplies			
The County Executive recommends the reduction of the Recruitment and Retention strategy services funding.			
Subtotal	0.0	(192,193)	0
Total Recommendation	10.0	1,301,146	

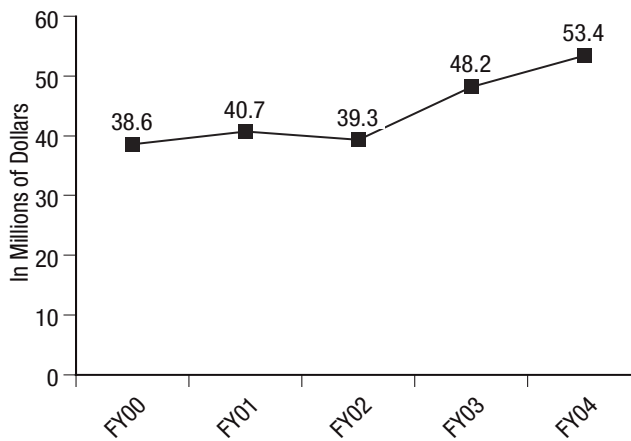
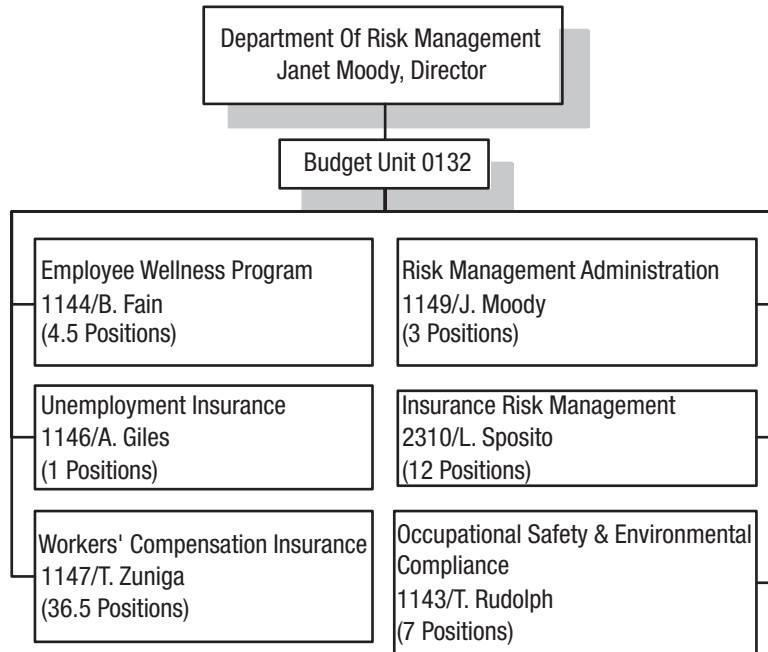
Training Administrative Support — Cost Center 1164

Major Changes to the Budget

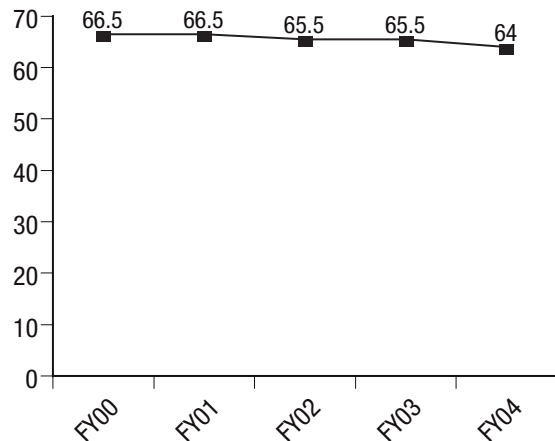
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget		980,591	
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		2	
Other Required Adjustments		64,500	0
Subtotal		1,045,093	
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
General Fund ISD Services Adjustment		(25)	0
Subtotal	0.0	(25)	0
Total Recommendation		1,045,068	



Department of Risk Management



Appropriation Trend



Staffing Trend



Public Purpose

- ➔ Minimize the cost of providing government services by protecting County employees and assets and controlling workers' compensation, liability/property and unemployment insurance costs.



Performance-based Budget Information

Service Area: General Government		Program: Workers' Compensation			
Activity: Claims Management		Organization: Department of Risk Management			
Public Purpose: Minimize the cost of providing government services by controlling Workers' Compensation costs.					
Program Objectives					
1. Achieve cost-efficiency in administration of workers' compensation program.					
2. Maintain program compliance with State regulations.					
Performance Indicators	FY 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Requested	FY 2004 Adopted
Workload					
1. Number of indemnity claims opened	803	695	708	670	
2. Number of medical-only claims opened	1,124	1,278	1,148	1,250	
3. Total number of claims opened	1,927	1,973	1,856	1,920	
4. Percentage of new claims which were indemnity (severity of employee injuries)	42%	35%	38%	35%	
Productivity					
1. Average number of indemnity claims per adjuster	142	149	168	150	
2. Closing ratio for indemnity claims	106%	90%	81%	95%	
3. Total benefits paid out	\$14,234,630	\$15,285,825	\$19,784,586	\$20,000,000	
Effectiveness					
1. Employee injury rate	12.9	12.2	11.7	12.0	
2. Cost of penalties	\$12,094	\$15,239	\$23,071	\$15,000	
3. Penalties as a percentage of benefits	0.08%	0.10%	0.11%	0.10%	

* FY2003 values are estimates. See analysis for details.



Analysis

The importance of claims: Indemnity claims are Workers' Compensation claims in which the injured employee receives medical treatment and loses time from work. A medical-only claim is one in which the employee received medical treatment but was not required to miss any work. The ratio of indemnity claims to medical-only claims is one indication of the seriousness of injuries received by County employees. It is a goal to see both a lower injury rate and a decreased level of severity. The percentage of claims that resulted in time lost from work decreased from FY 2001 to FY 2002. During FY 2003, we are seeing a slight increase in the percentage of claims that are indemnity. The actual estimated increase in the number of indemnity claims is only 13 claims from FY 2002 to FY 2003. However, since the total number of claims is lower in FY 2003, those 13 claims have a greater impact on the percentage information for the number of claims is estimated based on data as of 12/31/02.

The importance of closing cases: The cost of Workers' Compensation continues to increase as medical costs continue to rise. With the cost of claims rising, it is critical to continue strong case management and work on closing cases. The closing ratio is a measurement of how many claims are closed compared to the number of new claims being opened during the fiscal year. The closing ratio is a measure of how effectively adjusters are managing their caseloads. If new claims arrive without older claims being closed out, staff are required to monitor a larger number of active claims, which can affect the program's effectiveness.

Impact of Reduction Plan: At the end of FY 2002 and in part of FY 2003, the Workers' Compensation Division had a vacancy in the Claims Manager position and a vacancy in a Program Manager position. This left a gap in oversight that affected the closing ratio, causing it to rise. The Program Manager position was filled when one of the division's own adjusters promoted. This adjuster position has remained vacant since then and has been identified for deletion in the FY 2004 budget. The increase in caseload per adjuster has also had an impact on the closing ratio. Although the closing ratio for FY 2003 is estimated at 81%, the trend is improving. In the four-month period from November 2002 to February 2003, the closing ratio was 94%. The closing ratio for FY 2003 is estimated based on data as of 2/28/03.

The Workers' Compensation Division has a goal of keeping penalties at or below 0.10% (one-tenth of one percent). The percentage climbed slightly during FY 2003, the rate is on the decline with a percentage of 0.08% during the November 2002-February 2003 period. When a Workers' Compensation benefit payment or medical bill is paid past defined due dates, a 10 percent penalty is assessed. The Workers' Compensation division self-imposes these penalties to avoid additional penalties that are assessed by the State if the errors are found during an audit. The amount of penalties serves as a measure of how well the Division is maintaining the program in compliance with State regulations. Penalty information for FY 2003 is estimated based on data as of 2/28/03.

Although one adjuster position has been deleted from the FY 2004 budget, there should be no negative impact to closing ratio or penalties. The Workers' Compensation Division has undergone some reorganization, and two adjusters who had been in the Return to Work unit will be moving into regular operational units and handling claims. The Department will continue to monitor the closing ratio and the penalties in relation to the average caseload per adjuster. FY03 caseload information is estimated based on data as of 12/31/02.

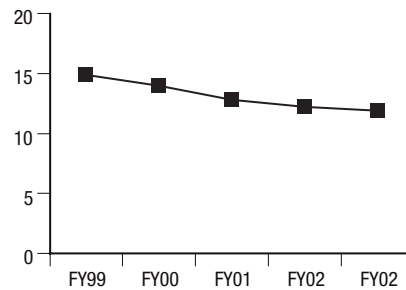
FY 2003 information on benefits paid out is estimated based on information as of accounting period 8, which ended on 2/16/03. The employee injury rate for FY 2003 is estimated based on data as of 12/31/02. FY 2004 data are estimates.

Service Area: General Government		Program: Workers' Compensation			
Activity: Medical and Disability Management Program		Organization: Department of Risk Management			
Public Purpose: Minimize the cost of providing government services by controlling Workers' Compensation costs.					
Program Objectives					
1. Contain Workers' Compensation medical costs through bill review.					
2. Provide aggressive nurse case management services.					
Performance Indicators	FY 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Requested	FY 2004 Adopted
Demand					
1. Number of dedicated onsite vendor staff	1	1	1	2	
2. Number of dedicated telephonic vendor staff	1	1	1	1	
Workload					
1. Number of bills reviewed	26,396	28,271	39,488	42,000	
2. Number of claims with case management services	1,024	488	676	800	
Productivity					
1. Cost of medical management program	\$720,941	\$749,326	\$757,326	\$1,100,000	
2. Cost/saving ratio for medical management	10.4	11.2	14.4	12.3	
Effectiveness					
1. Costs avoided through medical management	\$7,491,771	\$8,406,758	\$10,867,598	\$13,500,000	
Analysis					
<p>The Workers' Compensation Division contracts with an outside vendor to provide medical management services that include bill review and nurse case management. The bill review process ensures that the County is not paying duplicate bills and that we are able to access lower rates that have been negotiated by the vendor. The vendor also provides nurse case management through an on-site nurse and telephonic support. Case management is aimed at getting the most appropriate treatment for injured employees. Increased utilization of case management services would add program costs but could lead to further savings.</p> <p>The cost/saving ratio is an indicator of the value of the medical management program. The 11.2 ratio for FY 2002 indicates that the County saved 11.2 times as much money as it cost to fund the program in that year. The County's medical management contractor has been able to improve the cost/saving ratio by negotiating more and better contracts with medical providers. The vendor is reviewing more bills than in previous years and is saving more money on those bills, so the County is able to get more value from its investment in this program.</p> <p>FY 2003 information is based on data as of 12/31/02. FY 2004 data are estimates.</p>					



Desired Results

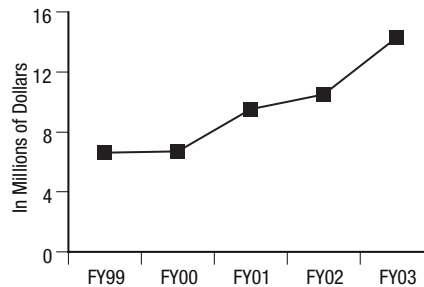
Protect the County's employees and assets through safety, wellness, and insurance-related activities.



Workers' Compensation Injury Rate

The injury rate is calculated as the ratio of the number of injuries to total hours worked by County employees, and is comparable to the number of injuries per 100 full-time equivalent employees.

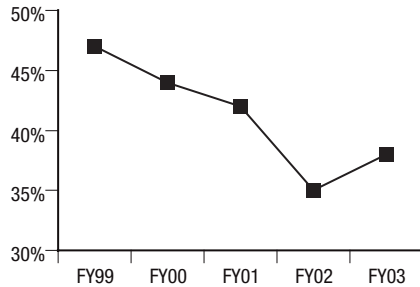
Control workers' compensation, liability/property and unemployment insurance costs through preventative action, training, efficient claim management and prudent self-insurance practice.



Costs Avoided Through Oversight of Medical and Disability Management Program and Temporary Modified Return to Work Program

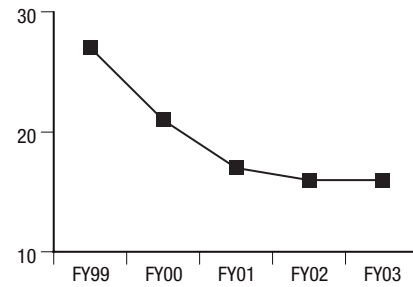
Workers' Compensation manages two cost avoidance programs with the aim of saving the County money while administering the mandated Workers' Compensation program. The graph displays the combined savings of the two programs.

Reduce workplace and environmental hazards.



Severity of County Employee Injuries

The severity of injuries is measured as the percentage of injuries that require medical attention and result in time lost from work compared to the total number of injuries. Less severe injuries might require medical attention, but not result in any time lost from work.



Number of County Site Environmental Mitigation Projects Open at Fiscal Year-End

OSEC works with departments to assist with site cleanup. OSEC's ability to reduce the number of open mitigation projects is affected by money available to the projects, and the difficulty of closing out the projects that are remaining.

Description of Major Services

Workers' Compensation Services

The County meets its State mandate for workers' compensation services by maintaining a self-administered workers' compensation program. The program administers claims for County and SCC Fire District employees injured in the course of their employment. Major services include:

- Provide accurate and timely benefits to workers injured in the scope and course of their employment.
- Provide supervisory training and claims status updates for County departments.
- Monitor and facilitate the County's Medical and Disability Management Program.
- Coordinate job placements for County employees who have suffered occupational injuries that temporarily limit their ability to perform their regular jobs.

Insurance Services

The Insurance Division prevents, eliminates or transfers the County's risks whenever possible through the following services:

- Field investigations of accidents and facility related

- Loss prevention services, including risk assessments, loss history trend analysis, site inspections, Emergency Response Team training, and Defensive Driver Training
- Management of liability and property claims against the County.
- Risk financing through self-insurance and commercial insurance programs.
- Develop and maintain County insurance requirements for outside contracts, including training and support for their use by County departments.
- Pursue recovery of County costs through third-party subrogation activities.

Occupational Safety and Environmental Compliance

The Office of Safety and Environmental Compliance assures that all County operations comply with applicable environmental health and safety laws. Major services include:

- Occupational safety and environmental compliance support.
- Facility inspection and auditing.
- Maintenance of Countywide occupational safety and hazardous materials management program.
- safety concerns.

Employee Wellness Services

The Employee Wellness Program is dedicated to enhancing the health and well being of Santa Clara County employees by providing services that motivate them to move toward optimal health. Those services include:

- Classes are offered through CountyWise Employee Development and by departmental request.
- Screening services, including blood pressure, cholesterol, glucose, bone density, and pulmonary function screening.
- A lending library with books, videos, audiotapes and CDs is available to for employees.
- Activity programs designed to motivate employees to make positive lifestyle changes.

Unemployment Insurance Services

The Unemployment Insurance Division administers the State mandate unemployment insurance program by providing the following services:

- Provides weekly unemployment insurance benefits to qualified workers no longer employed by the County.
- Works with contracted program administrator to ensure that only valid claims are paid.
- Provides documentation and testimony for protested and appealed claims.

Current Program Initiatives

- Develop a program of ongoing contact in order to enhance communication with employees who are temporarily disabled.
- Explore potential enhancements to the Medical and Disability Management Program, to include the possibility of adding prescription services.
- Provide refresher training to Sheriff's Office investigators regarding County auto accidents.
- Upgrade Insurance Division claims management computer system from 16-bit to 32-bit architecture in order to improve performance.
- Look at developing recognition program for Emergency Response Team (ERT) members and develop ERT newsletter to improve communication.
- Pilot web-based safety training and tracking for Occupational Safety and Environmental Compliance.
- Enhance Department of Correction and Sheriff's Department safety program.
- Investigate ways to integrate technology into delivery service methods for the Employee Wellness Program.
- Unemployment Insurance Division to work in conjunction with the Intermittent Worker Program in Human Resources to identify potential employees for intermittent positions and to identify former employees who have refused bona fide job offers.

County Executive's Recommendation

Risk Management was not given a reduction target, since they generate little or no net county cost. However, as a part of the Employee Services Agency, Risk Management was asked to reduce some of their costs to assist in meeting the Agency's reduction target

of \$1,776,368. Only a portion of the reductions in Risk Management generate savings in the general fund and the description of each reduction outlined below details that information. At the agency level, ESA was able to meet their target.



Staff Reduction and Augmentation

Recommendation: Add and delete the following positions in Risk Management and increase the Professional Services budget in the Occupational Safety and Environmental Compliance division by \$31,000 to offset training needs:

Action	FTE	Code	Class Description	Vacant/Filled
Delete	(1.0)	V20	Sr. Environ. Safety Spec	Vacant
Delete	(1.0)	V91	WC Claims Adjuster	Vacant
Delete	(1.0)	X14	Office Specialist I - ACE	Filled
Add	0.5	X14	Office Specialist I - ACE	Vacant
2.5		Total Deletion		

Impact on Service: The deletion of 1.0 FTE Senior Environmental Safety Specialist will result in the specialized training this position would have provided to be completed by outside contracts. This training is required for certain classifications in law enforcement departments. The department has requested an augmentation to their Professional Services budget to accommodate this required training. The reduction to the General Fund for the deletion of this position is \$51,070 (which is approximately 58% of the total cost of the position) and the augmentation requested is \$31,000, of which \$17,980 is the general fund share. Overall, this reduction and augmentation will save the general fund \$33,090.

The deletion of 1.0 Worker's Compensation Claims Adjuster will increase the caseload from 150 to 170 cases per adjuster. 170 cases per adjuster is above the department's goals for efficiency and may cause delays in claims handling.

The deletion of 1.0 Office Specialist I - ACE and the add back of 0.5 Office Specialist I - ACE will not create any service impacts. The incumbent occupying the full time code has been functioning on half-time status for some time now. The deletion of the full time code and the add back of the half time code will better represent the current needs of the department.

Total Ongoing Reduction: (\$100,288)

Reflects a General Fund savings which is approximately 60% of reduction

Reduce Internal Service Funds Appropriations

Recommendation: Reduce appropriations for Information Services Department and Internal Printing by a total of \$11,245.

Impact on Service: The reduction in ISD support will necessitate Risk Management staff to update and monitor their own web content for their website. The reduction in internal printing will curtail the printing of the Safety Alert newsletter from quarterly publications to bi-annual publications. It will also create a need to produce training materials in-house and streamlining of published materials for the Safety Seminar.

Total Ongoing Reduction: (\$11,245)

Reflects a General Fund savings which is approximately 60% of reduction

Reduce Services and Supplies

Recommendation: Reduce various appropriations in Worker's Compensation and Wellness to achieve a General Fund savings of \$121,895.

Impact on Service: The reductions will impact contract services for specific areas in Worker's Compensation. Maintenance contracts for specialized software and hardware in the department will be eliminated or reduced significantly, however, based on prior usage of these contracts, the department will be able to make this reduction without jeopardizing existing systems. Funding for contract services of temporary claims adjusters and investigative services will be reduced. The department will use in-house staff for continued services and management of increased workload. The savings reflects approximately 60% of actual reductions to the general fund. This savings will be reflected in the adjusted rates charged out to each department.

In Wellness, their reductions reflect approximately \$3,465 in savings to the general fund (approximately 63% of total reduction). These savings will be reflected in adjusted rates charged to the departments.

Total Ongoing Reduction: (\$121,895)

Recommendation: Reduce appropriations in Liability Insurance division to reflect a general fund savings of \$45,600.

Impact on Service: Reduction in funding for Certificate of Insurance monitoring services. This reduction is based on actual use experience. No major service impact is anticipated. The general fund share of this

reduction is 48% of actual reduced amount. The savings generated will be reimbursed in new rates charged to the departments.

Total Ongoing Reduction (\$45,600)

Department of Risk Management — Budget Unit 0132 Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
1143	OSEC-Occupational Safety & Envrmntl Compliance	5	557	12,629	(58,465)	(59,022)	-10,597
1144	Employee Wellness Program	(46,138)	(3,060)	64,202	(17,312)	(14,252)	466
1146	Unemployment Insurance 1 General Fund	807,706	1,149,742	1,840,615	2,012,416	862,674	75
	76 Unemployment Insurance ISF	807,706	1,149,742	1,840,615	2,012,416	862,674	75
1147	Worker's Compensation Insurance 1 General Fund	23,482,396	25,748,732	29,141,999	30,208,897	4,460,165	17
	78 Worker's Compensation	23,482,396	25,748,732	29,141,999	30,208,897	4,460,165	17
1149	Risk Management Administration	20,728	23,963	25,484	(241,235)	(265,198)	-1,107
2310	Insurance Risk Management	15,197,525	21,277,477	21,277,477	21,526,150	248,673	1
	Total Expenditures	39,462,222	48,197,411	52,362,406	53,430,448	5,233,037	11%

Department of Risk Management — Budget Unit 0132 Revenues by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
1144	Employee Wellness Program	2,127					0
1146	Unemployment Insurance	407,582	1,528,141	1,912,591	1,974,801	446,660	29
1147	Worker's Compensation Insurance	25,419,746	25,472,646	25,472,646	30,413,500	4,940,854	19
2310	Insurance Risk Management	15,032,007	16,491,196	16,491,196	9,945,189	(6,546,007)	-40
	Total Revenues	40,861,462	43,491,983	43,876,433	42,333,490	(1,158,493)	-3%



OSEC-Occupational Safety & Envrmntl Compliance — Cost Center 1143

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	7.0	557	
Board Approved Adjustments During FY 2003	1.0	12,072	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		40,473	
Internal Service Funds Adjustment		(92,932)	
Other Required Adjustments		19,935	0
Subtotal	8.0	(19,894)	
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
General Fund ISD Services Adjustment		398	0
GSA Printing Reduction		(7,000)	
Reduce Website Support		(1,819)	
1. Delete 1.0 FTE in OSEC	-1.0	(33,090)	
<p>The County Executive recommends the deletion of 1.0 FTE Senior Environmental & Safety Specialist to achieve the budget reduction target. This position provided mandatory and critical safety training and will require the department to augment their training budget to provide these services. The savings to the General Fund is approximately 58% and as follows:</p> <ul style="list-style-type: none"> ◆ Deletion of 1.0 FTE Senior Environmental & Safety Specialist (V20) (\$51,070) ◆ Ongoing appropriation to contract services for mandatory training \$17,980 <p>The overall savings to the General Fund for this action is net \$33,090.</p>			
		2,940	
2. Reimbursement Adjustment			
<p>Ongoing funds for internal printing services are reduced by \$7,000 on the Internal Service Fund Adjustment Line above. The reduction in cost necessitates an adjustment in reimbursements from other departments. The net General Fund savings for this action is approximately 58% or \$4,060. (\$7,000 reduction in cost offset by \$2,940 loss of reimbursement).</p>			
Subtotal	-1.0	(38,571)	0
Total Recommendation	7.0	(58,465)	



Employee Wellness Program — Cost Center 1144

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	4.5	(3,060)	
Board Approved Adjustments During FY 2003		67,262	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		23,728	
Internal Service Funds Adjustment		51,515	
Other Required Adjustments		(153,842)	0
Subtotal	4.5	(14,397)	
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
General Fund ISD Services Adjustment		96	0
Increase Website Support		454	
		6,300	
1. Increase in Wellness Reimbursement			
<p>Currently the Wellness Program receives \$10,000 in reimbursement from the Employee Development program. This action eliminates that reimbursement. Wellness Program charges for services will be spread to all departments through the employee health benefit rate. Reimbursement from non-General Fund departments is expected to be \$3,700 annually, resulting in a cost of \$6,300 in this Cost Center. However, Employee Development costs in ESA-Human Resources Cost Center 1163 are reduced by \$10,000 annually, resulting in a net gain of \$3,700 each year.</p>			
		(9,765)	
2. Reduction of Services and Supplies			
The County Executive recommends the reduction of services and supplies to achieve budget reduction target.			
Subtotal	0.0	(2,915)	0
Total Recommendation	4.5	(17,312)	

Unemployment Insurance — Cost Center 1146

Major Changes to the Budget

	Positions	Appropriations	Revenues
Unemployment Insurance ISF (Fund Number 0076)			
FY 2003 Approved Budget	1.0	1,149,742	1,528,141
Board Approved Adjustments During FY 2003		690,873	384,450
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		13,982	
Internal Service Funds Adjustment		52,521	
Other Required Adjustments		105,298	62,210
Subtotal	1.0	2,012,416	1,974,801
Recommended Changes for FY 2004			
Fund Subtotal	1.0	2,012,416	1,974,801
Total Recommendation	1.0	2,012,416	1,974,801



Worker's Compensation Insurance — Cost Center 1147

Major Changes to the Budget

	Positions	Appropriations	Revenues
Worker's Compensation (Fund Number 0078)			
FY 2003 Approved Budget	38.0	25,748,732	25,472,646
Board Approved Adjustments During FY 2003		3,393,267	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		71,892	
Internal Service Funds Adjustment		1,123,885	
Other Required Adjustments		551,631	4,940,854
Subtotal	38.0	30,889,407	30,413,500
Recommended Changes for FY 2004			
Internal Service Fund Adjustments		—	—
Increase Support for Payroll Interface		910	0
1. Delete 2.0 FTE, Add 0.5 FTE	-1.5	(111,037)	
The County Executive recommends the deletion of 2.0 FTE and adding back 0.5 FTE to achieve the budget reduction target. The net savings to the General Fund for these actions is approximately 60% and are as follows:			
◆ Delete 1.0 FTE Worker's Comp Claims Adjuster III (V91)			
◆ Delete 1.0 FTE Office Specialist I - ACE (X14) and Add 0.5 FTE Office Specialist I - ACE (X14)			
		(373,000)	
2. Reduce Costs for Outside Counsel			
Reduce contract costs for outside counsel services by \$373,000 and increase costs for County Counsel services by the same amount.			
		(197,383)	
3. Reduction of Services and Supplies Funding			
The County Executive recommends the reduction in services and supplies to achieve the budget reduction target. The General Fund savings for these reductions is approximately 60% and is reflected in the General Fund Cost Center 1149.			
Subtotal	-1.5	(680,510)	0
Fund Subtotal	36.5	30,208,897	30,413,500
Total Recommendation	36.5	30,208,897	30,413,500

Risk Management Administration — Cost Center 1149

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	3.0	23,963	
Board Approved Adjustments During FY 2003		1,521	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		8,871	
Internal Service Funds Adjustment		(52,943)	
Other Required Adjustments		14,336	0
Subtotal	3.0	(4,251)	



Risk Management Administration — Cost Center 1149

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Recommended Changes for FY 2004			
Internal Service Fund Adjustments		–	–
General Fund ISD Services Adjustment		64	0
Reduce Website Support		(5,820)	
		(67,198)	
1. Reduction from Deletion of Positions in Cost Center 1147			
The reduction reflects the General Fund savings for the deletion of 2.0 FTE and the addition of 0.5 FTE in Cost Center 1147.			
		(118,430)	
2. Reduce General Fund to Reflect Savings in Cost Center 1147			
This action reflects the General Fund Savings for the reduction in services and supplies in cost center 1147.			
		(45,600)	
3. General Fund Savings from Reduced Insurance Costs			
This action reflects the General Fund Savings due to reduced Insurance Costs for the reduction in funds for the Certificate of Insurance Monitoring services (see Cost Center 2310) Subsequent to Board of Supervisor's approval of this action, the County Executive's Office of Budget and Analysis will adjust insurance charges to all County Departments. The General Fund Savings reflected here will be spread throughout the organization in the Final Budget document.			
		(236,984)	0
Subtotal	0.0	(236,984)	0
Total Recommendation	3.0	(241,235)	

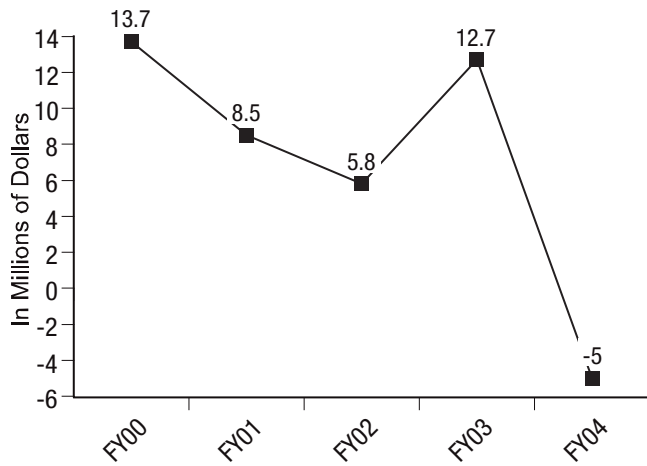
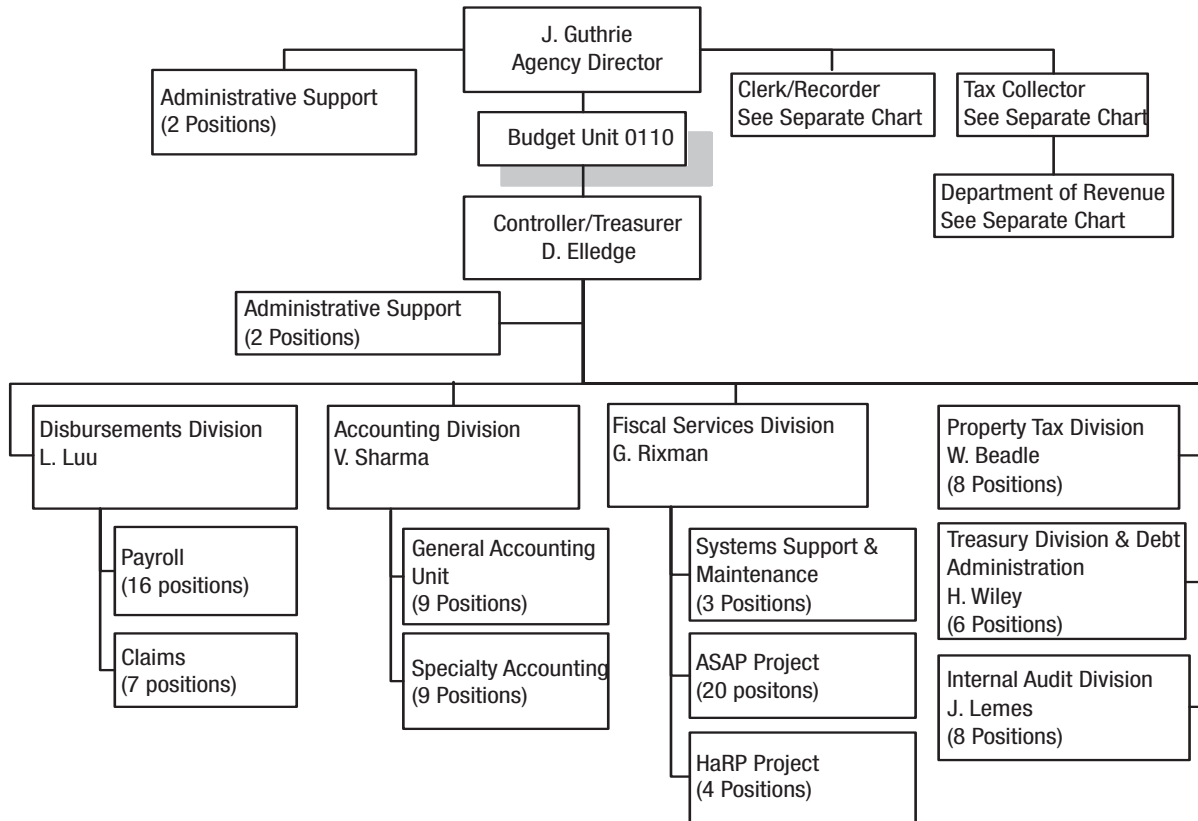
Insurance Risk Management — Cost Center 2310

Major Changes to the Budget

	Positions	Appropriations	Revenues
Insurance ISF (Fund Number 0075)			
FY 2003 Approved Budget	12.0	21,277,477	16,491,196
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		58,580	
Internal Service Funds Adjustment		212,080	(5,696,007)
Other Required Adjustments		361,013	(850,000)
Subtotal	12.0	21,909,150	9,945,189
Recommended Changes for FY 2004			
1. Reduce Outside Counsel Services		(288,000)	
Decrease costs for outside counsel services by \$288,000 and increase costs for County Counsel services by the same amount. The net savings to the General Fund will be \$144,000.			
		(95,000)	
2. Reduce Services and Supplies			
The County Executive recommends the reduction of funding for the Certificate of Insurance monitoring services based on actual usage experience. The General Fund portion of this action is approximately 48% or \$45,600.			
Subtotal	0.0	(383,000)	0
Fund Subtotal	12.0	21,526,150	9,945,189
Total Recommendation	12.0	21,526,150	9,945,189

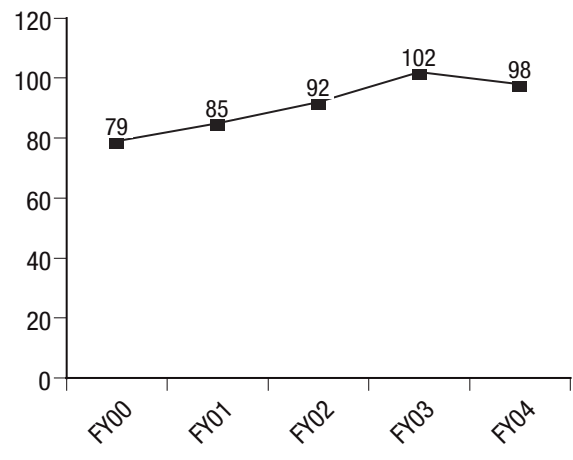


Controller-Treasurer Department



Appropriation Trend

Data reflects July 1 appropriation level for each fiscal year for both the Controller-Treasurer (BU 110) and County Debt Service (BU 810).



Staffing Trend



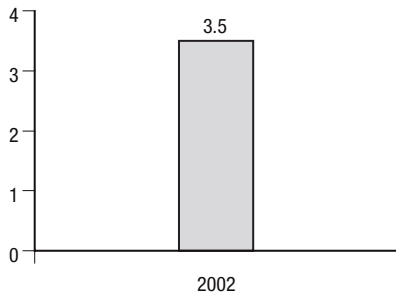
Public Purpose

- ➔ **Maintain the financial integrity of County government in order to assure the cost-effective use of taxpayer monies to support services for County residents**



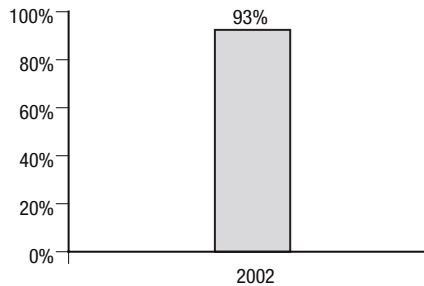
Desired Results

Effective Financial Management which this department provides through timely and accurate financial operations and internal audits.



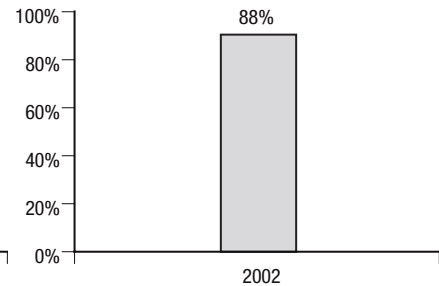
Average Days from Receipt of Payment Voucher to Disbursement of Funds

This measure reflects the timeliness of the disbursement function.



% of Customers Reporting that Property Tax Apportionments are Timely

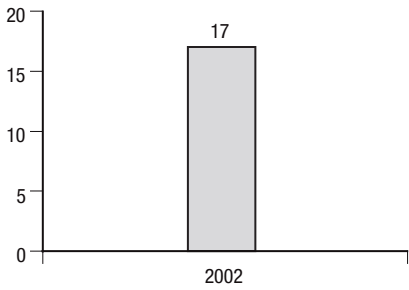
This measure reflects the timeliness of the Property Tax Apportionment function.



Overall Satisfaction with Service

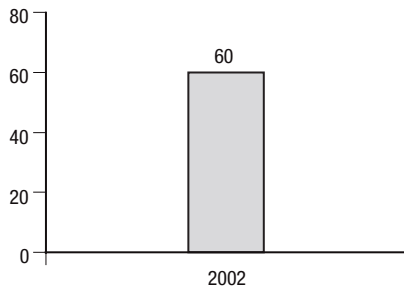
This measure reflects the overall customer satisfaction with processing of Tax Apportionments.





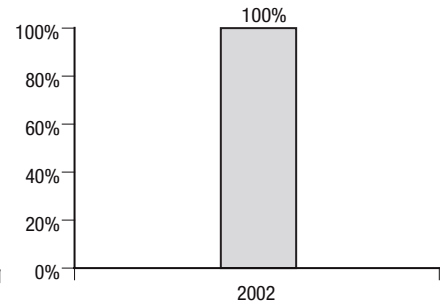
Average Days from Completion of Internal Audit Field Work to Issuance of Draft Report

This measure reflects the timeliness of the Internal Audit function.



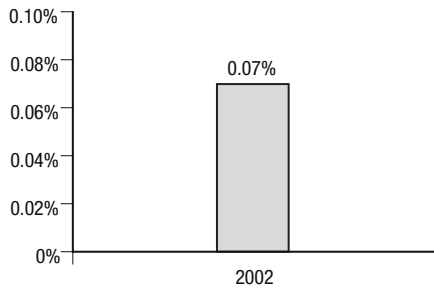
Average Days to Complete Custody Audits

This measure reflects the timeliness of the Internal Audit function.



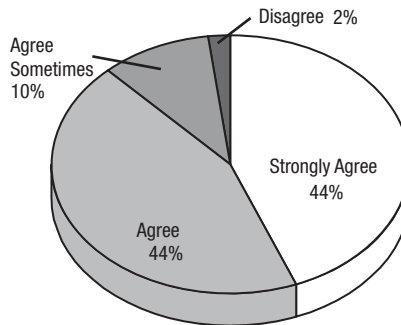
% of Customers Reporting that Property Tax Apportionments are Accurate

This measure reflects the accuracy of the Property Tax Apportionment function.



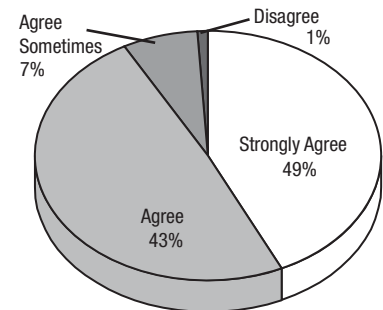
Value of Manual Payroll Warrants as a Percentage of Total Payroll

This measure reflects the accuracy of the payroll function.



Results of Customer Satisfaction Survey: "We communicate in a manner that is easily understood."

In FY 2003 the department initiated the development of a customer satisfaction survey to track performance related to the department's role as the central fiscal authority for the County.



Results of Customer Satisfaction Survey: "You receive timely responses to your inquiries."

Description of Major Services

The Controller-Treasurer Department maintains the financial integrity of the County by providing oversight of the County's fiscal management. The Controller-Treasurer advises the Director of the Finance Agency, County management, and the Board of Supervisors regarding financial matters. The following is a brief description of major services provided by the Department:

Financial Operations

Accounting Operations: Provide accurate, complete and timely financial records; operate, maintain and enhance County-wide financial and human resource payroll systems; pay all employees on time; manage and control disbursements and deposits for accuracy, timeliness and cash management.

Major areas of accounting activity include:



- ❑ **Property Tax Apportionment:** Provide the independent allocation of property taxes to the County, school districts, cities, special districts, and redevelopment agencies in accordance with the law.
- ❑ **Apportionment of Interest Earnings:** Distribution of interest earnings on funds held in the County's commingled investment pool to the participants, based on the average daily cash balance. The interest is distributed quarterly.
- ❑ **Revenue Receipt and Distribution:** Monitor receipt of monies from major governmental sources and distribution of those revenues to County departments and other jurisdictions in accordance with law.
- ❑ **Cost Allocation Plan:** Prepare the cost allocation plan for allocating the Central Service Departments' costs to the Public Service Departments according to the federal guidelines set by the Office of Management and Budget (OMB) Circular A-87, in order to maximize General Fund reimbursement for central service department costs from non-General Fund operations and third-party payors.
- ❑ **SB 90 Mandated Cost Reimbursement:** Preparation and timely submission of SB90 claims for recovering costs incurred by departments on State mandated programs. Provide ongoing guidance to departments regarding SB90 claims to be submitted. Routine and accurate accounting of SB90 transactions, claims filed and liabilities established for certain claims.

Support for Operating Departments: Train employees, management and executives to use information systems as tools for the efficient and effective delivery of

services; conduct workshops for County staff and local agencies; provide ongoing guidance and direction on accounting principles and processes.

Financial Reporting: Provide meaningful and timely financial reports and cost analyses to management, the Board of Supervisors, and the public. Comply with state and federal reporting requirements and generally accepted governmental accounting principles.

Investments: Invest County assets in accordance with law and investment policies. The investment function works to maximize the interest earnings on funds belonging to the County, school districts and special districts while always ensuring safety of principal and maintaining liquidity.

Debt Service: Provide County management with ongoing analyses of the long-term debt and make accurate and timely debt service (principal and interest) payments on the long-term debt (revenue bonds, certificates of participation, and long-term lease obligations) issued by the County and the general obligation bonds issued by the school districts and special districts. These efforts have helped the County achieve a S&P rating of AA for its long-term lease obligations and a rating of AA+ for its general obligation bonds.

Internal Audit

Perform financial, compliance, and operational audits of County departments in order to provide an independent and objective appraisal of internal controls; recommend process improvements.

County Executive's Recommendation

The Controller-Treasurer Department was given a reduction target of \$1,901,386. The department was able to develop \$1,888,664 in ongoing solutions. The Finance Agency has identified additional solutions and has achieved their Agency wide target of \$4,620,976.

Revenue Enhancement

Recommendation: Increase revenue assumptions for the Controller's Office by \$40,000.

Impact on Service: The Internal Audit division is proposing to charge the Probation Department for auditing the Challenge Grant. It is anticipated that these revenues will be ongoing. No additional staff is requested to achieve this revenue goal. Services will be performed by existing staff with minimal impact to services already being provided to current clients.

Total Ongoing New Revenue: \$40,000

Staff Reductions

Recommendation: Delete the following 9.0 FTE in the Controller's Office:

FTE	Code	Class Description	Vacant/Filled
2.0	B78	Accountant III	Vacant
1.0	B78	Accountant III	Filled
1.0	D97	Account Clerk II	Filled
1.0	D98	Account Clerk I	Filled
1.0	B31	Senior Internal Auditor	Vacant
1.0	G85	Sr. Business Info Tech Consultant	Filled
1.0	C60	Administrative Assistant	Filled
1.0	D51	Office Specialist I	Vacant
9.0	Total		

Impact on Service: The 2.0 FTE Accountant III positions support the State Mandated Costs (SB 90) program. Since the State has deferred payment of these claims to the County indefinitely, these positions are no longer supported by revenues as originally intended. However, the claims for SB 90 are still continuing to be filed for future payment by the State, so the deletion of the 2.0 FTE will increase the workload for the one remaining position. In addition to the deletion of 2.0 FTE, there is also a reduction in the resources allocated to support the outside contract that administers this program (see Reduce Services and Supplies for more information).

The ASAP unit is proposing the deletion of 1.0 FTE, a Senior Business Information Technology Consultant. Position reductions in the ASAP unit will result in Phase II of the project being implemented over a longer period of time than initially anticipated. This longer rollout will not affect Phase I functionality.

The implementation of ASAP will result in an improved business process for accounts processing in the Claims unit. Due to these changes, the processing of claims will require less manual labor and allow for the deletion of 3.0 FTE with only a minimal impact on direct services.

All other positions proposed for deletion will have duties absorbed by existing staff.

Total Ongoing Reduction: (\$685,302)

Delete Funding for Accounting Rotational Program

Recommendation: Delete funding for the Controller-Treasurer Department's Accounting Rotational Program.

Impact on Service: This program gave the Controller-Treasurer Department an opportunity to hire a new college graduate to participate in this program and gain experience in the accounting field. There is no impact to the delivery of services to the department's clients.

Total Ongoing Reduction: (\$31,345)

Reduce ISD Services

Recommendation: Reduce Information Services Department services to the Controller-Treasurer Department in the amount of \$164,273.

Impact on Service: Since Phase II of the ASAP project is scheduled to be implemented over a longer period of time, fewer ISD resources will be needed over the next twelve months. Delays in the delivery of project enhancements are anticipated, but no significant impacts to current Phase I users and their clients are expected.

HaRP (Human Resources Payroll System) resources are also being streamlined. After a workload projection and priority assessment was done, the department determined that the services of a software engineer assigned to HaRP would no longer be needed. This position is shared equally with the Employee Services Agency and HaRP support services. The reduction resulting from this action will be evenly split between the Controller's Office and the Employee Services Agency.

Total Ongoing Reduction: (\$164,273)

Reduce Services and Supplies Appropriations for ASAP

Recommendation: Reduce the ASAP budget by \$500,000 for facility rental.

Impact on Service: No impact in delivery of services is anticipated. The facility costs are part of the ASAP project's ongoing budget. For the continued



cohesiveness of this team, it was decided that the remaining team members post-implementation of Phase I would be housed together with their ISD counterparts at the Berger Drive facility. This will eliminate the cost of leasing a new facility.

Total Ongoing Reduction: (\$500,000)

Recommendation: Reduce appropriations supporting a service contract with consultants currently working on the ASAP project implementation.

Impact on Service: The reduction will translate into a minimal impact on existing services. The expert coordination and the dedicated efforts of the County ASAP project team has reduced the need for the Consultant's services. The existing team will play a greater roll in the Phase II rollout of ASAP, though minimal impacts to workflow processes may be expected.

Total Ongoing Reduction: (\$170,408)

Budget One-time Funds for SAP Hardware

Recommendation: Budget \$142,315 in one-time funds for hardware. The source of funds is FY 2003 project fund balance.

Impact on Services: This allocation is necessary to purchase hardware and servers required for optimal performance of the new SAP Enterprise Resource Planning system. Without this allocation, the system may not be adequate to meet projected system demands.

Total One-time Cost: \$142,315

Reduce Services and Supplies

Recommendation: Reduce the Contract Services appropriation in the Controller-Treasurer Department by \$96,000.

Impact on Service: This reduction reflects the amount of the SB90 State Mandated Costs Program administrative contract. Since the State has deferred payment of these claims to the County indefinitely, the contract with the outside firm to administer these claims is no longer reimbursed by revenues as originally intended. There is also an ongoing reduction of 2.0 FTE

that support this program (see Staff Reduction). This reduction will create a larger workload for the one position remaining that administers SB90 and it will provide minimal operation support to this program.

Total Ongoing Reduction: (\$96,000)

Recommendation: Reduce annual audit expenditures by \$100,000 in Controller's Office.

Impact on Service: Remaining appropriations are sufficient to fund the audit program for the remaining 3 years of a 5 year contract. Past excess funds have been used for various departmental improvements. There is no anticipated impact with the deletion of these funds.

Total Ongoing Reduction: (\$100,000)

Recommendation: Reduce funding for Management Information Systems audits conducted by the Internal Audit Division by \$85,000.

Impact on Service: Reduce the funding available to contract with external auditors to perform MIS audits. This reduction will significantly reduce the MIS Internal Audit Program effort.

Total Ongoing Reduction: (\$85,000)

Recommendation: Reduce the department's appropriation for the Agency Vision project.

Impact on Service: Reduction in this program will diminish the core competency training program, employee development and team building activities and may negatively affect morale in the department.

Total Ongoing Reduction: (\$16,336)

Reduce Cost Allocation Plan Reimbursement to the General Fund

Recommendation: Reduce expected reimbursement from the Superior Court for costs allocated in the FY 2004 Cost Allocation Plan.

Impact on Service: The FY 2004 Cost Allocation Plan includes an assumption of reimbursement for the cost of custodial services provided to the Superior Court by the General Services Agency (GSA). The

reimbursement is estimated based on FY 2002 actual costs, plus all applicable department, agency, and County-wide overheads.

Pursuant to the Trial Court Funding Act of 1997, the Superior Court is fiscally responsible for custodial services for Court space. The Superior Court has formally notified the County of its intention to go out to bid for custodial services for FY 2004, in an effort to reduce Court costs. The County Executive

Recommendations in GSA include the reduction of all staff and supplies currently allocated to this service. All Cost Allocation Plan reimbursement related to this service must also be removed, as the County will have no basis on which to claim the reimbursement from the Court.

Total Loss of Reimbursement: \$1,352,388

Controller Treasurer — Budget Unit 0110 Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
1115	County Internal Auditor	895,848	992,125	1,166,095	963,475	(28,649)	-3
2113	Controller Treasurer	(14,557,371)	(20,864,535)	(20,908,166)	(28,414,244)	(7,549,709)	36
2116	Human Resources/Payroll System	1,031,499	12,886,785	13,834,631	4,752,818	(8,133,966)	-63
Total Expenditures		(12,630,024)	(6,985,625)	(5,907,439)	(22,697,950)	(15,712,325)	225%

Controller Treasurer — Budget Unit 0110 Revenues by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
1115	County Internal Auditor	30,200	20,000	20,000	60,000	40,000	200
2113	Controller Treasurer	205,010,347	248,894,443	248,350,034	225,256,823	(23,637,620)	-9
Total Revenues		205,040,547	248,914,443	248,370,034	225,316,823	(23,597,620)	-9%

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

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	9.0	992,125	20,000
Board Approved Adjustments During FY 2003		173,970	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		41,900	
Internal Service Funds Adjustment		47	
Other Required Adjustments		(159,600)	0



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

	Positions	Appropriations	Revenues
Subtotal	9.0	1,048,441	20,000
Recommended Changes for FY 2004			
Internal Service Fund Adjustments		–	–
General Fund ISD Services Adjustment		34	0
1. Decrease Budget for MIS Audits		(85,000)	
The County Executive recommends the reduction of appropriations for external auditors to perform Management Information Systems audits.			
2. New Charge for Service			40,000
This action reflects new ongoing revenues for auditing services. The Internal Auditing Division will increase their revenue for auditing the Challenge Grant in the Probation Department.			
Subtotal	0.0	(84,966)	40,000
Total Recommendation	9.0	963,475	60,000

Controller Treasurer — Cost Center 2113 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	78.0	(20,864,535)	248,894,443
Board Approved Adjustments During FY 2003		(43,631)	(544,409)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	392,660	
Internal Service Funds Adjustment		(8,456,568)	
Other Required Adjustments		79,989	(23,093,211)
Subtotal	77.0	(28,892,084)	225,256,823
Recommended Changes for FY 2004			
Internal Service Fund Adjustments		–	–
General Fund ISD Services Adjustment		(8,065)	0
Reduce Software Engineering Hours for the HaRP Team		(57,500)	
1. Strategies to Meet Budget Reduction Target	-6.0	(424,576)	
Achieve budget reduction target on an agency level by the deletion of positions and the elimination of the Accounting Rotational Program.			
<ul style="list-style-type: none"> ◆ Elimination of the County's Accounting Rotational Program - \$31,345 ◆ Delete 1.0 FTE B31 Senior Internal Auditor ◆ Delete 1.0 FTE B77 Accountant III ◆ Delete 1.0 D97 Account Clerk II ◆ Delete 1.0 FTE D98 Account Clerk I ◆ Delete 1.0 D51 Office Specialist I ◆ Delete 1.0 FTE C60 Administrative Assistant I 			



Controller Treasurer — Cost Center 2113 Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
2. Decrease Annual Audit Expenditures		(100,000)	
The County Executive recommends the reduction in annual audit expenditures. Remaining appropriations are sufficient to fund audit program for the remaining 3 years of a 5 year contract. Funds are used for computer replacement, training and other expenses.			
3. Reduce SB90 Contract and Staff Support	-2.0	(268,071)	
The County Executive recommends the reduction of the amount budgeted for SB90 claims management contract and the deletion of 2.0 FTE associated with SB90 claims support. The reductions are as follows:			
<ul style="list-style-type: none"> ◆ Reduce the budgeted amount for the SB90 claims contract (\$96,000) ◆ Delete 2.0 FTE Accountant III (B77) 			
Existing claims filing will be supported by one existing position in the department and a reduced contract with an outside vendor.			
4. Reduction in Vision Program		(16,336)	
The County Executive recommends the reduction of funds reserved for the department's Vision Program. This will reduce the core competence training program and curb employee development and team building activities.			
5. Reduce Cost Plan Reimbursement from Superior Court		1,352,388	
Reduce Cost Allocation Plan reimbursement from the Superior Court based on elimination of custodial services. Historically custodial services to the Court have been provided by the General Services Agency. The Court is fiscally responsible for these services and has reimbursed the County for the cost of custodial services through the annual Cost Allocation Plan. The Court has decided not to continue the use of County custodial services, thus reducing the expected reimbursement through the cost plan.			
	Subtotal	-8.0	477,840
Total Recommendation	69.0	(28,414,244)	225,256,823

Human Resources/Payroll System — Cost Center 2116 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	15.0	12,886,785	
Board Approved Adjustments During FY 2003	5.0	947,846	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	133,581	
Internal Service Funds Adjustment		1,191,203	
Other Required Adjustments		(9,651,730)	0



Human Resources/Payroll System — Cost Center 2116

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Subtotal	21.0	5,507,684	
Recommended Changes for FY 2004			
Internal Service Fund Adjustments		—	—
Reduce One Software Engineer from the SAP Maintenance Team		(106,773)	0
1. Reduce SAP Maintenance Team Costs	-1.0	(790,408)	
Achieve budget reduction target on an agency level by the deletion of:			
◆ 1.0 FTE G85 Senior Business Information Technology Consultant.(\$120,000)			
◆ Reduce contract with Deloitte Consulting. The SAP project team will be required to assume responsibilities which would have been managed by the consultant.(\$170,408)			
◆ Reduce facility rental funds (\$500,000)			
2. Fund Hardware for SAP Enterprise Resource Planning System		142,315	
Funds remaining from the original project budget will be used, if necessary, to purchase hardware and servers required for optimal performance of the new SAP Enterprise Resource Planning system. Without this allocation, the system may not be adequate to meet projected system demands.			
Subtotal	-1.0	(754,866)	0
Total Recommendation	20.0	4,752,818	

Controller-County Debt Service — Budget Unit 0810

Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
2111	County Debt-Tax & Rev Anticipation Notes	19,991,299	19,705,105	24,791,775	17,681,781	(2,023,324)	-10
	1 General Fund	13,154,051	10,545,805	11,795,805	9,587,231	(958,574)	-9
	43 Health Facilities Debt Service	738,392	2,566,000	2,566,000	1,513,000	(1,053,000)	-41
	45 Public Facilities Corp Debt Service	6,098,856	6,593,300	6,593,300	6,581,550	(11,750)	
	154 1992 Multiple Facilities COPS			1,564,012			
	480 Hospital Bond Lease Payment			64,750			
	482 Hospital Bond Project Fund			2,207,908			
	Total Expenditures	19,991,299	19,705,105	24,791,775	17,681,781	(2,023,324)	-10%



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

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
2111	County Debt-Tax & Rev Anticipation Notes	10,333,872	12,090,361	12,090,361	10,176,427	(1,913,934)	-16
	1 General Fund	(3,110,339)	2,878,061	2,878,061	1,092,877	(1,785,184)	-62
	43 Health Facilities Debt Service	(648,871)	2,619,000	2,619,000	2,502,000	(117,000)	-4
	45 Public Facilities Corp Debt Service	(6,574,662)	6,593,300	6,593,300	6,581,550	(11,750)	0
	Total Revenues	12,283,219	12,090,361	12,090,361	10,176,427	(1,913,934)	-16%

County Debt-Tax & Rev Anticipation Notes — Cost Center 2111 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget		10,545,805	2,878,061
Board Approved Adjustments During FY 2003		1,250,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		(49,000)	
Other Required Adjustments		(2,159,574)	(1,785,184)
	Subtotal	9,587,231	1,092,877
Recommended Changes for FY 2004			
	Fund Subtotal	0.0	1,092,877
Health Facilities Debt Service (Fund Number 0043)			
FY 2003 Approved Budget		2,566,000	2,619,000
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			(49,000)
Other Required Adjustments		(1,053,000)	(68,000)
	Subtotal	1,513,000	2,502,000
Recommended Changes for FY 2004			
	Fund Subtotal	0.0	2,502,000
Public Facilities Corp Debt Service (Fund Number 0045)			
FY 2003 Approved Budget		6,593,300	6,593,300
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(11,750)	(11,750)
	Subtotal	6,581,550	6,581,550
Recommended Changes for FY 2004			
	Fund Subtotal	0.0	6,581,550
1992 Multiple Facilities COPS (Fund Number 0154)			
FY 2003 Approved Budget			
Board Approved Adjustments During FY 2003		1,564,012	

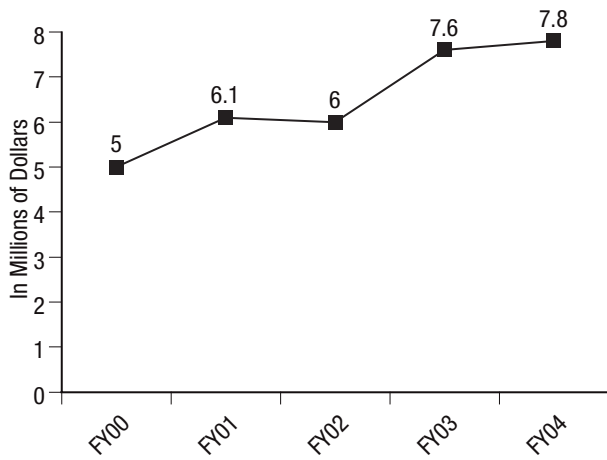
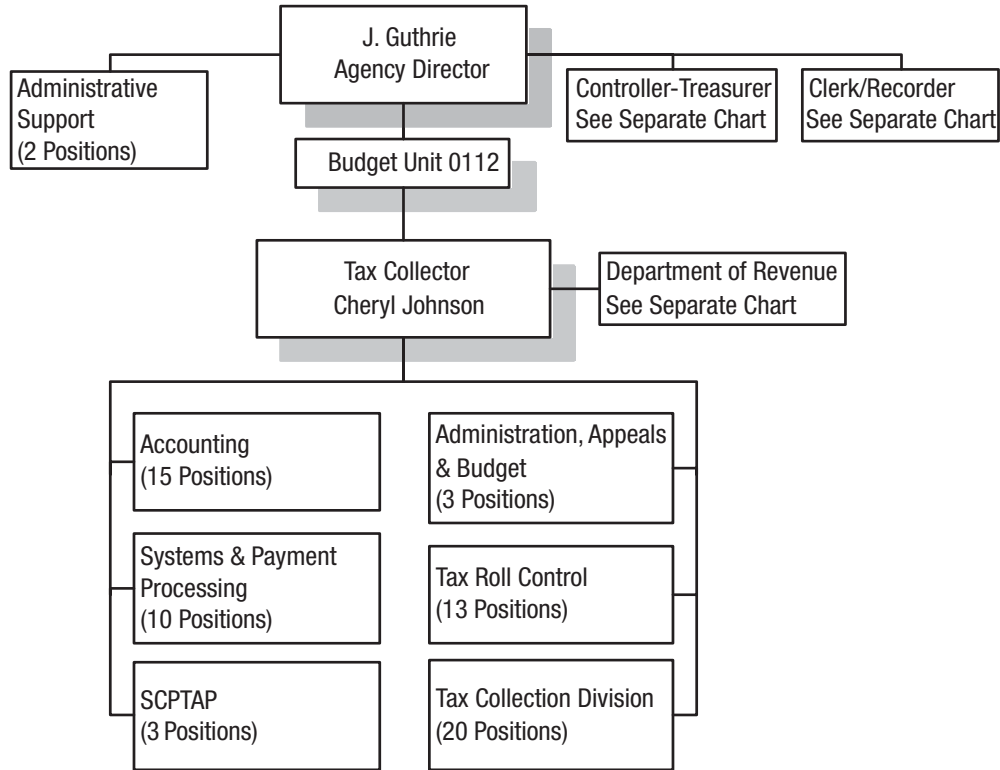


County Debt-Tax & Rev Anticipation Notes — Cost Center 2111
Major Changes to the Budget (Continued)

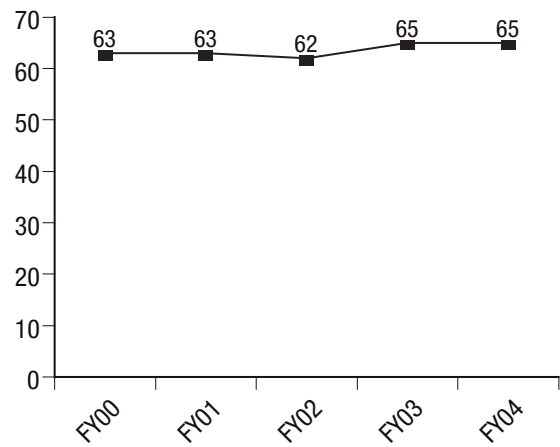
	Positions	Appropriations	Revenues
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(1,564,012)	0
	Subtotal		
Recommended Changes for FY 2004			
Hospital Bond Lease Payment (Fund Number 0480)			
FY 2003 Approved Budget			
Board Approved Adjustments During FY 2003		64,750	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(64,750)	0
	Subtotal		
Recommended Changes for FY 2004			
Hospital Bond Project Fund (Fund Number 0482)			
FY 2003 Approved Budget			
Board Approved Adjustments During FY 2003		2,207,908	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(2,207,908)	0
	Subtotal		
Recommended Changes for FY 2004			
Total Recommendation		17,681,781	10,176,427



Tax Collector's Office



Appropriation Trend



Staffing Trend



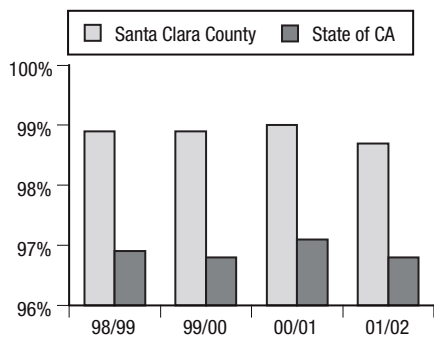
Public Purpose

- ➔ Maximize tax revenue to support services to County residents



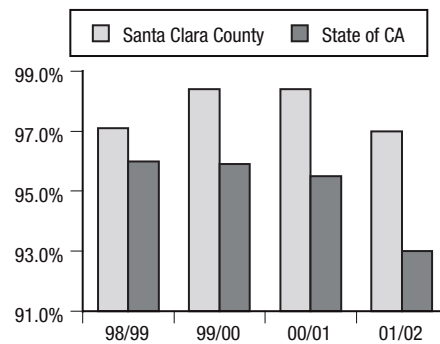
Desired Results

Achieve High Collection Rate by ensuring that taxpayers receive accurate and timely tax information.



Secured Property Taxes

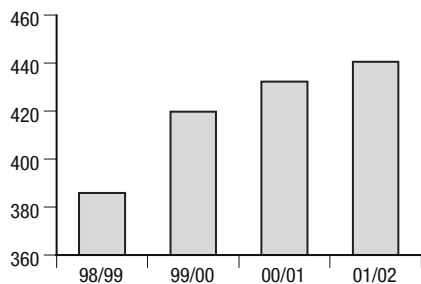
Measure: County collection rate compared to State average



Unsecured Property Taxes

Measure: County collection rate compared to State average

Achieve Cost Efficient Collection by ensuring that operating expenses are kept at the lowest level possible without negatively impacting service quality.

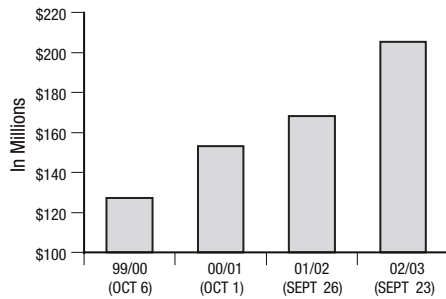


Revenue Collected per Dollar Spent

Measure: Ratio of Revenue Collected to Operating Cost

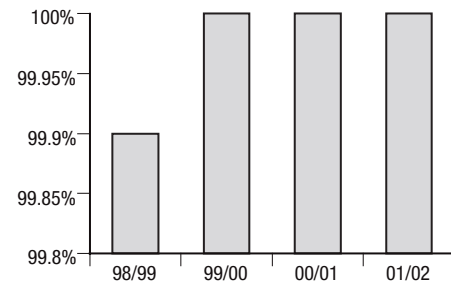


Comply with State Mandated Codes by ensuring that Secured tax bills are mailed on or before November 1st and duplicate payments are returned within 60 days from the date of payment.



Mailing Date Triggering Accelerated Collections

Measure: Date of mailing versus amount collected by November 1



Percentage of Duplicate Payments Returned Within 60 Days

Description of Major Services

Tax Information

The desired result of this service is a *high collection rate* through the provision of accurate and timely tax information to property owners and the general public. The service includes general tax information, parcel specific information, delinquent pay-off data, preparation of tax lien clearances and payment verification. Property owners, lending institutions, appraisers and governmental agencies rely on the accuracy of the department's data to prepare financial records, develop credit reports and finalize real-estate transactions.

In addition to employing professional customer service representatives, the department maintains an Interactive Voice Response (IVR) system and a website that are operational 24/7 to provide continuous uninterrupted information. The IVR and website applications access the department's data base and supply information related to the current and prior year tax charge, validate payment data and provide remittance and other general instructions. The department also accepts credit card payments via the website.

Reconciliation

This service occurs to *comply with the tax code* and to *provide accurate collection statistics*. The service is designed to ensure that public funding is based on actual collections so that governmental agencies and special districts can make informed budgetary

decisions. Property owners and lending institutions also rely on the reconciliation process to ensure that payments are properly credited and refunds are generated within the time prescribed by the tax code. The department reconciles a receivables file of \$2.7 billion dollars. In addition to reconciling tax collections, the program staff refund duplicate payments, ensure proper payment application, coordinate the Senior Citizen's Postponement Certificate program and manage the Extended Payment Plan program.

Refund Issuance

The Tax Collector must refund duplicate payments within sixty (60) days to comply with the tax code. 100% of these refunds were issued within the time prescribed by the tax code.

Tax Collection

"The Tax Collector shall collect all property taxes" as mandated under California's Revenue and Taxation Code, Section 2602. In Santa Clara County, the Tax Collector prepares and maintains the tax rolls in addition to collecting the taxes. Taxes levied on real property are collected on the current Secured tax roll; the Supplemental tax roll; and, in cases of delinquency, the Redemption tax roll. The Tax Collector also prepares, maintains, bills and collects Unsecured assessments (taxes on business equipment, boats, aircraft, etc.). The combined 2002/2003 tax charge on these four tax rolls was over \$2.7 billion dollars.

In one form or another, all of the department's employees partake in the Tax Collection program. However, the department currently operates three specialized collection programs, automated payment processing, field collections and tax-defaulted property administration.

- ❑ **Automated Payment Processing:** Developed to promote *cost efficient collection*, the automated payment processing procedures make it possible for the department to receive, credit and deposit tax payments in one day. The department uses professional mail extraction equipment and utilizes an image-enabled Remittance Processor to endorse, encode and capture tax payments. Same-day processing maximizes interest earnings and ensures that the tax rolls reflect accurate tax information.
- ❑ **Field Collections:** Established to ensure a *high rate of collection*, the Field Collections' personnel facilitate payment on delinquent Unsecured tax accounts. Collectors perform site visits, review debtors' financial records, establish and monitor payment plans, record Certificate of Tax Liens and seize assets. This enforcement service is designed to ensure payment compliance to maximize the Unsecured tax revenue that supports public services.
- ❑ **Tax-Defaulted Property Administration:** Designed to *ensure compliance with all legal requirements* before real property is offered for sale at public auction or sold by agreement. Program personnel must adhere to strict publishing and noticing deadlines, perform extensive title searches, and employ skip-tracing techniques before establishing a "Power-to-Sell" classification. Mandated by the California Revenue and Taxation Code, selling tax-defaulted property returns the property to a tax-paying status.

Records Retention

State law requires the Tax Collector to retain assessment and payment records for a minimum of twelve years. Currently, data is stored in three mediums: hard copy, microfiche, and digital image. Unfortunately, the twelve-year requirement has strained the

department's ability to respond to research inquiries quickly and efficiently. The department is implementing a Document Management System that will decrease the need to store hard copies and reduce the physical space requirements. In addition, the Document Management System will improve public service and enhance the accuracy of the tax information, as all parcel-specific information will be linked to the corresponding tax record. For example, every parcel will contain an envelope of digitized images related to that particular property: payment records, correspondence, penalty appeals and value changes. The department's Tax Service Representatives will be able to respond quickly to inquiries promoting the desired result of a *high collection rate*.

Roll Correction

This service promotes a *high collection rate and complies with the tax code* by ensuring the integrity of the tax roll. All roll corrections are audited before they are executed in order to certify their validity. Before and after values are inspected, tax-rate areas are scrutinized and program staff ensure that the roll correction is legally sanctioned under existing law. After the correction petition is completed and the tax roll has been adjusted, program staff authenticate the results. Adherence to strict quality control standards is essential to the reliability of the County's tax roll.

Roll Creation

Creating the tax roll for billing and collection is fundamental to the department's public purpose of *maximizing tax revenue for public entities*. In order to perform this service, the Tax Office is dependent upon internal and external stakeholders: the Assessor provides value, exemptions and ownership data; the Controller provides tax rates; public entities and special districts supply special and bonded assessment information; and the Information Services Department merges the data to create the tax roll.

Information Systems

Supporting, maintaining and improving the manner in which tax information is stored, accessed and displayed is the primary service of program staff. Staff are committed to modernizing the tax systems while safeguarding the data's integrity.

County Executive's Recommendation

The Tax Collector's Office was given a reduction target of \$1,051,988. This department exceeded their target by \$222,250 which will help offset the fact that other departments within the agency could not meet their targets. The Finance Agency, on the whole, met their reduction target of \$4,620,976.

Revenue Enhancements

Interest on Remitted Extended Payment Plans

Recommendation: Increase ongoing revenue assumptions by \$850,000 through Interest on Extended Payment plans.

Background: Taxpayers who choose Extended Payment Plans to satisfy prior year property tax (escapes) obligations may be subject to a 9% annual interest on the unpaid balance. The Tax Collector has initiated a project that identified taxpayers on Extended Payment Plans who are subject to the 9% annual interest they accrue on the unpaid balance. The department has contacted these property owners to make them aware of this interest charge. This additional revenue is derived from the "penalty" interest charges on these extended plans.

A side benefit of this project is the fact that the Tax Collector has collected \$11.2 million dollars in escaped taxes that were initially part of Extended Payment Plans. Some taxpayers, upon learning of the interest charge, have remitted their payments instead of paying the interest. The Tax Collector's estimate of additional interest revenue takes this early remittance factor into consideration.

Total Ongoing New Revenue: \$850,000

Increase Fee for Returned Checks

Recommendation: Increase ongoing revenue assumptions for Returned Check Charges by \$39,760

Background: The charge for returned checks is proposed to increase from \$50 to \$85. This increased fee represents the actual costs associated with processing returned checks. The fee increase will require Board of Supervisor approval.

Total Ongoing New Revenue: \$39,760

New and Increase Fees for Services

Recommendation: Increase ongoing revenue assumptions for various new and increased fees by a total of \$134,397.

Background: Based on a recently completed cost-recovery fee analysis done by the department, the proposed amounts below represent both direct costs and indirect administrative costs for each fee. The department has also completed an informal study of these fees in other jurisdictions and have found that these proposed fees are in-line or slightly above what other jurisdictions with the same services are charging. The following are recommended for increases, and require Board approval prior to being implemented.

Fee Type	Current	Proposed	Revenue
Duplicate Mobile Home Tax Clearance	\$0	\$60	\$9,600
Payment Plan for Unsecured Taxes	\$0	\$65	\$53,925
Parties of Interest	\$35	\$215	\$13,452
Redemption of Tax-defaulted Property	\$15	\$25	\$47,600
Seizure Fee for Unsecured Property Taxes	\$15	\$45	\$8,700
Separate Valuation/Segregation Fee	\$45	\$160	\$1,120
Total Revenue Increase			\$134,397

Impact on Service: The Tax Collector will be able to recover more of the cost of providing services to the public and avoid additional position impacts.

Total Ongoing New Revenue: \$134,397

Staff Reductions

Recommendation: Delete the following 4.0 FTE in the Tax Collector's Office:



- 2.0 Account Clerk II (D97) - (\$104,220)
- 1.0 Supervising Account Clerk I (D95) - (\$72,687)
- 1.0 Office Specialist III (D09) - (\$55,536)

Impact on Service: These positions are currently vacant. The services provided by these positions will be allocated to existing staff in the Tax Collector's Office to provide continued support to operations in the affected service areas.

Total Ongoing Reduction: (\$232,443)

Reduce Appropriations for Services and Supplies

Recommendation: Reduce \$17,638 in Services and Supplies.

Impact on Service: Funding for Information Services Department charges is reduced to reflect savings related to the discontinued use of the microfiche vendor. Arrangements will be made to centralize certain fiche for shared access among staff.

Total Ongoing Reduction: (\$17,638)

State/County Property Tax Improvement Program Augmentations

Recommendation: Provide one-time funding for technology and business process improvements in the Tax Collector's Office, including the addition of 1.0 Account Clerk II - Unclassified and 2.0 Revenue Collections Officer - Unclassified, necessary to support the projects. The authorized term for the new positions will be 12 months, from July 1, 2003 through June 30, 2004.

Background: Funding for the proposed additions comes from an agreement between the Tax Collector's Office and the Assessor's Office in the State/County Property Tax Improvement Program, AB589.

Property Tax and Apportionment System - \$592,816

The purpose of this project is to prepare for replacement of the aging legacy tax collection and apportionment systems with modern, fully-integrated systems that meet all of the requirements of the Tax Collector's Office, and all of the apportionment

functions of the Controller-Treasurer's Office. Development will be done using a team of County staff, vendors and consultants.

Bankruptcy Tracking Project - \$25,000

This is the second year of funding for this project, which has as a goal to increase the number of actively-monitored claims filed in unsecured bankruptcy cases. The office will develop an automated tracking system and a comprehensive procedures manual. In FY 2003, the Tax Collector's Office received an appropriation of \$25,000 from the State/County Tax Improvement Program loan program and collected over \$6 million dollars in bankrupt accounts.

Temporary Staffing to Support Projects - \$182,184

Three unclassified positions are recommended to support business process improvement projects in FY 2004:

- 1.0 FTE Account Clerk II - Unclassified, to perform functions associated with a return mail processing project.
- 1.0 FTE Revenue Collections Officer II - Unclassified, to increase collection of delinquent unsecured taxes using assertive collection strategies.
- 1.0 FTE Revenue Collections Officer II - Unclassified, to prepare bankruptcy filings for the Bankruptcy Tracking Project.

Impact on Service: The systems and business process improvements funded here will support the department's efforts to achieve a high, cost-efficient tax collection rate.

Because the department has identified an outside source of revenue for these projects, the County can initiate improvements in the property tax administration process without utilizing County general funds that are necessary to maintaining critical services to County residents.

Total One-Time Cost: \$800,000

100% of costs offset by funding from the State/County Property Tax Administration Program (AB 589)

Tax Collector — Budget Unit 0112
Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
2212	Tax Collector	6,583,650	6,528,537	8,225,481	6,715,596	187,059	3
2213	Tax Collector-AB 589		1,100,060	1,100,060	1,043,680	(56,380)	-5
Total Expenditures		6,583,650	7,628,597	9,325,541	7,759,276	130,679	2%

Tax Collector — Budget Unit 0112
Revenues by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
2212	Tax Collector	310,205,363	327,626,824	327,960,278	350,068,510	22,441,686	7
2213	Tax Collector-AB 589		1,100,000	1,100,000	800,000	(300,000)	-27
Total Revenues		310,205,363	328,726,824	329,060,278	350,868,510	22,141,686	7%



Tax Collector — Cost Center 2212

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	62.0	6,528,537	327,626,824
Board Approved Adjustments During FY 2003	1.0	1,696,944	333,454
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		90,737	
Internal Service Funds Adjustment		67,113	
Other Required Adjustments		(1,448,230)	21,084,075
Subtotal	63.0	6,935,100	349,044,353
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
General Fund ISD Services Adjustment		30,577	0
Reduce Expenditures Related to Microfiche		(17,638)	
1. Delete 4.0 FTE	-4.0	(232,443)	
The County Executive recommends the deletion of the following positions to achieve the budget reduction target:			
<ul style="list-style-type: none"> ◆ Delete 2.0 FTE Account Clerk II (D97) ◆ Delete 1.0 FTE Supervising Account Clerk I(D95) ◆ Delete 1.0 FTE Office Specialist III (D09) 			
2. Increase in Revenue			850,000
The County Executive recommends this increase in revenue. This action will establish a part of a plan to offer California property owners an opportunity to pay escape property taxes over a 4-year period. A 9% annual interest rate may be charged on any unpaid balance. The revenue increase is part of an effort to identify escape Extended Payment Plans that were subject to accrued interest.			
3. Increase in Revenue for New Fees			174,157
The County Executive recommends the increase in revenues for new and increased fees.			
<ul style="list-style-type: none"> ◆ \$134,397 for new fees associated with Mobile Home Clearance, Payment Plans, Seizure Fee, Redemption Fee, Separate Valuation and parties of Interest. ◆ \$39,760 for increase in returned check fee from \$50 to \$85 per returned check. 			
Subtotal	-4.0	(219,504)	1,024,157
Total Recommendation	59.0	6,715,596	350,068,510



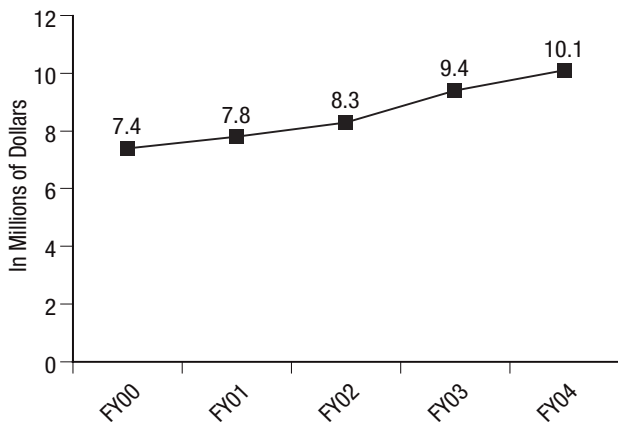
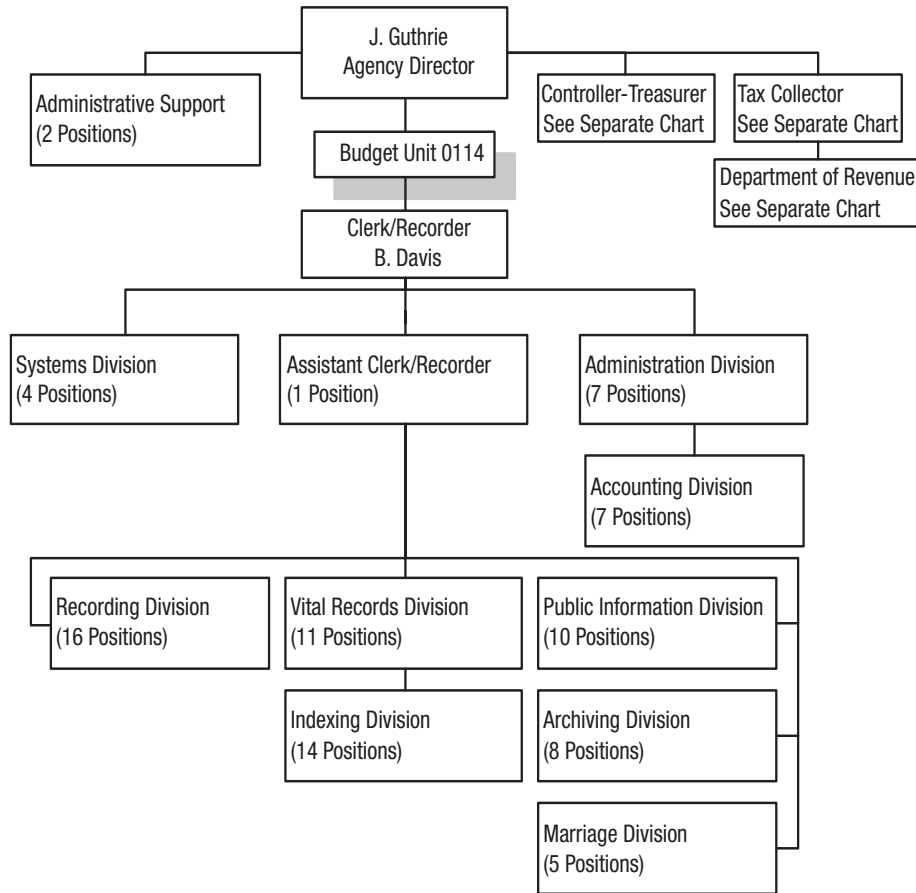
Tax Collector-AB 589 — Cost Center 2213

Major Changes to the Budget

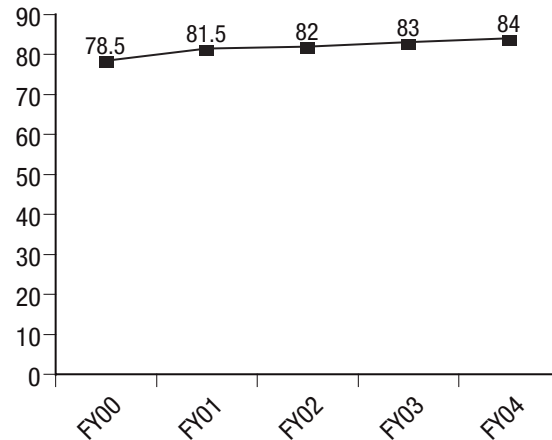
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	3.0	1,100,060	1,100,000
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		19,890	
Internal Service Funds Adjustment			
Other Required Adjustments		(876,270)	(1,100,000)
Subtotal	3.0	243,680	
Recommended Changes for FY 2004			
1. Tax Collection and Apportionment System		592,816	592,816
The County Executive recommends additional funding for the third year funding for a new Tax Collection and Apportionment System. The expense recommended here is fully offset by revenue available through AB 589 (see Cost Center 1160).			
		25,000	25,000
2. Professional Services for Bankruptcy Tracking System			
The County Executive recommends a one-time appropriation for professional services related to the Bankruptcy Tracking System. The cost is fully offset by revenue available through AB 589 (see Cost Center 1160).			
3. Add Unclassified Staff for AB 589 Projects	3.0	182,184	182,184
The County Executive recommends adding the following staff to support projects related to the Tax Collector's partnering with the Assessor in the State/County Property Tax Administration Program (AB 589):			
◆ Add 1.0 FTE Account Clerk II - U (Q10) to perform functions associated with return mail processing project.			
◆ Add 2.0 FTE Revenue Collections Officer - U (V3A) to assist in the increased collection of delinquent unsecured taxes using assertive collection strategies and to prepare bankruptcy filings for Bankruptcy Tracking project.			
The State fully funds the State/County Property Tax Administration Program, the revenue offset for these costs are reflected in Cost Center 1160.			
Subtotal	3.0	800,000	800,000
Total Recommendation	6.0	1,043,680	800,000



County Clerk/Recorder's Office



Appropriation Trend



Staffing Trend



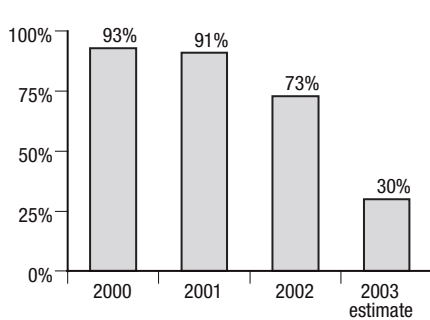
Public Purpose

- ➔ Accessible Records for the Public
- ➔ Records Integrity
- ➔ Compliance with State Law



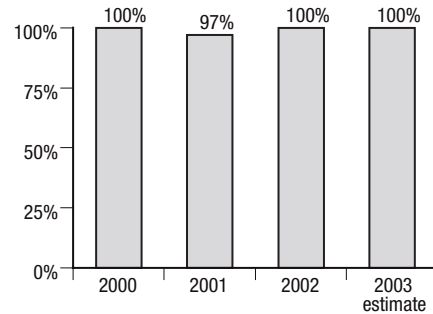
Desired Results

Documents are recorded/filed in a timely manner



% of time mailed documents are recorded within 5 working days of receipt

The estimated drop in document processing for FY2003 is due to heavy workload because of increased refinancing activity. Recording of documents is 33% over what it was the same time last year.



% of time mailed business applications are filed within 3 days of receipt

(Over the counter documents are processed on the day presented.) The measures reflected here are for requests received by mail or phone.

Description of Major Services

The Clerk-Recorder's Office serves as a repository of three types of records:

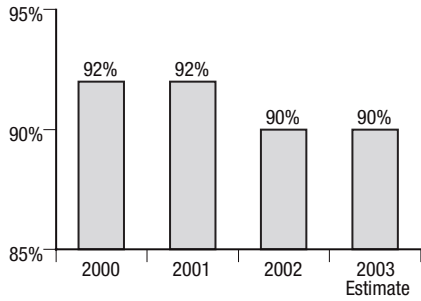
- vital records (birth, marriage and death certificates),
- property records, and

- business records.

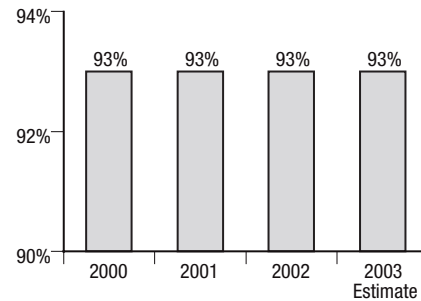
These records are preserved to provide a true, accurate and readily accessible account of some of the most important events in Santa Clara County residents' lives.



Customers can easily access records when using office equipment in the public search area

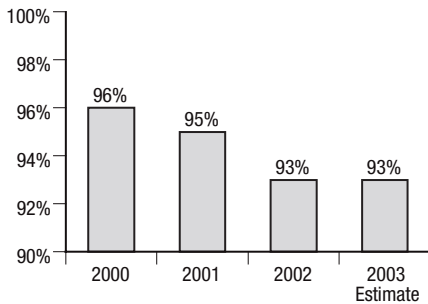


% of customers reporting that they are able to find documents quickly

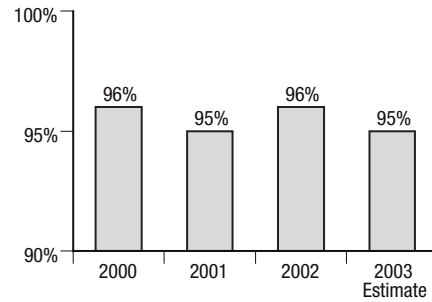


% of customers reporting that the posted instructions were clear

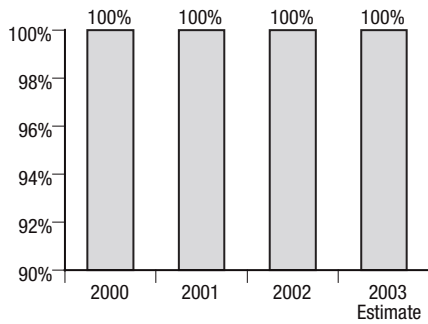
Timely Retrieval of Records and Information for Customers.



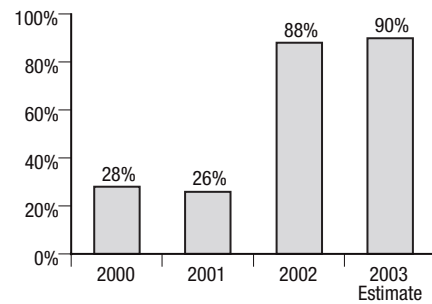
Percent of Customers Reporting that Service was Timely



Percent of Customers Reporting that Staff was Efficient when Providing Service



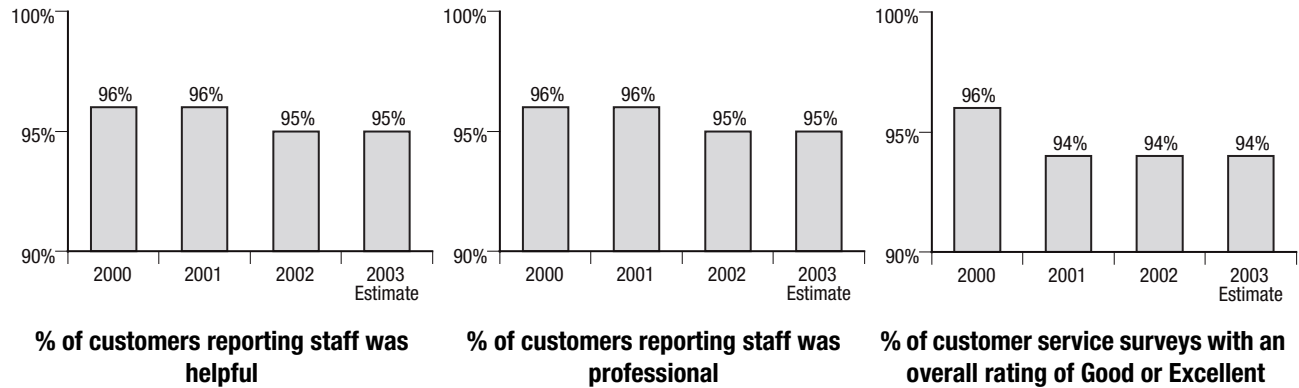
Percent of Official Document Copy Requests by phone, mail or fax processed within 5 Days



Percent of Vital Document Copy Requests by Phone, Mail or Fax Processed within 10 Days



Responsive Customer Service



Recording and registering these documents serves to protect against fraud and error in various business, legal and personal transactions.

With the exception of passport administration, deputizing one-day marriage commissioners, and performance of marriage ceremonies, all of the departmental functions are mandated by law. The following services are provided:

Document Recording, Indexing and Scanning

As the County Recorder, the Department examines and records or files authorized documents and maps, which are then scanned and indexed, and collects transfer tax and other fees. Examples of transactions that are recorded, of which there are over 300 types, include:

- Transfer of property
- Mortgage loans (first, second, refinance, home equity and lines of credit)
- Filing and releasing liens (tax, garbage, mechanics, etc.)
- Reports of property boundaries
- Property foreclosures
- Completion of construction

Registration of Vital Records

The Department registers marriage certificates and maintains copies of birth and death certificates on file, assuring that each is scanned and indexed into the computer imaging system.

Registration of Business Records

As the County Clerk, the Department processes Fictitious Business statements; administers Notary oaths and maintains notary records; acts as custodian for various oaths of office; and registers various public agencies as well as professional agents.

Marriages

The Department processes and issues standard and confidential marriage licenses; schedules, coordinates and conducts civil marriage ceremonies on site; registers and maintains marriage records; and issues certified copies of confidential marriage certificates.

Passport Administration

Administration of passport applications is provided. Once the application is examined and the supporting documents are verified, the application is sent to the U.S. Passport Agency for processing.

Records Research

Official records and certain vital records are available for viewing by the public. Examples of types of records that are commonly recorded are mortgages, deeds, liens, abstracts of judgment and notices. Search methods available include computer searches and book/microfiche searches. Departmental staff is available to assist with the research process.

Copies of Official and Vital Records

Plain and certified copies of official records and maps are sold, as well as certified copies of vital records. Once the required documents are identified with the assistance of staff, they are located and printed from the departmental Imaging system.

County Executive's Recommendation

The Clerk Recorder's Office was given a reduction target of \$843,888. The department has proposed \$257,500 in ongoing solutions and \$430,000 in one-time solutions. The Finance Agency is making up the remaining reductions at the Agency level, and has met the Agency target of \$4,620,976.

Increase Fees to Maximize Cost Recovery

Recommendation: Increase ongoing revenue assumptions by increasing various fees by a total of \$165,000.

Background: The department recently completed a cost-recovery analysis to compare the direct and indirect costs involved in providing services to the public. The Department is recommending the following fees be increased to reflect actual costs:

Fee Description	Current	Proposed	New Revenue
Marriage Ceremonies	\$50	\$75	\$65,000
Marriage Licenses - Regular	\$73	\$76	\$30,000
Marriage Licenses - Confidential	\$78	\$81	combined w/above
One-Day Commissioners	\$15	\$75	\$17,000
CEQA Administrative Filing Fee	\$25	\$50	\$38,000
20-Day Preliminary Notices	\$20	\$50	\$15,000
Total Revenue			\$165,000

Impact on Service: Increasing fees to reflect the cost of providing services will for these services to be maintained.

Total Ongoing New Revenue: \$165,000

Increase Passport Window Hours

Recommendation: Increase in hours for the Passport application window.

Impact on Service: The passport window hours will be increased by several hours daily. To provide adequate staffing for the increased hours of operation, the satellite offices located at the Morgan Hill, Campbell and Los Altos libraries will close. These satellite locations have been staffed by one position at each library location on a specified day of the week. The satellite offices provide only vital records information such as birth, death and marriage certificates and do not process passport applications.

Total Ongoing New Revenue: \$75,000

Reduce Appropriations for Services and Supplies

Recommendation: Reduce \$17,500 in Services and Supplies.

Impact on Service: The reduction in External Printing and Departmental Expenses is based on current utilization. The reduction in this area will not significantly impact the department's ability to provide service to its clients.

Total Ongoing Reduction: (\$17,500)

One-time Increase in the Operating Transfer from the Recorder's Modernization Fund

Recommendation: Increase the operating transfer from the Recorder's Modernization Fund to the General Fund by \$430,000 on a one-time basis.

Impact on Service: The department is proposing a one-time adjustment to the inflationary factor that is applied to the 1985 base. The use of the alternate inflationary factor will result in an increase in the Operating Transfer thereby increasing the offset to General Fund expenditures.

Total One-time Revenue: \$430,000

Non-General Fund Appropriations

Recommendation: Increase appropriations in the Recorder's special funds as reflected in the table below:

Non-General Fund Appropriations for FY 2004

Fund	Description of Expense	Amount
0026	Image Support Upgrade and Expansion	\$530,000
0026	Automated Folding & Inserting Machine	\$25,000
0027	Equipment Maintenance for Scanners	*\$12,000
0026	Ethernet Conversion	\$10,000
0027	Microfilm Readers for Archiving	\$20,000
0024	Commercial Shredder	\$4,500
0026	Computer Replacements	\$75,000
0026	Map Book Restoration	\$88,000
0026	New Computer Workstations	\$40,000
0026	Pallet Truck	\$1,000
0026	Software Subscription Program	*\$18,000
Total Cost		\$823,500
<i>*ongoing expenses</i>		

Background: 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 0027**, established in 1980 to defray the cost of converting the County Recorder's document storage system to micrographics.

- ❑ **Recorder's Modernization Fund 0026**, 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 0024**, 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.

Impact on Service: Using the Recorder's special funds for the department's equipment and technology needs, as well as to fund staffing and operational increases, will allow the department to make improvements in customer service and work processes without utilizing County general funds that are necessary to maintain critical services to County residents.

Total Cost: \$823,500

Fund 0024: \$4,500 one-time

Fund 0026: \$769,000 one-time; \$18,000 ongoing

Fund 0027: \$20,000 one-time; \$12,000 ongoing

County Recorder — Budget Unit 0114 Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
5655	County Recorder	7,649,328	8,644,983	8,715,269	9,351,317	706,334	8
	1 General Fund	4,572,148	5,034,352	5,067,438	5,411,421	377,069	7
	24 Vital Records Improvement Fund	63,910	103,272	103,272	95,772	(7,500)	-7
	26 Recorders Modernization Fund	2,244,030	2,729,068	2,766,268	3,003,018	273,950	10
	27 Recorders Document Storage Fund	769,240	778,291	778,291	841,106	62,815	8
5656	County Clerk	665,733	764,935	763,964	788,862	23,927	3
	Total Expenditures	8,315,061	9,409,918	9,479,233	10,140,179	730,261	8%

County Recorder — Budget Unit 0114 Revenues by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
5655	County Recorder	28,542,905	26,628,074	26,745,274	32,589,600	5,961,526	22
	1 General Fund	(24,343,999)	24,354,474	24,471,674	29,471,000	5,116,526	21
	24 Vital Records Improvement Fund	(124,710)	90,000	90,000	110,000	20,000	22
	26 Recorders Modernization Fund	(3,419,992)	1,708,600	1,708,600	2,508,600	800,000	47
	27 Recorders Document Storage Fund	(654,204)	475,000	475,000	500,000	25,000	5
5656	County Clerk	1,396,082	1,286,500	1,286,500	1,448,500	162,000	13
	1 General Fund	(1,357,879)	1,251,500	1,251,500	1,413,500	162,000	13
	27 Recorders Document Storage Fund	(38,203)	35,000	35,000	35,000		0
	Total Revenues	29,938,987	27,914,574	28,031,774	34,038,100	6,123,526	22%

County Recorder — Cost Center 5655 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	73.0	5,034,352	24,354,474
Board Approved Adjustments During FY 2003	1.0	33,086	117,200
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		239,505	
Internal Service Funds Adjustment		8,505	224,387
Other Required Adjustments		102,389	4,254,939
	Subtotal	74.0	5,417,837
Recommended Changes for FY 2004			
Internal Service Fund Adjustments		—	—
Fleet Reduction		(3,516)	0



County Recorder — Cost Center 5655
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
1. Increase in Operating Transfer			430,000
The County Executive recommends the one-time increase in the Operating Transfer to achieve the budget reduction target set for the department for FY 2004.			
2. Increase in Fees			90,000
The County Executive recommends the increase in the following fees to achieve the department's budget reduction target:			
◆ Increase in 20 Day Preliminary Notices from \$20 to \$50(will result in \$15,000 in increased revenue)			
◆ Increase in window hours for Passport applications (will result in \$75,000 in increased revenue)			
3. Reduce Services and Supplies		(2,900)	
This action reflects an ongoing reduction in external printing services.			
	Subtotal	0.0	520,000
	Fund Subtotal	74.0	29,471,000
Vital Records Improvement Fund (Fund Number 0024)			
FY 2003 Approved Budget		103,272	90,000
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			
		(7,500)	20,000
	Subtotal	95,772	110,000
Recommended Changes for FY 2004			
	Fund Subtotal	0.0	110,000
Recorders Modernization Fund (Fund Number 0026)			
FY 2003 Approved Budget		2,729,068	1,708,600
Board Approved Adjustments During FY 2003		37,200	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			
		190,950	
		(315,700)	800,000
	Subtotal	2,641,518	2,508,600
Recommended Changes for FY 2004			
1. Decrease in Operating Transfer Out to offset one-time Operating Transfer In.		(430,000)	
2. Upgrade Storage Capacity		530,000	
This action reflects a one-time appropriation of funds to expand and upgrade storage capacity for the Clerk-Recorder's Imaging system. Requested funding is for a direct-attached jukebox that would be used for archival storage, backup and restoration, for a system of high density disks, and for services required for installation and configuration of the new equipment.			
3. Automated Folding and Inserting Machine		25,000	
This action reflects a one-time appropriation for a lease with purchase option of a tabletop folder inserter requested for the Indexing Division. Due to a significant increase in volume of documents processed, the use of an automated mailing system will shorten backlog of documents waiting to be mailed.			
4. Ethernet Conversion		10,000	
This action reflects a one-time funding for Ethernet network hardware. Since Ethernet networking is now the County and industry standard, it is necessary to migrate the Clerk-Recorder's AS/400 imaging system from a token-ring based system to a modern format.			
5. New Equipment		4,500	



County Recorder — Cost Center 5655
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
This action reflects one-time appropriations for a commercial in-house shredder for the department. To comply with SB 247, which requires shredding of vital documents on premises, a new in-house commercial shredder needs to be purchased.			
6. Computer Equipment		75,000	
This action reflects a one-time appropriation to replace 30 workstations for the Recorder's Imaging System. This action is part of a four-year plan to completely replace and upgrade computer equipment in the department.			
7. Map Book Restoration		88,000	
This action reflects a one-time appropriation for restoration of old map books as needed. This action will insure the documents will stand up to the rigors of copying, as the Clerk Recorder is the only supplier of these maps since the Surveyor's Office discontinued providing map copies.			
8. New Computer Workstations		40,000	
This action reflects a one-time appropriation for the purchase of eight (8) personal computers. These additions are necessary to maintain good equipment for use by the public and to provide each employee with a PC for productivity.			
9. Pallet Truck		1,000	
This action reflects a one-time appropriation for purchase of a pallet truck for lifting and moving heavy books and items at the warehouse at Berger Drive.			
10. Software Subscription Program		18,000	
This action reflects an ongoing appropriation for IBM software maintenance. IBM has increased their cost for the subscription and the funding budgeted for this in FY2000 is no longer sufficient.			
	Subtotal	0.0	361,500
	Fund Subtotal	0.0	2,508,600
Recorders Document Storage Fund (Fund Number 0027)			
FY 2003 Approved Budget		778,291	475,000
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		33,315	
Other Required Adjustments		(2,500)	25,000
	Subtotal	809,106	500,000
Recommended Changes for FY 2004			
1. Equipment Maintenance for Scanners		12,000	
This action reflects an ongoing funding for Scanner maintenance needs. Previous funds allocated for maintenance were for one-time cost only.			
2. Microfilm Readers for Archiving		20,000	
This action reflects a one-time appropriation for the purchase of two replacement microfilm readers needed for the Archiving Division. Used to access official records, the replacement of these two 15-year old devices will insure efficiency of service to their customers.			
	Subtotal	0.0	32,000
	Fund Subtotal	0.0	500,000
Total Recommendation	74.0	9,351,317	32,589,600

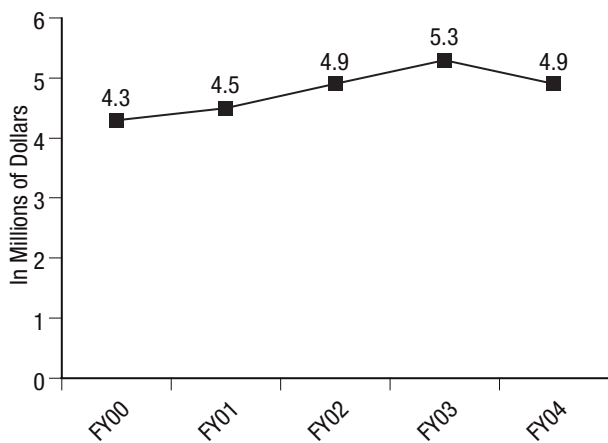
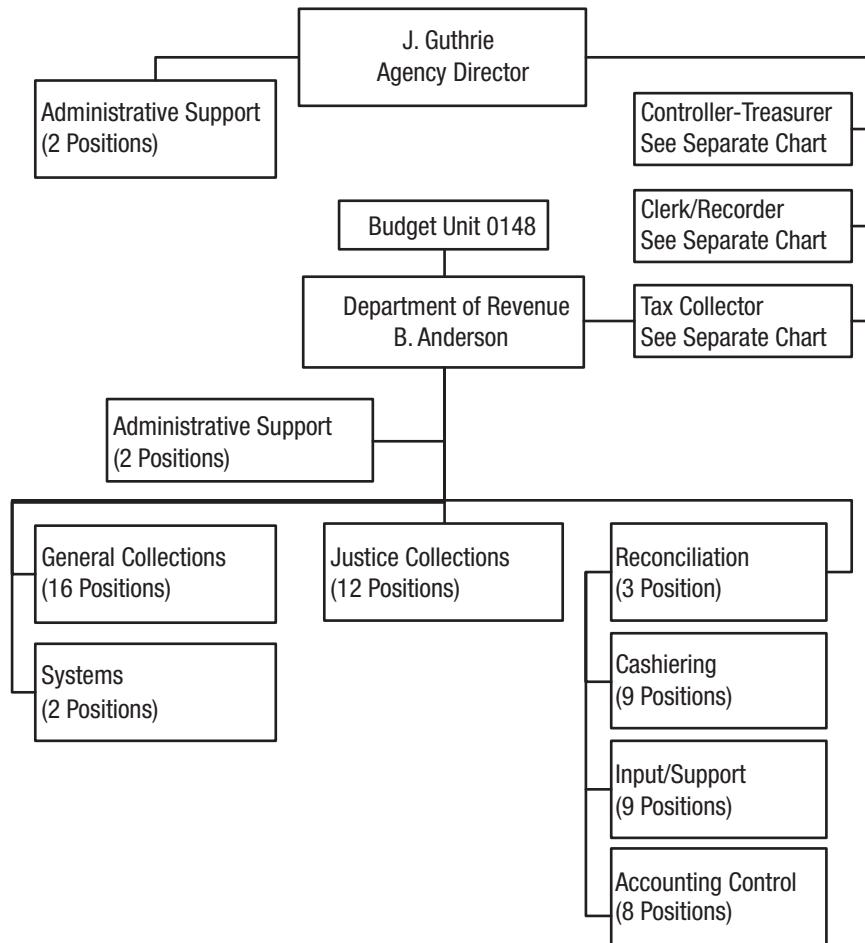


County Clerk — Cost Center 5656
Major Changes to the Budget

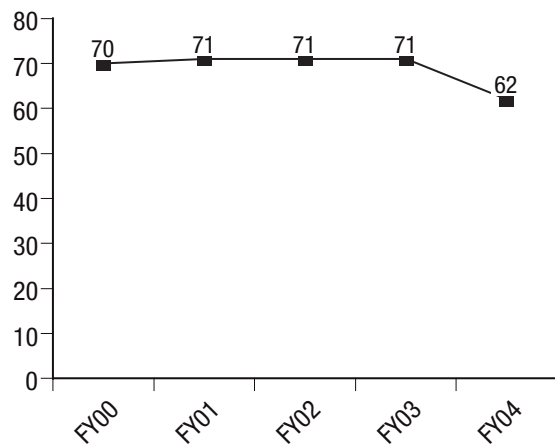
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	10.0	764,935	1,251,500
Board Approved Adjustments During FY 2003		(971)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		42,597	
Internal Service Funds Adjustment		(4,539)	
Other Required Adjustments		971	12,000
Subtotal	10.0	802,993	1,263,500
Recommended Changes for FY 2004			
Internal Service Fund Adjustments		—	—
General Fund ISD Services Adjustment		469	0
1. Increase in Fees			150,000
The County Executive recommends the increase in the following fees to achieve the department's budget reduction target:			
◆ Increase the Marriage Ceremony Fee from \$50 to \$75			
◆ Increase Marriage License Fee from \$73 to \$76			
◆ Increase One-Day Commissioner Fee from \$15 to \$75			
◆ Increase CEQA Administrative Fee for filing Environmental Impact Reports from \$25 to \$50			
		(14,600)	
2. Reduce Services and Supplies			
This action reflects an ongoing reduction of \$1,000 for external printing in the County Clerk's Office and \$13,600 in Special Department Expense.			
Subtotal	0.0	(14,131)	150,000
Fund Subtotal	10.0	788,862	1,413,500
Recorders Document Storage Fund (Fund Number 0027)			
FY 2003 Approved Budget			35,000
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal			35,000
Recommended Changes for FY 2004			
Fund Subtotal	0.0	0	35,000
Total Recommendation	10.0	788,862	1,448,500



Department of Revenue



Appropriation Trend



Staffing Trend



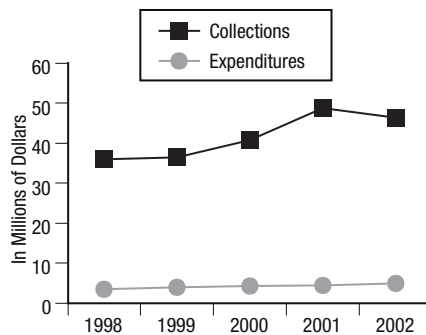
Public Purpose

- ➔ Maximize revenue collection to support services for County residents



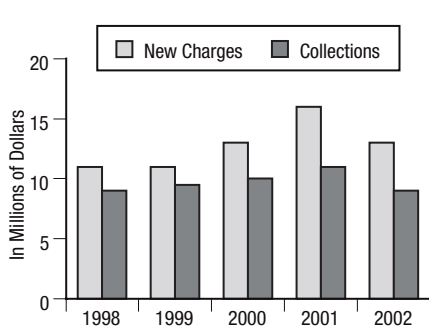
Desired Results

Cost efficiency which is achieved by keeping expenditures for personnel, supplies, and equipment to a minimum while optimizing revenue collection.

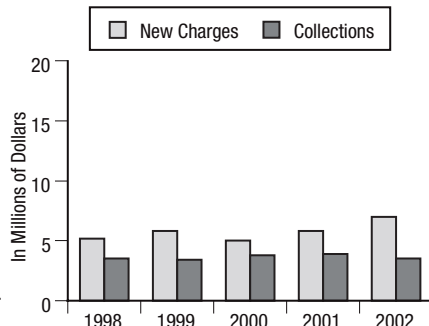


Ratio of Revenue Collected to Expenditures

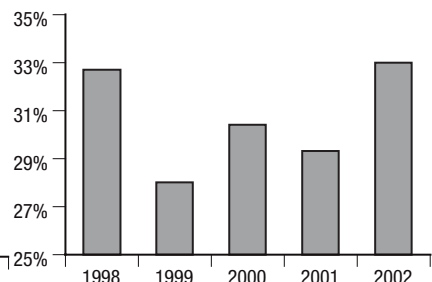
A high collection rate which is achieved through optimum use of staff and technology resources and accurate and timely communication with debtors.



Percent of Superior Court Collections



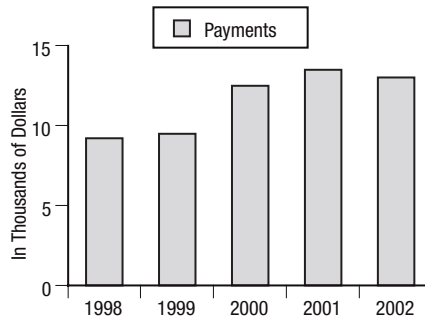
Percent of Adult Probation Collections



Percent of Hospital Collections



Clients receive payment in a timely manner in compliance with State regulations, through the effective use of technology.



Percent of Victim Restitution Payments Issued Within Mandated Time Frames

Description of Major Services

Revenue Collection

The revenue collected by the department is used to support the funding of services to County residents. Additionally, to the extent that the department is successful in collecting the account receivables assigned by client departments, taxpayers in Santa Clara County are not required to bear the burden of indebtedness that is the legal responsibility of a specific individual.

The Department of Revenue provides agencies and departments within the County with professional collection services using collection enforcement techniques comparable to those used in the private sector. Major departments served are the Santa Clara Valley Health and Hospital System, the Santa Clara County Superior Court, Adult and Juvenile Probation, the Office of the Sheriff, the Office of the Public Defender, and the Employee Services Agency.

Collections: Explain new accounts; interview clients to determine ability to pay; set up payment plans; consolidate bills for individual clients; verify eligibility for Federal and State programs; skip-trace delinquent debtors; file small claims actions and coordinate lawsuits with County Counsel; attach wages and bank accounts; record reimbursement agreements and return delinquent accounts to the Court for issuance of bench warrants.

Accounting: Create new accounts; process adjustments, payments and refunds; issue payments to victims of crime; prepare documents for small claims court; reconcile all monies collected; distribute revenue; prepare cost allocation plans.

Systems: Maintain the department's data systems, network and workstations; process automated payment interfaces; issue monthly billing statements and delinquent notices; develop new systems solutions for processing problems.

County Executive's Recommendation

The Department of Revenue was given a reduction target of \$823,714. The Department was able to identify \$699,042 in deficit solutions. The Finance Agency is

covering their reductions at the agency level and has met their Agency target of \$4,620,976.

Revenue Enhancement

Recommendation: Increase revenue assumptions for interest on small accounts by \$60,000.

Impact on Service: The department recently completed an upgrade to their existing collection database system which will now allow them to calculate and accrue interest. The enhancement will enable the department to charge and begin to collect interest (10%) on small claims cases (accounts under \$5,000).

Total Ongoing Revenues: \$60,000

Staff Reductions

Recommendation: Delete one manager and 8.0 FTE vacant positions in the department

FTE	Code	Class Descriptions	Vacant/Filled
1.0	A34	Director of Revenue Collection	Vacant
2.0	V35	Revenue Collections Officer I	Vacant
1.0	D62	Revenue Collections Clerk	Vacant
2.0	D97	Account Clerk II	Vacant
1.0	D98	Account Clerk I	Vacant
2.0	D51	Office Specialist I	Vacant
9.0		Tota	

Impact on Service: These positions are currently vacant. The permanent loss of these positions, which includes the deletion of the Department Head position, requires a study of the organizational structure of the Finance Agency. The feasibility of this department, once again becoming a division of the Tax Collector's Office, will be considered. Other possibilities are to create a lower level management position to oversee the functions of the department. These options are being considered as part of the recommendation to delete the executive management position.

This reduction results in a minimal loss of productivity and will have a minimal impact on direct client services and revenue collections due to the elimination of long term vacancies.

Total Ongoing Reduction: (\$569,160)

Reduce Appropriations for Services and Supplies

Recommendation: Reduce \$50,000 in services and supplies.

Impact on Service: The reduction of these appropriations will not inhibit the normal day-to-day functions or the collection efforts of the department:

- Lotus Notes upgrade funds (\$20,000)
- Contingency funds from Parking Program (\$20,000)
- External Data Processing services funds (\$10,000)

Total Ongoing Reduction: (\$50,000)

Reduce Appropriations for Temporary Employees

Recommendation: Reduce funding for temporary employee services. (\$19,882)

Impact on Service: The department has used funding for temporary help to manage vacancies and work flow needs. Existing staff will manage work flow responsibilities to ensure that there will be no significant impacts to service levels.

Total Ongoing Reduction: (\$19,882)

Revenue Enhancement for Department of Correction

Recommendation: Increase revenue assumptions in the Department of Correction by \$380,000.

Impact on Service: The Department of Correction has analyzed their revenue sources and found that the fees for two programs have not been updated since FY 1997. The revenues collected from the Weekend Work Program (WWP) and the Public Service Program (PSP) are budgeted and collected by the Department of Revenue. Past reviews show that only a portion of the fees assessed are actually collected. This is primarily because there is no penalty for failing to pay program fees, whereas failure to pay fines and penalties result in jail time. Additionally, inmate payments are applied in a specific priority according to law; fees are the lowest

priority behind fines and penalties, therefore, if there is a payment made by an inmate, it is first applied to fines and penalties and then the remaining portion is applied to the fees.

Fiscal staff periodically reviews the rates to determine if changes in program costs and participation rates require a change in program fees. A rate review was conducted in FY 1997, which determined that fees need to be adjusted to reflect current costs. A rate review

using FY 2002 actual costs determined that the fees need to be increased to reflect current costs of the programs. It is anticipated that this rate increase will bring in an estimated \$380,000 in revenues to the department. The rate increase is contingent upon Board of Supervisor approval.

Total Ongoing Revenue: \$380,000

This revenue is budgeted and collected in the Department of Revenue, but is part of the Department of Correction's reduction plan

**Department Of Revenue — Budget Unit 0148
Expenditures by Cost Center**

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
2148	Collection Operations	4,857,690	5,264,704	5,262,046	4,900,475	(364,228)	-7
Total Expenditures		4,857,690	5,264,704	5,262,046	4,900,475	(364,228)	-7%

**Department Of Revenue — Budget Unit 0148
Revenues by Cost Center**

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
2148	Collection Operations	7,615,953	7,957,886	7,957,886	8,321,865	363,979	5
Total Revenues		7,615,953	7,957,886	7,957,886	8,321,865	363,979	5%



Collection Operations — Cost Center 2148

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	71.0	5,264,704	7,957,886
Board Approved Adjustments During FY 2003		(2,658)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		234,255	
Internal Service Funds Adjustment		(27,718)	
Other Required Adjustments		73,411	(76,021)
Subtotal	71.0	5,541,994	7,881,865
Recommended Changes for FY 2004			
Internal Service Fund Adjustments		—	—
General Fund ISD Services Adjustment		(2,477)	0
1. Delete 8.0 FTE for Budget Reduction Target	-8.0	(428,052)	
The County Executive recommends the deletion of the following positions to achieve the budget reduction target set for the Department of Revenue:			
<ul style="list-style-type: none"> ◆ Delete 2.0 FTE Office Specialist I, duties will be transferred to existing staff ◆ Delete 1.0 FTE Revenue Collections Clerk (D62) ◆ Delete 2.0 FTE Account Clerk II (D97) ◆ Delete 1.0 FTE Account Clerk I (D98) ◆ Delete 2.0 FTE Revenue Collections Officer I (V35) 			
		(50,000)	
2. Reduce Services and Supplies			
The County Executive recommends the reduction in appropriations for the following areas of service and supplies:			
<ul style="list-style-type: none"> ◆ Reduce maintenance for equipment (\$20,000) ◆ Reduce professional and specialized services (\$20,000) ◆ Reduce external data processing (\$10,000) 			
		(19,882)	
3. Reduce Temporary Employee Appropriation			
The County Executive recommends the reduction of the appropriation for the use of temporary employees. This action will eliminate the funds the department has budgeted for the use of temporary or extra help.			
4. Delete Executive Management Position	-1.0	(141,108)	
The County Executive recommends the deletion of 1.0 FTE Chief of Revenue Collection position to achieve the department's budget reduction target. The Department of Revenue is currently undergoing a organizational restructure to determine the feasibility of having the Tax Collector oversee this department. A study has begun on an existing CEMA position which may lead to a reclass of this position at a higher level.			
5. Increase in Collections Revenue			60,000
A new interface within the department's existing system will allow the collection of interest on small claims judgement accounts under \$5,000.			
6. Increase in Revenue from Department of Correction Programs			380,000
This action recognizes new revenue from an increase in participation fees for the Public Service Program (PSP) and Weekend Worker Program (WWP) in the Department of Correction.			
Subtotal	-9.0	(641,519)	440,000
Total Recommendation	62.0	4,900,475	8,321,865





Section 2: Public Safety & Justice

Section 2: Public Safety & Justice



Public Safety and Justice

Mission

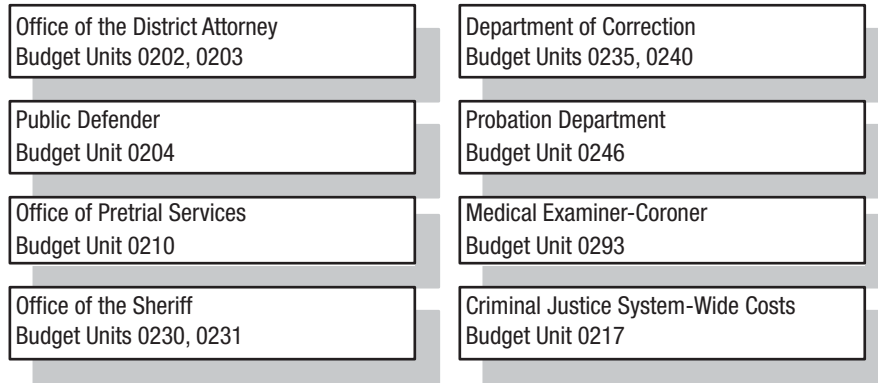
The mission of Public Safety and Justice services of Santa Clara County is to maintain a community environment where people feel safe, fairly treated by the law, and secure from crime.



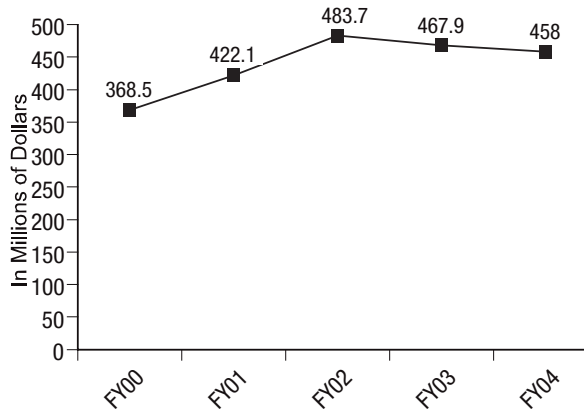
Departments

- Office of the District Attorney
- Office of the Public Defender
- Office of Pretrial Services
- Criminal Justice System-Wide Costs
- Office of the Sheriff
- Department of Correction
- Probation Department
- Office of the Medical Examiner-Coroner

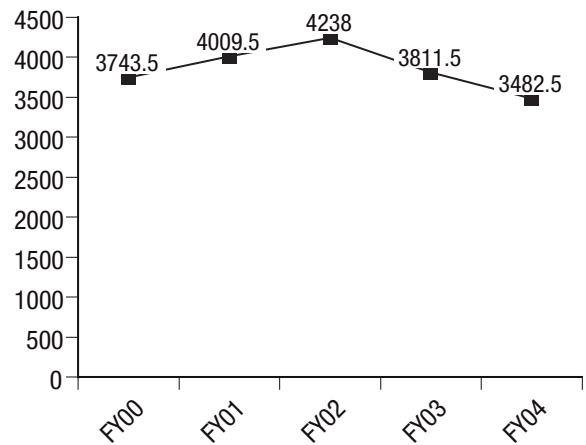
Public Safety and Justice



Section 2: Public Safety & Justice



Appropriation Trend



Staffing Trend



Expenditures by Department

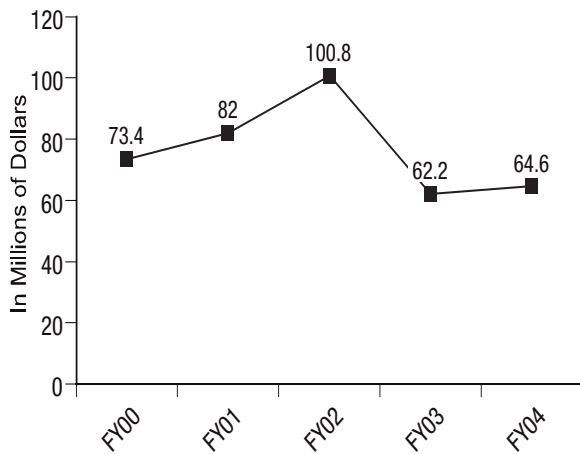
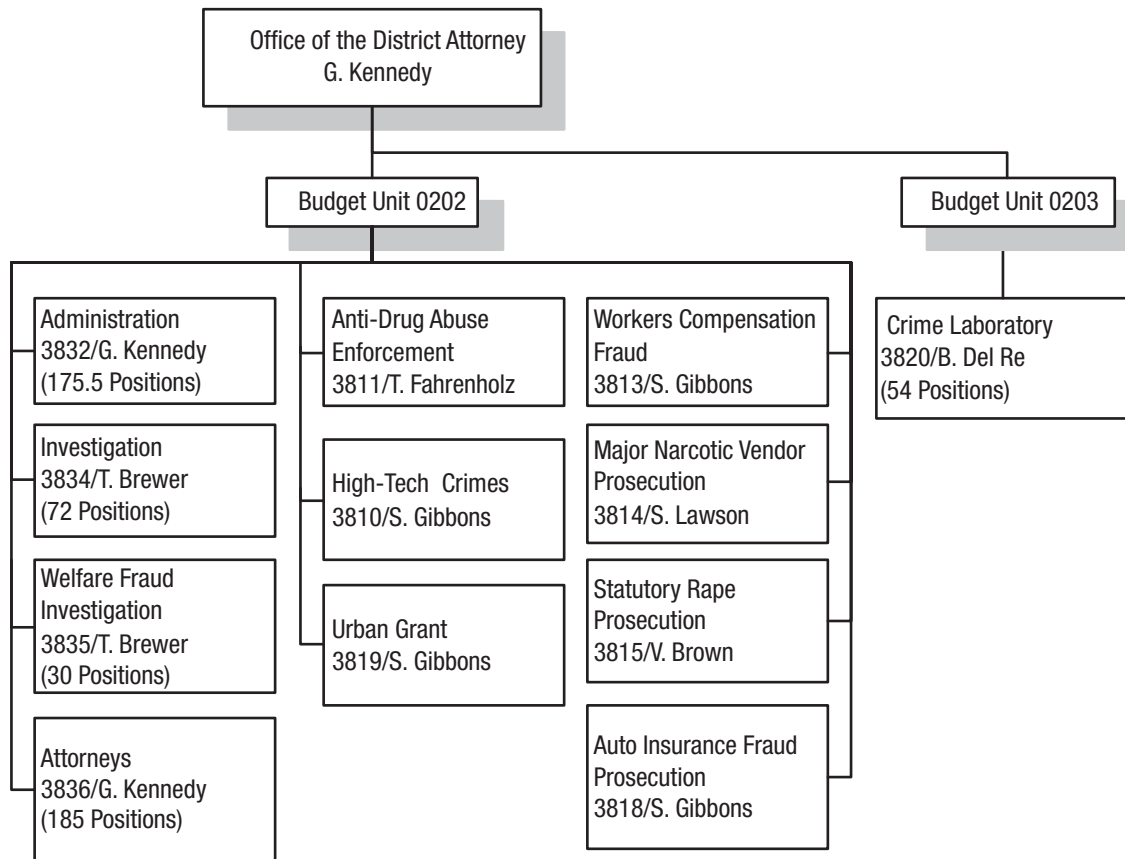
BU	Department Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
0202	District Attorney Administration	49,653,422	56,717,133	60,289,200	59,015,899	2,298,766	4
0203	District Attorney Crime Laboratory	5,423,339	5,463,091	7,889,629	5,592,944	129,853	2
0204	Public Defender	27,055,854	30,313,977	30,237,315	28,857,387	(1,456,590)	-5
0210	Office Of Pretrial Services	4,099,640	5,041,083	5,142,863	4,392,201	(648,882)	-13
0217	Criminal Justice System-Wide Costs	49,998,227	50,864,756	50,864,756	52,795,179	1,930,423	4
0230	Sheriff Services	69,912,674	78,419,646	85,914,129	87,847,452	9,427,806	12
0231	Court/Custody Operations	12,593,974	12,699,856	12,689,297		(12,699,856)	-100
0235	DOC Contract	64,793,871	68,648,484	68,648,557	73,395,787	4,747,303	7
0240	Department Of Correction	60,429,597	62,358,746	63,453,005	51,565,314	(10,793,431)	-17
0246	Probation Department	92,539,613	94,700,892	94,360,754	92,466,547	(2,234,345)	-2
0293	Medical Examiner-Coroner	2,889,796	2,723,488	2,837,814	2,464,366	(259,121)	-10
Total Expenditures		439,390,007	467,951,152	482,327,319	458,393,078	(9,558,073)	-2%

Revenues by Department

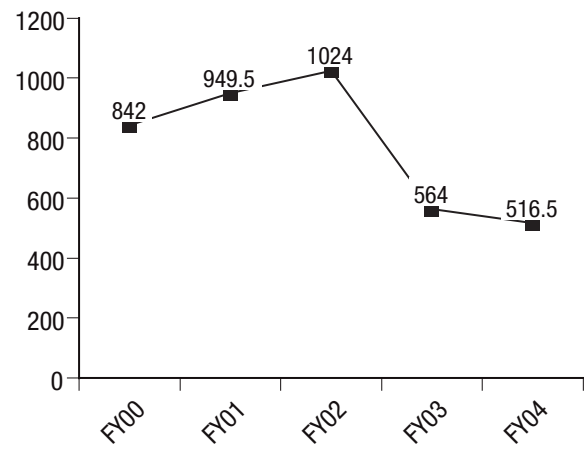
BU	Department Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
0202	District Attorney Administration	12,146,081	11,611,267	13,638,722	10,044,660	(1,566,607)	-13
0203	District Attorney Crime Laboratory	3,944,916	2,605,288	5,030,147	2,648,507	43,219	2
0204	Public Defender	814,977	571,748	403,177	403,177	(168,571)	-29
0210	Office Of Pretrial Services	89,258	93,000	197,460	217,000	124,000	133
0217	Criminal Justice System-Wide Costs	173,996,126	195,882,955	195,882,955	171,109,955	(24,773,000)	-13
0230	Sheriff Services	34,067,086	38,183,869	38,287,794	41,563,620	3,379,751	9
0231	Court/Custody Operations	10,568	1,300	1,300		(1,300)	-100
0240	Department Of Correction	12,935,258	10,044,909	10,557,612	12,232,048	2,187,139	22
0246	Probation Department	42,750,762	38,948,517	38,678,813	37,737,164	(1,211,353)	-3
0293	Medical Examiner-Coroner	124,486	102,864	48,000	126,000	23,136	23
Total Revenues		280,879,518	298,045,717	302,725,980	276,082,131	(21,963,586)	-7%



Office of the District Attorney



Appropriation Trend



Staffing Trend

Section 2: Public Safety & Justice



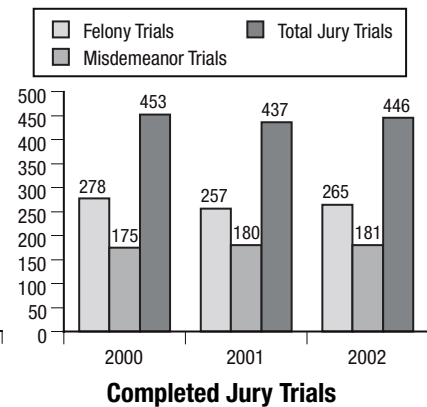
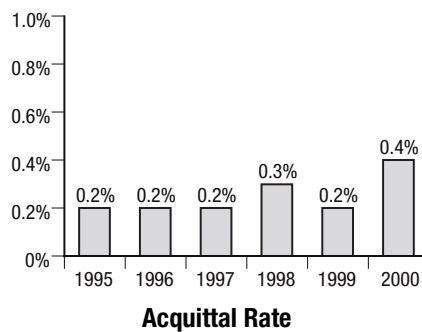
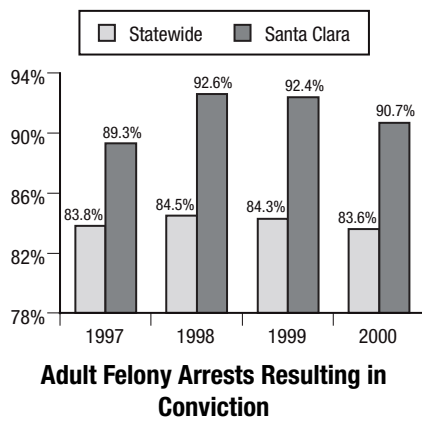
Public Purpose

- Constitutional Rule of Law Upheld
- Public Safety

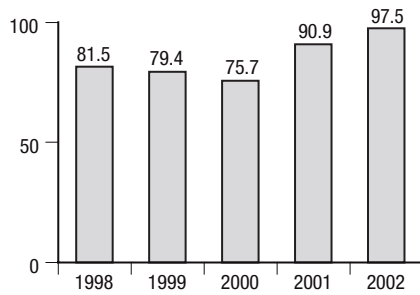


Desired Results

Just Punishment will ensure that the public will be protected from future danger while preserving respect for law

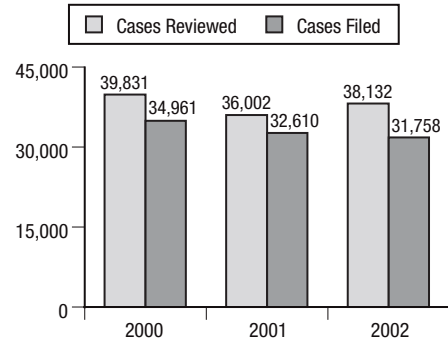


Just Punishment (continued)



Duration of Case in Superior Court

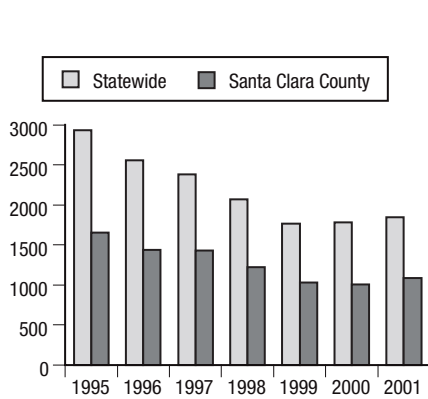
Felonies: Average days from arraignment on indictment/information to determination of guilt or innocence



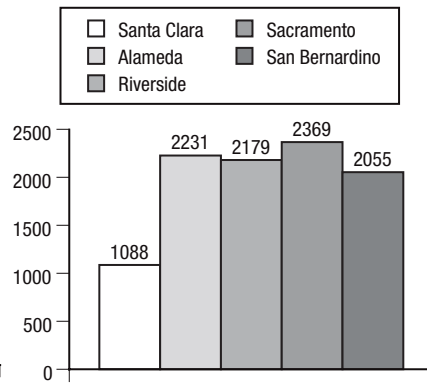
Case Filings

Case filings measures the number of cases submitted by law enforcement agencies for review by the DA. The DA determines what, if any, crime occurred; who is legally responsible; and if there is sufficient admissible evidence to convince a jury beyond a reasonable doubt as to each suspects' guilt.

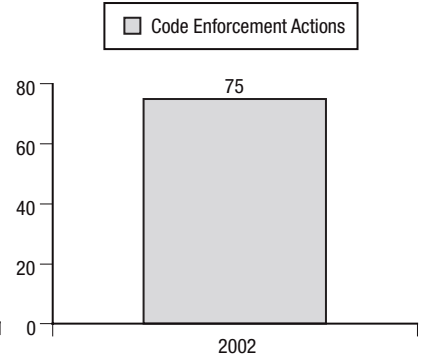
Crime Prevention is a central goal of society, the law and justice community, and the District Attorney.



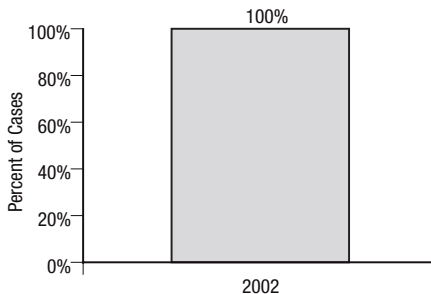
Crime Rate (Crimes/100,000 Population)



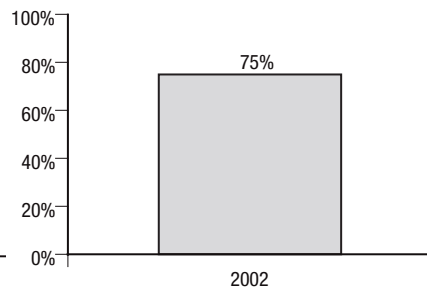
2001 Crime Rate in Santa Clara and similar counties



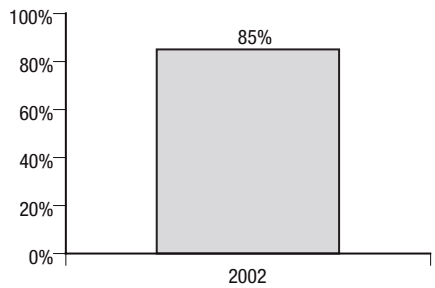
Community Prosecution - Number of Code Enforcement Actions



Percentage of Domestic Violence Cases Where the Victim Obtains a Temporary Restraining Order



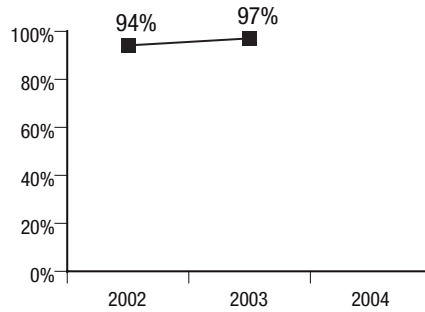
Percent School Attendance Improvement After Truancy Mediation



Percent School Attendance Improvement After Truancy Prosecution

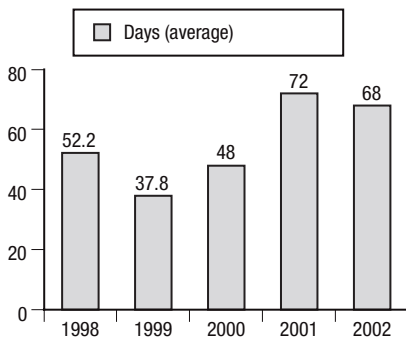


Victim Restitution Orders Obtained. This will help them to compensate victims for their economic losses.

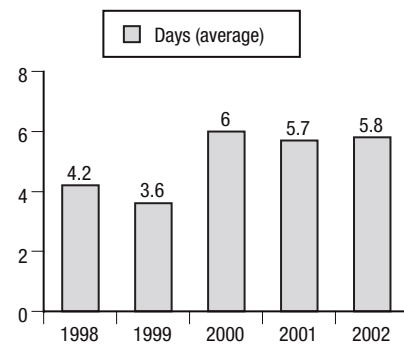


Percent of Cases in which Victim was Awarded a Restitution Fine by Court Order

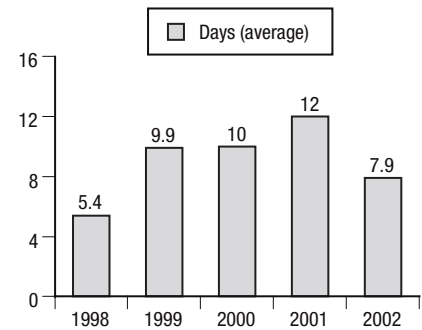
Timely and Accurate Analysis of Physical Evidence. This enables the entire criminal justice system to work swiftly to identify and prove the guilt or innocence of suspected offenders.



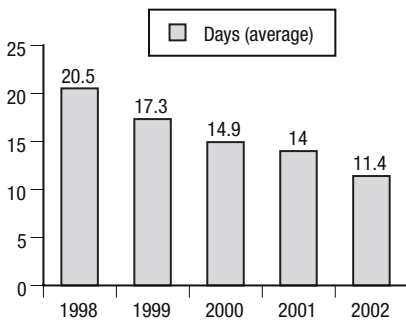
Major Case Turnaround



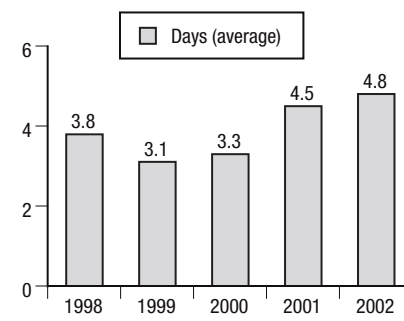
Alcohol Turnaround



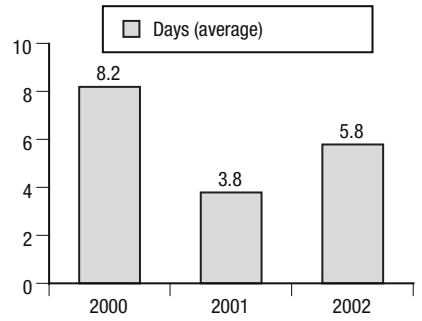
Presumptive Toxicology Turnaround



Confirmatory Toxicology Turnaround



Controlled Substance Turnaround



Photography Measurement



Description of Major Services

Criminal Prosecution. The District Attorney discharges his obligation to ensure public safety for citizens by thorough investigation, and prompt, professional prosecution leading to just verdicts and fair sentences for those convicted of committing crimes. The legal services provided by the District Attorney contribute to having the lowest crime rate among California's large counties, and among the lowest nationally for metropolitan areas.

Attorneys and investigators are assigned to investigate and prosecute both felony and misdemeanor crimes throughout the County. Within the office there are general assignments and vertical assignments devoted to prosecution of specific crimes, such as homicides, sexual assaults, domestic violence, gang violence, child and elder abuse, high technology and computer crimes, major fraud, consumer fraud, real estate fraud, insurance fraud, environmental crimes, and narcotics offenses.

Violent crimes and cases involving repeat offenders are given priority and are assigned to the most experienced prosecutors. Units such as homicide, sexual assault and gang violence are vertical prosecution units. Vertical prosecution uses one designated attorney to handle a given case from start to finish, as opposed to different attorneys handling different phases of the case. Vertical prosecution is important in these types of cases to provide the most helpful service to the victims and families.

The Domestic Violence Unit reviews all such cases referred, determines what charges will be filed, and litigates them. It is the philosophy of the unit that domestic violence is a crime against society and should be prosecuted to the fullest extent of the law. In appropriate cases, we seek protective orders on behalf of the victim. As a vertical prosecution unit, the staff explains the criminal process to the victims, accompanies them to court, assists them in obtaining reimbursement for their injuries and counseling for themselves and their children.

The Physical Abuse of Children & Elders (PACE) unit vertically prosecutes all criminal cases involving physical abuse and neglect of Children, Elders, and

Dependent Adults including cases that occur in nursing homes, schools, and hospitals. The office has implemented PACE protocols whereby County law enforcement agencies commit themselves to conduct prompt and thorough investigations of PACE cases; reduce trauma to victimized children, elder and dependent adults; and train employees to recognize and investigate child, elder and dependent adult abuse.

The Environmental Protection Unit is responsible for enforcing laws intended to protect human health and the environment, and to ensure workplace safety. These responsibilities encompass laws governing such diverse areas as air pollution, asbestos, hazardous waste, hazardous materials, hazardous substances, illegal land development, illegal pesticide use, exposure warnings, timber protection, underground storage tanks, water pollution, unlawful streambed alterations, wildlife protection and workplace safety where fatalities or serious injuries are involved.

Additionally, the Environmental Protection Unit works with agencies that investigate alleged violations, including local fire and police departments, code compliance inspectors, water pollution control plant and water district staff, the Department of Fish and Game, the State Toxics department, CHP and Cal-OSHA. Enforcement of these laws includes civil as well as criminal proceedings, which can result in substantial monetary penalties and recovery of damages to natural resources, as well as incarceration.

The Narcotics Unit consists of a number of specialized units devoted to appropriate handling of narcotics cases.

The Major Narcotic Vendor Prosecution Unit handles all high-level narcotics sales, possession for sale and manufacturing cases.

The Anti-Drug Abuse Unit works with the specialized task forces within the County focusing on street level dealers.

The Asset Forfeiture Unit attempts to deter drug dealers through lawful forfeiture of money, cars, homes, and jewelry obtained with drug profits.



The Drug Treatment Court Team deals with the most addicted defendants with felony charges. These defendants are provided with the most extensive treatment services available to the court with a goal of promoting drug dependency recovery to reduce future violations.

A General Felony Narcotic Prosecution Team handles cases ranging from possession of narcotics to sales of narcotics.

The Economic Crimes Group investigates major fraud, real estate fraud, insurance fraud, elder fraud, and high technology theft. Additionally, the group offers a variety of mediation and consumer protection services to the public, and is responsible for processing all complaints received by the Consumer Protection Unit. This group seeks to aid victims of fraud to avoid foreclosure and seek restitution.

Financial Abuse Specialist Team (FAST). Combating elder fraud in collaboration with the Public Guardian and other agencies, FAST targets incidents where senior citizens are victims of fraud. FAST rapidly investigates and prosecutes these cases. It has interrupted and halted many ongoing crimes, preventing further damage and loss to victims who are often either in the care of or otherwise vulnerable to criminals.

High Technology Unit. With the District Attorney in recent years, local law enforcement agencies have formed regional task forces such as the Rapid Enforcement Allied Computer Team (REACT), to better cope with criminality that affects high technology crime. The approach has become a model used in 1997 by the California legislature for state-wide funding and sponsorship.

The Consumer Protection Unit provides information about consumer transactions to the public, and educates consumers and businesses as to their rights and responsibilities.

Mediation Services. The mediation staff, many of them volunteers, is available to assist consumers in resolving their disputes with businesses, by offering to mediate those disputes. This process provides the consumer and the business with the opportunity to present and review both sides of the dispute. The mediation process ends when an agreement is reached, or when the consumer

or the business chooses not to participate in the mediation. Mediation Services staff does not act as an advocate for either party and cannot force either party take any particular action. To better connect with the public, the mediation process can be initiated online at the website for the Office of the District Attorney.

Training. District Attorney staff engage in a wide variety of training. Prosecutors and investigators formally through professional organizations, and informally through mentoring programs, provide a wide variety of training to local and statewide law enforcement agencies, regulatory agencies, police academies, local schools and community organizations on legal, technical and law-related issues.

Crime Laboratory. The District Attorney's Crime Laboratory is a nationally-accredited forensic laboratory that analyzes evidence, interprets results, and provides expert testimony concerning physical evidence related to crimes. The laboratory offers examination services in many areas of evidence: drug (controlled substances), toxicology, DNA (forensic biology), firearm, tool mark, latent fingerprint, questioned document, computer forensic, and trace evidence.

Regional Computer Forensic Laboratory. The Crime Laboratory, in collaboration with other experts, is embarking on a project to train local law enforcement agencies in computer forensics. Using grant money, the District Attorney has opened a computer forensics laboratory. Local police departments and Federal agencies participate with DA Investigators and computer criminalists to uncover and prosecute computer crimes including identity theft, fraud, money laundering, and terrorism.

Bureau of Investigation. The Bureau of Investigation is the peace officer unit of the Office of the District Attorney and is divided into a Criminal Division and Welfare Fraud Division. The bureau has statutory or customary original investigative jurisdiction in several subject matters, such as child stealing, conflict of interest, police misconduct, and many white-collar crimes. Investigators also ensure cases are prepared for prosecution after charges have been filed. The bureau also has a legal process service unit consisting of civilian technicians who serve legal documents in connection with the cases prosecuted by the office. As a member of the Joint Terrorism Task Force, elevated workload is



anticipated to continue in FY 2004. Appropriations for training in this recommended budget will only allow for training required to maintain minimum certification standards during FY 2004.

Diversions and Rehabilitation. Prosecutors advocate for lawful sentences, and where appropriate, cost-effective use of alternative sentencing and rehabilitative options.

Restitution. Prosecutors are committed to helping with victim and witnesses services and obtaining restitution. Every crime victim, and sometimes family members, who suffers a loss from criminal activity is entitled to a restitution order. These losses can include, but are not limited to, medical expenses, funeral expenses, mental health counseling, lost wages or profits, relocation expenses. The process of obtaining restitution can be complex and time consuming. To assist in this process, the office has a Restitution Specialist who works with individuals entitled to compensation.

Treatment Certification. In order to promote safety in neighborhoods with substance abuse treatment facilities, the District Attorney certifies and monitors these facilities. Investigators work with the Courts and Probation to certify and monitor the facilities. They conduct background checks on staff and on persons enrolled in the programs to assure the programs, staff, and enrollees are in a safe environment.

The Bad Check Program diverts appropriate persons who have passed bad checks out of the criminal justice system. Bad check writers are required to pay their checks in full and attend a mandatory financial responsibility class to avoid being charged with a crime. The program is conducted as a public service funded solely through offenders' fees.

Crime Prevention. The office is also involved in crime prevention, collaborating with other agencies to deter crime. Through its Community Prosecution program,

Deputy District Attorneys are assigned to certain designated areas of the County, to work with neighborhoods, and other agencies providing services there, on projects that improve the quality of life for residents. An example of those initiatives is crime mapping. This program is designed to measure the incidents of crime within a geographic area so that problem pocket areas can be isolated and targeted by community prosecutors to bring resources to bear to significantly reduce or eliminate crime and create a safer community. Also, the Truancy Abatement Program works to reduce the number of youths who are truant.

Juvenile Dependency Unit. This unit represents children who are harmed or neglected by their parents or caretakers. Reports of abuse and neglect can come from a family friend, a neighbor, or a mandated reporter such as a therapist, a school official, or other child care provider. The office, through an agreement with the Superior Court, is appointed to represent a child when that child is brought to the attention of the Juvenile Dependency Court. It is the job of the child's lawyer to apprise the Court of what the child wants. The attorneys on the Juvenile Dependency Unit are involved in seeing that the children they represent have appropriate placements, that they are in the right schools, and that they are receiving appropriate services from their social worker. To help keep in contact with the children they represent, each attorney has an investigator. This investigator goes out to see children at the Children's Shelter, at their schools, and in their homes and placements. While dependent children of the Court have a significantly higher rate of criminality nationwide, in Santa Clara County the District Attorney's dependency clients have a lower rate of delinquency than the local juvenile population as a whole.

County Executive's Recommendation

The Office of the District Attorney, which includes the Crime Laboratory, had a budget reduction target of \$8,089,209. The District Attorney submitted a plan that achieves this level of reduction. In addition to the plan

presented by the department, an augmentation is recommended to support the District Attorneys efforts in support of Anti-Terrorism activities.



Increase Revenues and Reduce County Overmatch

Recommendation: Increase revenue and reduce County over-match on grants by \$2,375,575.

Background: In recent years the value of positions has grown at a much greater rate than grant revenues. Therefore the increase in expenditures beyond statutory County match amounts has resulted in an over-match, or a General Fund subsidy, of several grant programs. Fiscal constraints necessitate that such subsidies be eliminated. To this end revenues and expenditures in several programs are recommended to be realigned accordingly. Additionally, it is recommended that the department recognize certain increased fines and fees to reflect actual collection patterns. These changes are summarized as follows:

- \$650,000 Dept. of Insurance
- \$27,279 Juvenile Dependency
- \$485,000 High Tech - Crime Grant
- \$360,000 Urban Grant
- \$100,000 Auto Insurance
- \$350,000 High Tech - Identity Theft Grant
- \$25,000 Judgments & Damages
- \$50,000 Charges for Services
- \$92,972 Law Enforcement Services
- \$235,324 Crime Lab User Fees

Service Impacts: These additional resources, and reductions in over-match, allow the department to defer additional reductions in personnel or client services.

Total Ongoing Reduction: (\$2,375,575)

Delete 29 Positions

Recommendation: Delete 21 filled positions and 8 vacant positions with a cost of \$2,768,095.

Background: This reduction in staffing will be spread across all functional areas and programs in order to maintain minimum service levels. Remaining staff will absorb the workload of these positions. The positions recommended for deletion are as follows:

FTE	Code	Class Description	Vacant/Filled
4.0	D09	Office Specialist III/II/I	Vacant
3.0	D66	Legal Secretary	Vacant
1.0	R76	Toxicologist II	Filled
7.0	U24	Attorney II/I	Filled
1.0	V39	Supervising Criminalist	Vacant
2.0	V73	Sr. Paralegal	Filled
10.0	V76	Criminal Investigator II/I	Filled
1.0	W35	Attorney I (Unclassified)	Filled
29.0		Total Deletion	8 Vacant 21 Filled

Service Impacts: Minimal service levels will be maintained in all client services; however, significant internal restructuring will be required. These reductions are geographically balanced and across all functional areas. Functional areas impacted will include the Bureau of Investigation, Criminal Prosecution, the Crime Laboratory, and Administration. This reduction constitutes a personnel reduction of 5% in Attorneys, 12% in Investigation, and 5% in Administration. This reduction impacts primarily the core criminal investigation and prosecution functions of the department because reductions in specific grant funded programs are reflected elsewhere.

Total Ongoing Reduction: (\$2,768,095)

Reduce Services and Supplies Budget

Recommendation: Reduce services and supplies appropriation by \$1,028,200.

Background: Reductions in the need for services and supplies appropriation follow from the recommended deletion of positions. Areas of significant reduction include the following:

- Professional and Special Services
- Contract Services
- Small Tools and Equipment
- Education Expense

- PC Hardware
- Telephone Service

Service Impacts: The reduction in personnel allows for a corollary reduction in related services and supplies, without significant impacts on client service.

Total Ongoing Reduction: (\$1,028,200)

Reduce Overtime and Temporary Employees

Recommendation: Reduce budgeted overtime, extra-help, and miscellaneous salaries by \$305,220.

Background: In an environment where full time positions must be eliminated, prudence dictates that all efforts to minimize use of overtime and extra-help be addressed. To this end the department will reduce its budgeted overtime by 53% and extra-help by 77%. Also, reduction in the benefit appropriation related to the use of extra-help and overtime is reflected as a reduction in miscellaneous salaries. In dollar terms the reductions are as follows:

- \$135,660 Overtime
- \$135,000 Temporary Employees
- \$34,560 Miscellaneous Salaries

Service Impacts: Depth and flexibility in department operations will be impacted by this reduction; however, no programs or services will be eliminated as a result.

Total Ongoing Reduction: (\$305,220)

Reduce Welfare Fraud Investigation Program

Recommendation: Reduce Welfare Fraud Investigation program.

Background: It is recommended that the Social Services Agency reduce its reimbursement to the Office of the District Attorney (DA) for investigation of Welfare Fraud due to caseload decreases. As a result of this loss of reimbursement it is also recommended that the DA reduce the Welfare Fraud Investigation Unit

commensurately. This will result in the deletion of 8.5 positions, of which 2 are filled and 6.5 are vacant. The positions recommended for deletion are as follows:

FTE	Code	Class Description	Vacant/Filled
0.5	G73	Sheriff Technician	Vacant
1.0	V61	Welfare Investigator Specialist	Filled
7.0	V76	Criminal Investigator II	1 Filled 6 Vacant
8.5		Total Deletion	2 Filled 6.5 Vacant

This reduction would also reduce the lease cost for the Welfare Fraud Unit and decrease their use of Attorney services.

Service Impacts: Reduced caseloads allow for this 22% reduction in personnel with limited impact on services. Two filled positions will be eliminated in this recommendation.

Total Net Ongoing Reduction: (\$71,307)

Expenditure reduction is (\$2,022,504)

Revenue reduction is (\$1,951,197)

Targeted Attrition

Recommendation: Eliminate positions as they become vacant during FY 2004 with a cost savings of \$613,500.

Background: Several positions within the department are anticipated to become vacant through retirement during the course of FY 2004. In order to effect savings immediately on these impending retirements it is recommended that targeted attrition be used to remove the likely salary savings resulting from future vacancies. The department will delete these positions when the retirements occur. The areas in which targeted attrition is recommended are as follows:

- \$112,000 Assistant District Attorney
- \$296,500 Criminal Investigator
- \$205,000 Attorney

Service Impacts: No immediate impact on client services; however, future attrition will adversely impact staff provided services. If anticipated retirements do not occur the department will have difficulty managing within its current salary and benefit budget.

Total Ongoing Reduction: (\$613,500)



Delete Unfunded Positions Related to the Termination of the Former Plan of Cooperation with the Department of Child Support Services

Recommendation: Delete 9 vacant unfunded positions.

Background: On November 5, 2002 your Board acted to terminate the Plan of Cooperation between the Office of the District Attorney (DA) and the Department of Child Support Services (DCSS) for child support investigation and prosecution. The termination of this agreement became effective December 31, 2002. This action decreased appropriation for the DA by \$999,029 in FY 2004 by unfunding the positions that performed the work under the agreement. The positions were left in the Salary Ordinance, however, to allow for the personnel to rotate into vacant positions within the DA throughout the remainder of FY 2003. This action now deletes the following vacant unfunded positions:

FTE	Code	Class Description	Vacant/Filled
1.0	V75	Criminal Investigator III	Vacant
7.0	V76	Criminal Investigator II	Vacant
1.0	U20	Attorney IV	Vacant
9.0		Total Deletion	9 Vacant

Service Impacts: There is no new service impact resulting from this action as the work of these positions ceased on December 31, 2002. DCSS changed its business practices to focus on civil actions to incentivise child support collection over criminal investigation and prosecution.

Total Ongoing Cost: \$0

Reduction of \$999,029 implemented November 5, 2002

Establish New Plan of Cooperation with the Department of Child Support Services

Recommendation: Establish a new Plan of Cooperation (POC) with the Department of Child Support Services (DCSS) in the amount of \$117,000.

Background: The services of one Criminal Investigator from the Office of the District Attorney (DA) are necessary to provide security functions for DCSS. Utilizing such a POC allows the County to pay for the cost of a current DA Criminal Investigator position with State funding, and as such provides a net savings to the County General Fund.

Service Impacts: Utilizing a POC allows the county to pay for the cost of a current position with State funding, and as such provides a net savings to the County General Fund, and prevents the need to reduce staffing further in the DA.

Total Ongoing Revenue: \$117,000

Reimbursement from State through DCSS

Delay Remodel of Palo Alto Facility

Recommendation: Return funds appropriated for the remodel of the Palo Alto facility to the County General Fund for a one-time savings of \$829,592. Beginning in FY 2005 increase the departments Salary Savings Factor by 1.5%.

Background: The design phase of the Palo Alto remodel has been completed; however, construction has not yet begun. It is recommended that the project be put on indefinite hold due to fiscal constraints and the money appropriated for construction be returned to the County General Fund. This savings is reflected in the budget of the General Services Agency (BU 263). This action alone provides a one-time savings. In order to make this action effectively ongoing in nature, it is recommended that beginning in FY 2005 the department's Salary Savings Factor be increased from 1% to 2.5%.

Service Impacts: Efficiency gains that would have resulted from the remodel of the Palo Alto facility will be lost. In the future an increased salary savings factor will reduce financial flexibility in the District Attorney's Office and make it difficult for the office to stay within budget.

Total One-Time Reduction: (\$829,592)

Linked to a FY 2005 1.5% ongoing increase in Salary Savings

Support Anti-Terrorism Activities

Recommendation: Support Anti-Terrorism activities with a cost of \$319,961.

Background: This appropriation supports the activities of a Criminal Investigator and an Attorney working on the Joint Terrorism Task Force. One-time resources will allow the department to continue supporting these programs.

Service Impacts: Continued one-time funding of these activities allow the support provided to the Joint Terrorism Task Force to continue for another year. This action also prevents the loss of two positions within the department.

Total One-Time Cost: \$319,961

**District Attorney Administration — Budget Unit 0202
Expenditures by Cost Center**

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
3810	High Tech Grant	875,781	1,130,905	1,973,600	965,493	(165,412)	-15
3811	DA Anti-Drug Abuse Enforcement Program	723,185	759,127	759,127	710,000	(49,127)	-6
3812	Child Abuser Vertical Prosecution Grant	168,477	150,000			(150,000)	-100
3813	Workers Comp Fraud Grant	678,289	736,432	792,105	655,673	(80,759)	-11
3814	DA Major Narcotic Vendor Prosecution	159,445	158,821	158,821	158,361	(460)	
3815	Statutory Rape Prosecution	255,309	275,000	275,000	208,800	(66,200)	-24
3817	DA High Tech Identity Theft Program	66,455		1,075,795	500,000	500,000	
3818	DA Auto Insurance Fraud Prosecution	434,430	546,420	598,764	652,344	105,924	19
3819	DA Urban Grant	385,653	464,882	661,804	661,804	196,922	42
3832	DA Administration	16,068,162	17,206,812	18,703,937	16,239,505	(967,307)	-6
3834	DA Investigations	5,816,089	7,941,337	7,979,744	6,646,229	(1,295,108)	-16
3835	Welfare Fraud Investigation		(914,731)	(917,823)	(479,763)	434,968	-48
3836	DA Attorneys	24,022,147	28,262,128	28,228,326	32,097,453	3,835,325	14
	Total Expenditures	49,653,422	56,717,133	60,289,200	59,015,899	2,298,766	4%



District Attorney Administration — Budget Unit 0202

Revenues by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
3810	High Tech Grant	2,038,648	1,500,000	1,973,600	1,000,000	(500,000)	-33
3811	DA Anti-Drug Abuse Enforcement Program	735,442	711,465	711,465	710,000	(1,465)	0
3812	Child Abuser Vertical Prosecution Grant	167,791	150,000	75,000		(150,000)	-100
3813	Workers Comp Fraud Grant	500,170	592,327	648,000	655,673	63,346	11
3814	DA Major Narcotic Vendor Prosecution	158,361	158,361	158,361	158,361		0
3815	Statutory Rape Prosecution	267,714	275,000	275,000	208,800	(66,200)	-24
3817	DA High Tech Identity Theft Program	65,901		1,075,795	500,000	500,000	0
3818	DA Auto Insurance Fraud Prosecution	563,100	595,683	648,027	652,344	56,661	10
3819	DA Urban Grant	550,000	598,991	795,913	661,804	62,813	10
3832	DA Administration	6,905,227	6,859,955	7,000,507	5,052,364	(1,807,591)	-26
3834	DA Investigations	142,662	109,963	217,532	385,314	275,351	250
3836	DA Attorneys	51,065	59,522	59,522	60,000	478	1
Total Revenues		12,146,081	11,611,267	13,638,722	10,044,660	(1,566,607)	-13%

High Tech Grant — Cost Center 3810

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget		1,130,905	1,500,000
Board Approved Adjustments During FY 2003		842,695	473,600
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		(228)	
Other Required Adjustments		(1,473,372)	(1,473,600)
	Subtotal	500,000	500,000
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
REACT Task Force Lease Reduction		(34,507)	
1. Reduce County Overmatch: High Technology Crime Grant		15,000	500,000
The costs of positions associated with this grant have grown at a greater rate than the grant revenues associated. This increase in expenditures beyond statutory County match amounts has resulted in an over-match, or a General Fund subsidy of the program. It is recommended that revenues and expenditures be realigned accordingly.			
	Subtotal	0.0	500,000
Total Recommendation		965,493	1,000,000



DA Anti-Drug Abuse Enforcement Program — Cost Center 3811 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget		759,127	711,465
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			
		(49,127)	(1,465)
	Subtotal	710,000	710,000
Recommended Changes for FY 2004			
Total Recommendation		710,000	710,000

Child Abuser Vertical Prosecution Grant — Cost Center 3812 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget		150,000	150,000
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			
		(150,000)	
	Subtotal	150,000	(75,000)
Recommended Changes for FY 2004			
Total Recommendation			

Workers Comp Fraud Grant — Cost Center 3813 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget		736,432	592,327
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			
		(136,432)	
	Subtotal	655,673	7,673
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
		650,000	0
		(650,000)	
1. Reduce County Overmatch: Department of Insurance Grant			
The costs of positions associated with this grant have grown at a greater rate than the grant revenues associated. This increase in expenditures beyond statutory County match amounts has resulted in an over-match, or a General Fund subsidy of the program. It is recommended that expenditures be reduced to the County match level required.			
	Subtotal	0.0	0
Total Recommendation		655,673	655,673



DA Major Narcotic Vendor Prosecution — Cost Center 3814

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget		158,821	158,361
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		(460)	
Other Required Adjustments			0
	Subtotal	158,361	158,361
Recommended Changes for FY 2004			
Total Recommendation		158,361	158,361

Statutory Rape Prosecution — Cost Center 3815

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget		275,000	275,000
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		(66,200)	
Other Required Adjustments			(66,200)
	Subtotal	208,800	208,800
Recommended Changes for FY 2004			
Total Recommendation		208,800	208,800



DA High Tech Identity Theft Program — Cost Center 3817

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget			
Board Approved Adjustments During FY 2003		1,075,795	1,075,795
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(1,075,795)	(1,075,795)
Subtotal			
Recommended Changes for FY 2004			
Internal Service Fund Adjustments		350,000	0
1. Reduce County Overmatch: High Technology Identity Theft Grant		150,000	500,000
The costs of positions associated with this grant have grown at a greater rate than the grant revenues associated. This increase in expenditures beyond statutory County match amounts has resulted in an over-match, or a General Fund subsidy of the program. It is recommended that revenues and expenditures be realigned accordingly.			
Subtotal	0.0	500,000	500,000
Total Recommendation		500,000	500,000

DA Auto Insurance Fraud Prosecution — Cost Center 3818

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget		546,420	595,683
Board Approved Adjustments During FY 2003		52,344	52,344
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(46,420)	(95,683)
Subtotal		552,344	552,344
Recommended Changes for FY 2004			
Internal Service Fund Adjustments		100,000	0
1. Reduce County Overmatch: Auto Insurance Fraud Grant			100,000
The costs of positions associated with this grant have grown at a greater rate than the grant revenues associated. This increase in expenditures beyond statutory County match amounts has resulted in an over-match, or a General Fund subsidy of the program. It is recommended that revenues and expenditures be realigned accordingly.			
Subtotal	0.0	100,000	100,000
Total Recommendation		652,344	652,344



DA Urban Grant — Cost Center 3819
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget		464,882	598,991
Board Approved Adjustments During FY 2003		196,922	196,922
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(464,882)	(598,991)
	Subtotal	196,922	196,922
Recommended Changes for FY 2004			
Internal Service Fund Adjustments		360,000	0
1. Reduce County Overmatch: Urban Grant		104,882	464,882
<p>The costs of positions associated with this grant have grown at a greater rate than the grant revenues associated. This increase in expenditures beyond statutory County match amounts has resulted in an over-match, or a General Fund subsidy of the program. It is recommended that revenues and expenditures be realigned accordingly.</p>			
	Subtotal	0.0	464,882
Total Recommendation		661,804	661,804



DA Administration — Cost Center 3832

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	185.0	17,206,812	6,859,955
Board Approved Adjustments During FY 2003	-2.0	1,497,125	140,552
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	1,008,952	
Internal Service Funds Adjustment		475,224	
Other Required Adjustments		(1,642,412)	(2,116,115)
Subtotal	185.0	18,545,701	4,884,392
Recommended Changes for FY 2004			
Internal Service Fund Adjustments		(530,000)	0
Dependancy Contract Rev Increase		(27,279)	
General Fund ISD Services Adjustment		(37,323)	
1. Delete Clerical Positions	-9.0	(601,248)	
The following positions are recommended for deletion:			
◆ 3 FTE D09-Office Specialist III			
◆ 1 FTE D51-Office Specialist I			
◆ 3 FTE D66-Legal Secretary II			
◆ 2 FTE V73-Senior Paralegal			
2. Reduce Welfare Fraud Investigation Program: Administration	-0.5	(122,146)	
In addition to reduced overhead charges, the following position is recommended for deletion:			
◆ 0.5 FTE G73-Sheriff Technician			
3. Reduce Services and Supplies in Administration		(876,200)	
Reductions in the need for services and supplies appropriation follow from the recommended deletion of positions. Areas of significant reduction include the following: Professional and Special Services, Contract Services, Small Tools and Equipment, Education Expense, PC Hardware, Telephone Service, and the Lease for REACT Task Force.			
4. Targeted Attrition: Administration		(112,000)	
Anticipated vacancies in FY2004 resulting from retirement are to be deleted. In order to affect savings effective July 1, 2003 on these impending retirements it is recommended that targeted attrition be used to remove the likely salary savings resulting from future vacancies. The department will delete these positions when the retirements occur.			
5. Increase Revenue: Judgments & Damages			25,000
It is recommended that the department recognize increased fine revenue to reflect actual collection patterns.			
6. Increase Revenue: Charges for Services			50,000
It is recommended that the department recognize increased fee revenue to reflect actual collection patterns.			
7. Increase Revenue: Law Enforcement Services			92,972
It is recommended that the department recognize increased fee revenue to reflect actual collection patterns.			
Subtotal	-9.5	(2,306,196)	167,972
Total Recommendation	175.5	16,239,505	5,052,364



DA Investigations — Cost Center 3834

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	86.0	7,941,337	109,963
Board Approved Adjustments During FY 2003	2.0	38,407	107,569
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		977,958	
Internal Service Funds Adjustment		1,396,534	
Other Required Adjustments		(129,751)	167,782
Subtotal	88.0	10,224,485	385,314
Recommended Changes for FY 2004			
Internal Service Fund Adjustments		(1,195,000)	0
Fleet Price Reduction		(17,640)	
Investigations Fleet Reduction		(120,000)	
New POC - DCSS & DA		(117,000)	
1. Delete Criminal Investigator Positions	-10.0	(1,001,398)	
The following positions are recommended for deletion:			
◆ 9 FTE V76-Criminal Investigator II			
◆ 1 FTE V77-Criminal Investigator I			
2. Reduce Welfare Fraud Investigation Program: Criminal Investigation	-4.0	(635,152)	
In addition to reduced overhead charges, the following positions are recommended for deletion:			
◆ 4 FTE V76-Criminal Investigator II			
3. Reduce Overtime and Extra Help		(305,220)	
In order to avoid further position deletions it is recommended that use of overtime and extra-help be minimized. This reduction will reduce the departments budgeted overtime by 53% and extra-help by 77%.			
4. Targeted Attrition: Investigations		(296,500)	
Anticipated vacancies in FY2004 resulting from retirement are to be deleted. In order to affect savings effective July 1, 2003 on these impending retirements it is recommended that targeted attrition be used to remove the likely salary savings resulting from future vacancies. The department will delete these positions when the retirements occur.			
5. Termination of Former Plan of Cooperation with DCSS	-2.0		
DCSS terminated its Plan of Cooperation with the DA for Child Support Investigation and Prosecution effective December 31, 2002 through separate Board action on November 5, 2002. The funding in the DA was removed at that time, however, the positions were to be left in place until the end of FY 2003 to allow for movement of personnel into other vacant positions. This action now deletes the following vacant unfunded positions:			
◆ 1 FTE Criminal Investigator III			
◆ 1 FTE Attorney IV			
6. Anti-Terrorism Funding		109,654	
This appropriation supports the activities of a Criminal Investigator working on the Joint Terrorism Task Force. One-time resources will allow the department to continue supporting these programs.			
Subtotal	-16.0	(3,578,256)	0
Total Recommendation	72.0	6,646,229	385,314



Welfare Fraud Investigation — Cost Center 3835

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	43.0	(914,731)	
Board Approved Adjustments During FY 2003		(3,092)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	(17,403)	
Internal Service Funds Adjustment		13,458	
Other Required Adjustments		(533,263)	0
Subtotal	41.0	(1,455,031)	
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
Fleet Reduction		(17,244)	0
Welfare Fraud: Devcon Lease Reduction		(299,232)	
1. Reduce Welfare Fraud Investigation Program: Welfare Investigation	-4.0	(659,453)	
The following services and supplies areas are recommended for reduction:			
<ul style="list-style-type: none"> ◆ Overhead ◆ Rents and Leases ◆ Data Processing ◆ Education Expense ◆ PC Hardware ◆ Professional Services 			
The following positions are recommended for deletion:			
<ul style="list-style-type: none"> ◆ 1 FTE V61-Welfare Investigator Specialist ◆ 3 FTE V76-Criminal Investigator II 			
2. Reduce Welfare Fraud Investigation Program: Reimbursement		1,951,197	
It is recommended that the Social Services Agency reduce its reimbursement to the Office of the District Attorney (DA) for investigation of Welfare Fraud due to caseload decreases. The DA will reduce its Welfare Fraud Investigation Unit commensurately.			
3. Termination of Former Plan of Cooperation with DCSS	-7.0		
DCSS terminated its Plan of Cooperation with the DA for Child Support Investigation and Prosecution effective December 31, 2002 through separate Board action on November 5, 2002. The funding in the DA was removed at that time, however, the positions were to be left in place until the end of FY 2003 to allow for movement of personnel into other vacant positions. This action now deletes the following vacant unfunded positions:			
<ul style="list-style-type: none"> ◆ 7 FTE Criminal Investigator II 			
Subtotal	-11.0	975,268	0
Total Recommendation	30.0	(479,763)	



DA Attorneys — Cost Center 3836

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	194.0	28,262,128	59,522
Board Approved Adjustments During FY 2003		(33,802)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	5,135,208	
Internal Service Funds Adjustment		182,453	
Other Required Adjustments		54,710	478
Subtotal	193.0	33,600,697	60,000
Recommended Changes for FY 2004			
Internal Service Fund Adjustments		(220,000)	0
Fleet Reduction		(3,132)	
1. Delete Attorney Positions	-8.0	(978,898)	
The following positions are recommended for deletion:			
◆ 6 FTE U24-Attorney II			
◆ 1 FTE U25-Attorney I			
◆ 1 FTE W35-Attorney I (Unclassified)			
		(306,521)	
2. Reduce Welfare Fraud Investigation Program: Attorney Services			
The cost of one attorney and associated overhead will no longer be reimbursed through the Social Services Agency.			
		(205,000)	
3. Targeted Attrition: Assistant District Attorney			
It is anticipated that an ADA position will become vacant in FY2004 resulting from retirement. In order to affect savings effective July 1, 2003 on this impending retirement it is recommended that targeted attrition be used to remove the likely salary savings that would result. The department will delete the position when the retirement occurs.			
		210,307	
4. Anti-Terrorism Funding			
This appropriation supports the activities of an Attorney working on the Joint Terrorism Task Force. One-time resources will allow the department to continue supporting these programs.			
Subtotal	-8.0	(1,503,244)	0
Total Recommendation	185.0	32,097,453	60,000

District Attorney Crime Laboratory — Budget Unit 0203

Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
3820	DA Crime Lab Administration	5,423,339	5,463,091	7,889,629	5,592,944	129,853	2
	Total Expenditures	5,423,339	5,463,091	7,889,629	5,592,944	129,853	2%



District Attorney Crime Laboratory — Budget Unit 0203

Revenues by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
3820	DA Crime Lab Administration	3,944,916	2,605,288	5,030,147	2,648,507	43,219	2
Total Revenues		3,944,916	2,605,288	5,030,147	2,648,507	43,219	2%

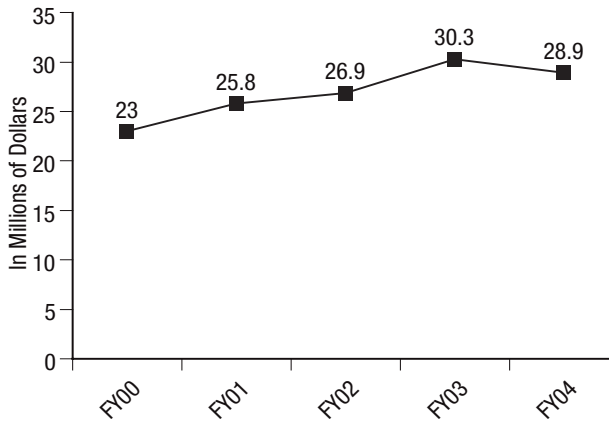
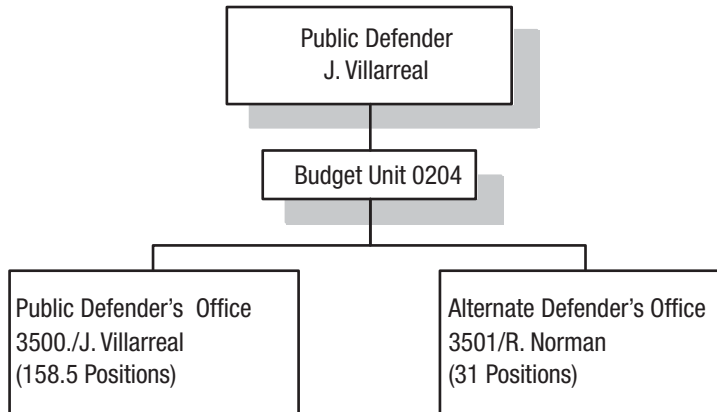
DA Crime Lab Administration — Cost Center 3820

Major Changes to the Budget

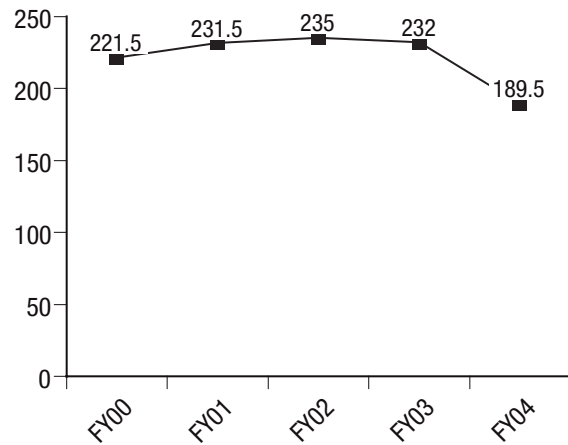
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	56.0	5,463,091	2,605,288
Board Approved Adjustments During FY 2003		2,426,538	2,424,859
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		267,200	
Internal Service Funds Adjustment		(82,408)	
Other Required Adjustments		(2,261,695)	(2,616,964)
	Subtotal	5,812,726	2,413,183
Recommended Changes for FY 2004			
Internal Service Fund Adjustments		—	—
General Fund ISD Services Adjustment		(1,231)	0
1. Delete Staff Positions	-2.0	(186,551)	
The following positions are recommended for deletion:			
◆ 1 FTE R76-Toxicologist II			
◆ 1 FTE V39-Supervising Criminalist			
			235,324
2. Increase Revenue from User Agencies			
It is recommended that the department recognize increased fee revenue to reflect the revised fee schedule that is negotiated annually with local police departments.			
		(32,000)	
3. Reduce Services and Supplies Budget			
Reductions in the need for services and supplies appropriation follow from the recommended deletion of positions. Areas to be reduced include Lab Supplies and Education Expense.			
	Subtotal	(219,782)	235,324
Total Recommendation	54.0	5,592,944	2,648,507



Office of the Public Defender



Appropriation Trend



Staffing Trend



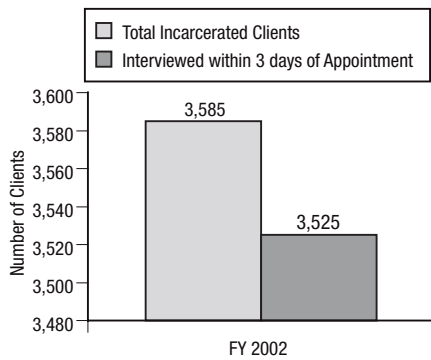
Public Purpose

- ➔ **Constitutional and Statutory Rights of Indigent Clients Protected**

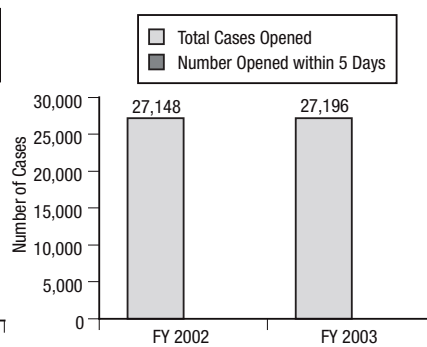


Desired Results

Prompt representation of indigent clients. This is promoted by the department through quick intake and timely actions to prepare cases for court proceedings.



Number of Incarcerated Clients Interviewed within 3 days of Appointment by Court



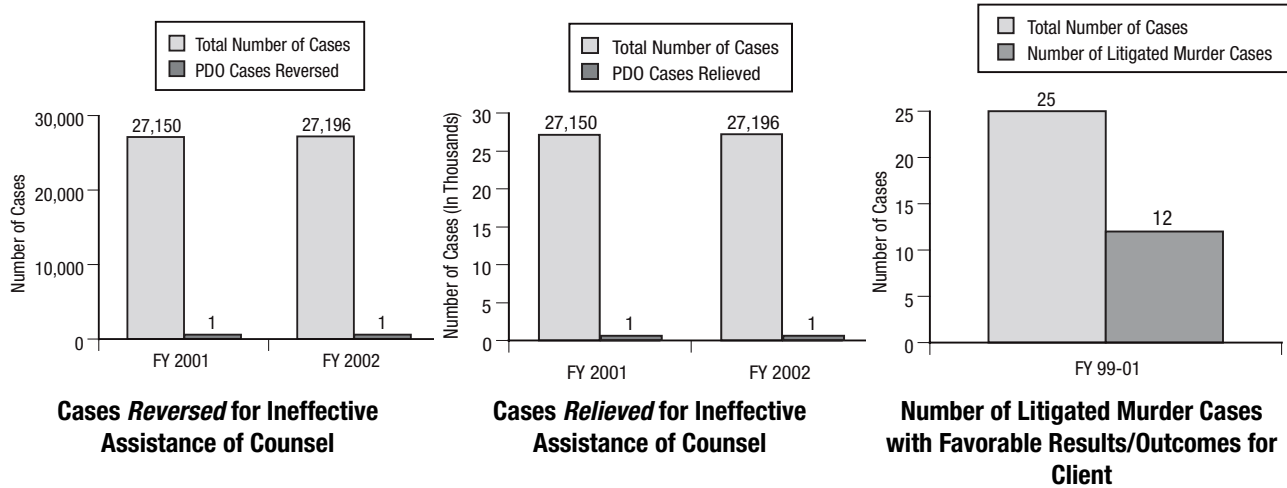
Number of Cases Opened within 5 Days of Interview

Data unavailable for FY 2004. Data collection methodology under development for inclusion in FY 2005 Budget.

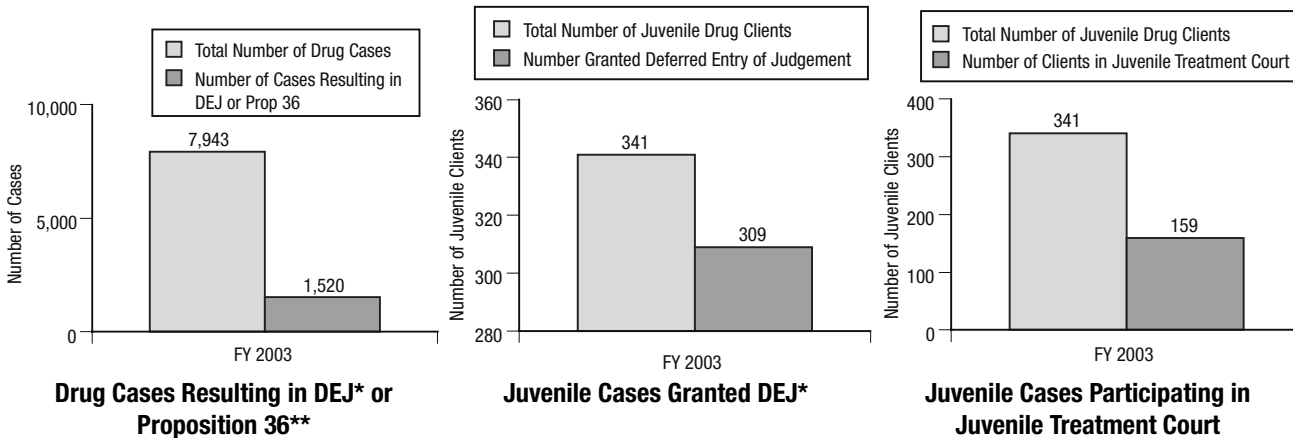
Number of Cases with Investigation Ordered within 2 Days of Case Opening



Effective Legal Advocacy. This is promoted by the department through training, supervision, and case management.



Alternatives to Incarceration. This is promoted by the department through prompt identification of clients' special needs, investigation, and presentation of sentencing alternatives to the court.



* DEJ (Deferred Entry of Judgement) is a diversion program related to successful completion of drug treatment
 ** Proposition 36 (SACPA) provides drug treatment in lieu of incarceration for non-violent drug offenses.

Description of Major Services

Client Intake: A substantial number of clients whose representation is undertaken by the Public Defender are incarcerated. From the time of initial arrest, a series of constitutional and statutory provisions designed to safeguard clients' rights, mandate that the office quickly identify, interview and undertake representation of these defendants. Failure to initiate these actions promptly may jeopardize a client's 6th Amendment right to counsel and a speedy trial.

Case Investigation: Prompt and effective investigation of the facts of the case provides the attorney with information critical to the preparation of the case. Undertaking investigation at the onset of a case may be invaluable in determining whether a favorable early settlement of the case should be attempted through one of the court's early settlement calendars, or whether the case should proceed to trial.



Effective Representation: The mandate to provide representation for indigent criminal clients comes from Federal and State Constitutions that declare a criminal defendant is entitled to counsel at all critical stages of the proceedings against him or her. The quality of service the office is required to provide to clients has been defined by the California Supreme Court as that of a reasonably competent attorney acting as a “diligent and conscientious advocate” for his or her client. This office has developed an in-house training program that provides attorneys with the information, strategies and advice to assist them in being effective advocates for our clients.

Presentation of Alternatives to Incarceration to the Court: Defending the interests of clients has many facets. Representation does not end with a plea of guilty or a conviction at trial. The office strives to mitigate the impact of sentencing on clients where possible by exploring available alternatives to incarceration. Attorneys and paralegal staff work with a variety of community programs in an attempt to find the right resource for the client, and present a sentencing plan that takes into account the needs of the individual.

Record Reduction & Expungement Services: Through an agreement with the Social Services Agency, the office provides record expungement (clearance) services to CalWorks clients. Criminal convictions often prevent clients from obtaining employment or promotion in their current job. Paralegal staff gives presentations at CalWorks participant orientations, Community Colleges, adult centers, WICS, the Housing Authority and the Department of Corrections explaining the process and how to apply for this service. Paperwork is prepared and submitted to Probation for approval. Monitoring and follow up ensure that all eligible applicants receive approval and have misdemeanor and eligible felony conviction records expunged. If there are other legal issues that need to be resolved, the client is referred to one of our Deputy Public Defenders for additional assistance.

Specialized Immigration Advocacy: In addition to the serious penal consequences attached to a criminal conviction, many clients face immigration consequences that can be equally devastating to them and to their families. As part of the budget reduction plan, the office will no longer have an Immigration Attorney on staff. To mitigate the negative impact of this loss, the office will identify an attorney within the

office who has the necessary expertise in immigration law to consult with other attorneys on these issues. Additionally, the office will use the services of an outside network of immigration law attorneys as necessary. Providing sound advice regarding immigration issues has become even more important in recent years given the number of our clients who stand to be adversely affected and the development of case law in California that now includes legal advice on immigration consequences within the meaning of “effective assistance of counsel.”

Community Support and Services: Members of the Public Defender’s staff assist with projects that reach outside the office. The Chief Investigator and a senior attorney participate in the training phase for Santa Clara University’s Innocence Project. Attorneys from the office participate in “D.U.I.” trials at local high schools designed to teach students about the Court system and the dangers of drinking and driving. Senior attorneys lecture at California Public Defender Association programs around the State and participate as faculty members for Santa Clara University Law School’s Annual Death Penalty College.

Alternate Defender Office (ADO): The ADO provides high quality defense services to indigent defendants the Public Defender cannot represent because of a conflict of interest. This approach to handling conflict cases has been very successful, and keeping multiple defendant cases within the overall County system has resulted in streamlined case processing. The ADO also provides public defender services in the Palo Alto court.

Juvenile Court: Juvenile delinquency matters comprise a significant proportion of overall caseload. Involvement in various Juvenile Court programs shows that levels of serious gang violence are down and the mental health and drug treatment needs of minors are being addressed. The Public Defender is actively participating in the Juvenile Detention Reform project that is focusing on addressing the disproportionate detention of youth of color in the criminal justice system. The office is a leader in the Juvenile Drug Treatment Court and staff contributes time to this effort beyond the courtroom. The office participated in the opening of the first Juvenile Mental Health Court in the nation to increase delivery of mental health services to juvenile offenders accused of less serious offenses. The office also provides advice and support to Fresh



Lifelines for Youth (FLY), a program that provides mentoring and peer leadership to at-risk youth through the Juvenile Court.

County Executive's Recommendation

The Office of the Public Defender had a budget reduction target of \$4,482,636. The department submitted a plan that achieved this amount numerically; however, will require an additional offsetting expenditure elsewhere for the County. This is specifically regarding the recommendation to eliminate the representation of misdemeanor clients. This saving of approximately \$1.5M will have to be offset, at least partially, by an outside contract for indigent misdemeanor representation by outside legal counsel because the County will retain the statutory obligation for such defense. The exact amount of such a contract would be determined by a Request for Proposal process. \$1M has been budgeted in Special Programs, BU 217, for such a contract.

Delete 24.5 Positions

Recommendation: Delete 5.5 vacant positions and 19 filled positions with a cost of \$2,778,173.

Background: This reduction in staffing will be spread across all functional areas and programs in order to maintain minimum service levels. Positions recommended for deletion are as follows:

FTE	Code	Class Description	Vacant/Filled
1.0	F38	Justice System Clerk I	1 Filled
17.0	U15	Attorney I/II/III/IV	14 Filled 3 Vacant
3.0	V73	Senior Paralegal	2 Filled 1 Vacant
1.0	V74	Paralegal	1 Filled
2.5	V78	Public Defender Investigator I/II	1.5 Filled 1 Vacant
24.5	Total Deletion		19.5 Filled 5 Vacant

Service Impacts: Minimal service levels will be maintained in all client services; however, significant internal restructuring will be required. The cooperation of the Superior Court and the other stakeholders in the County criminal justice system will be required for such

a restructuring to be effective. The recommended reductions are geographically balanced and across all functional areas. Functional areas impacted include: Special Trails Unit, Felony Advanced Review, Preliminary Hearings, Felony Team, Juvenile Court, and Specialized Immigration Services.

Total Ongoing Reduction: (\$2,778,173)

Reduce Services and Supplies Budget

Recommendation: Reduce services and supplies appropriation by \$130,000

Background: Reductions in the need for services and supplies appropriation follow from the recommended deletion of positions. Areas of significant reduction include the following:

- Automobile Services
- Contract Services
- Transportation and Travel

Service Impacts: The reduction in personnel allows for a corollary reduction in related services and supplies, without significant impacts on client service.

Total Ongoing Reduction: (\$130,000)

Increase Salary Savings

Recommendation: Increase the department's budgeted salary savings by \$65,586.

Background: It is recommended that the department's salary savings factor be increased by 0.2%, from 1.2% to 1.4% on an ongoing basis. This is less than the value of one position and will be accommodated by managing how quickly future vacancies will be filled. Such an increase in salary savings reduces the department's flexibility in managing its salaries and benefits but maintains the factor at a level less than the county-wide average.

Service Impacts: No direct impact on client service or personnel; however, department management will encounter decreased flexibility in their salaries and benefits budget.

Total Ongoing Reduction: (\$65,586)

Eliminate Misdemeanor Representation Program

Recommendation: Eliminate Misdemeanor Representation Program valued at \$1,452,113.

Background: The department's representation of misdemeanor cases is the area most easily able to be contracted out. This is due to the relatively low level of offenses and greatest ability for private firms to be equipped to represent such clients. Eliminating the representation of misdemeanants by the Office of the Public Defender does not relieve the County of the fiscal responsibility to provide representation to indigent

clients in most all misdemeanor cases. Elimination of this program will require the deletion of the 15.5 positions listed below:

FTE	Code	Class Description	Vacant/Filled
0.5	D51	Office Specialist I	Vacant
1.0	E07	Community Worker	Filled
3.0	F14	Legal Clerk	Filled
7.0	U17	Attorney I/II/III/IV	Filled
2.0	V73	Senior Paralegal	Filled
2.0	V79	Public Defender Investigator I/II	Filled
15.5		Total Deletion	0.5 Vacant 15 Filled

Service Impacts: Implementation of this recommendation will require the County to utilize a Request for Proposal process to select outside counsel to represent indigent clients. Recourses for the such a contract are included in the Special Programs (BU 217) budget.

Total Ongoing Reduction: (\$1,452,113)

Amount of reduction partially offset by appropriation in BU 217

Public Defender — Budget Unit 0204 Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
3500	Public Defender Administration	22,753,751	25,131,709	25,173,973	23,923,817	(1,207,892)	-5
3501	Alternate Public Defender	4,302,103	5,182,268	5,063,342	4,933,570	(248,698)	-5
	Total Expenditures	27,055,854	30,313,977	30,237,315	28,857,387	(1,456,590)	-5%

Public Defender — Budget Unit 0204 Revenues by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
3500	Public Defender Administration	814,977	571,748	403,177	403,177	(168,571)	-29
3501	Alternate Public Defender						0
	Total Revenues	814,977	571,748	403,177	403,177	(168,571)	-29%



Public Defender Administration — Cost Center 3500

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	196.0	25,131,709	571,748
Board Approved Adjustments During FY 2003	-1.5	42,264	(168,571)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	2,242,586	
Internal Service Funds Adjustment		69,739	
Other Required Adjustments		437,785	0
Subtotal	195.5	27,924,083	403,177
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
Fleet Price Reduction		(6,264)	0
General Fund ISD Services Adjustment		(1,112)	
Public Defender Fleet Reduction		(75,000)	
1. Delete Public Defender Clerical Staff	-1.0	(51,864)	
The following position is recommended for deletion:			
◆ 1 FTE F38-Justice Systems Clerk I			
2. Delete Public Defender Community Worker Staff (Misdemeanor Representation)	-1.0	(60,468)	
The following position is recommended for deletion:			
◆ 1 FTE E07-Community Worker			
3. Delete Public Defender Clerical Staff (Misdemeanor Representation)	-1.5	(92,424)	
The following positions are recommended for deletion:			
◆ 0.5 FTE D51-Office Specialist I			
◆ 1 FTE F14-Legal Clerk			
4. Delete Public Defender Attorney Staff (Misdemeanor Representation)	-3.0	(351,521)	
The following positions are recommended for deletion:			
◆ 1 FTE U17-Attorney II			
◆ 2 FTE U18-Attorney I			
5. Delete Public Defender Paralegal and Investigator Staff (Misdemeanor Representation)	-4.0	(348,872)	
The following positions are recommended for deletion:			
◆ 2 FTE V73-Senior Paralegal			
◆ 2 FTE V79-Investigator I			
6. Delete Public Defender Clerical Staff (Misdemeanor Representation)	-2.0	(139,584)	
The following positions are recommended for deletion:			
◆ 2 FTE F14-Legal Clerk			
7. Delete Public Defender Attorney Staff (Misdemeanor Representation)	-3.0	(328,647)	
The following positions are recommended for deletion:			
◆ 3 FTE U18-Attorney I			



Public Defender Administration — Cost Center 3500
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
8. Delete Public Defender Attorney Staff	-16.0	(1,921,804)	
The following positions are recommended for deletion:			
◆ 1 FTE U15-Attorney IV			
◆ 2 FTE U16-Attorney III			
◆ 2 FTE U17-Attorney II			
◆ 11 FTE U18-Attorney I			
9. Delete Public Defender Paralegal and Investigator Staff	-5.5	(502,120)	
The following positions are recommended for deletion:			
◆ 1 FTE V74-Paralegal			
◆ 3 FTE V73-Senior Paralegal			
◆ 1.5 FTE V78-Investigator II			
10. Increase Salary Savings		(65,586)	
It is recommended that the department's salary savings factor be increased by 0.2%, from 1.2% to 1.4% on an ongoing basis.			
11. Reduce Services and Supplies Budget		(55,000)	
Reductions in the need for services and supplies appropriation follow from the recommended deletion of positions. Areas of significant reduction include the following: Contract Services, Transportation and Travel.			
Subtotal	-37.0	(4,000,266)	0
Total Recommendation	158.5	23,923,817	403,177

Alternate Public Defender — Cost Center 3501
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	36.0	5,182,268	
Board Approved Adjustments During FY 2003	-1.0	(118,926)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	405,027	
Internal Service Funds Adjustment		6,065	
Other Required Adjustments		(107,882)	0
Subtotal	34.0	5,366,552	

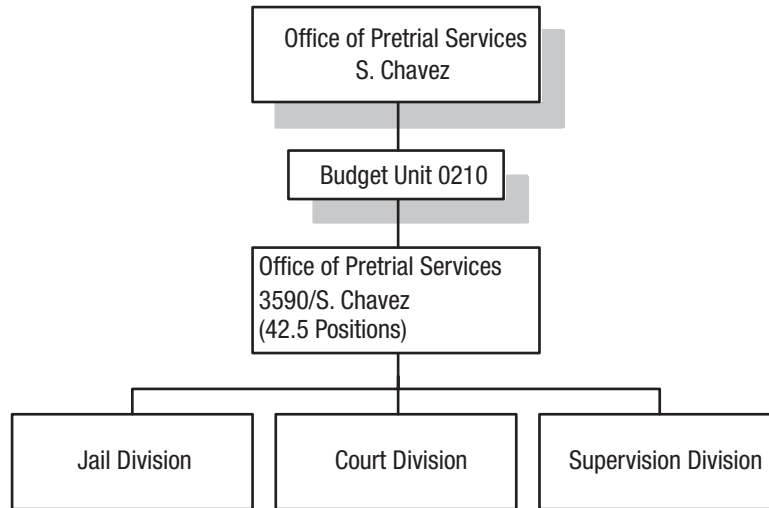


Alternate Public Defender — Cost Center 3501
Major Changes to the Budget (Continued)

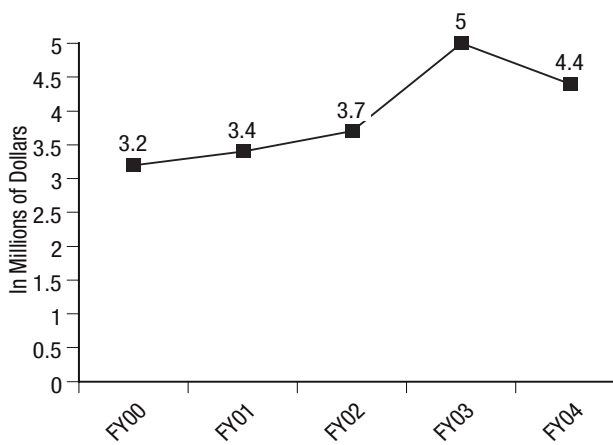
	Positions	Appropriations	Revenues
Recommended Changes for FY 2004			
1. Delete Alternate Defender Investigator Staff	-1.0	(92,080)	
The following position is recommended for deletion:			
◆ 1 FTE V79-Investigator I			
2. Delete Alternate Defender Attorney Staff	-1.0	(210,305)	
The following position is recommended for deletion:			
◆ 1 FTE U15-Attorney IV			
3. Delete Alternate Defender Attorney Staff (Misdemeanor Representation)	-1.0	(130,597)	
The following position is recommended for deletion:			
◆ 1 FTE U17-Attorney II			
Subtotal	-3.0	(432,982)	0
Total Recommendation	31.0	4,933,570	



Office of Pretrial Services

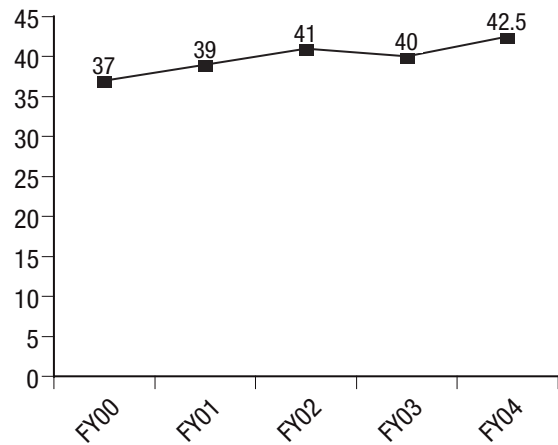


Section 2: Public Safety & Justice



Appropriation Trend

In FY 2003, appropriations were provided for one-time technology funding



Staffing Trend



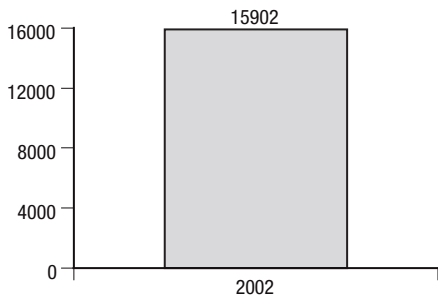
Public Purpose

- ➔ Public Safety
- ➔ Social & Financial Benefits to the Community
- ➔ Equitable Treatment of the Accused

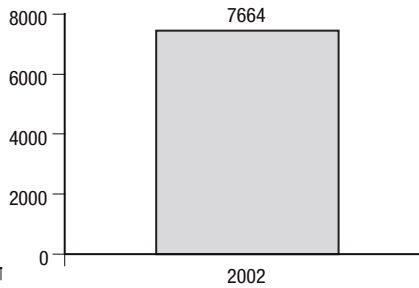


Desired Results

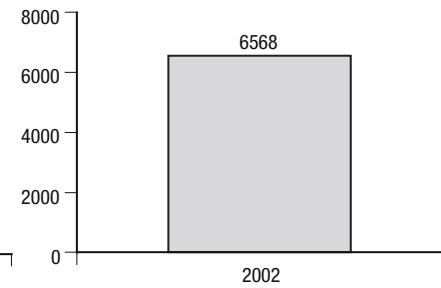
Informed Judicial Decision Making, which the department promotes by providing the Court with pertinent information that enables the Court to assess public safety, flight risk, and alternatives to incarceration.



Number of Felony Court Reports Completed at Booking



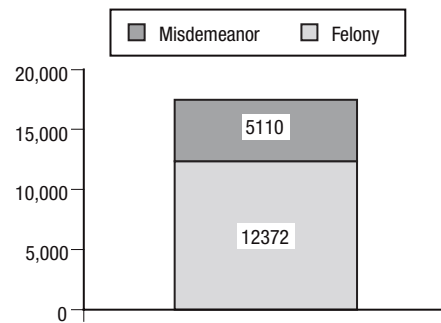
Number of Felony Court Reports Provided for In-Custody Arraignments



Number of Misdemeanor Court Reports Provided for In-Custody Arraignments

No data until Pretrial On-Line Production System is fully implemented with the data collection component.

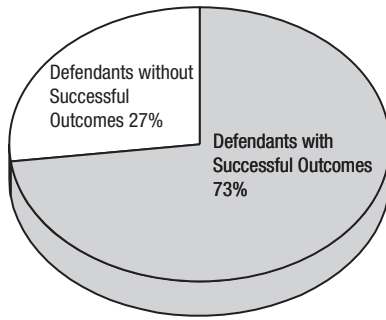
Percent of Misdemeanor Cases with PTS Reports Resulting in Disposition at Arraignment



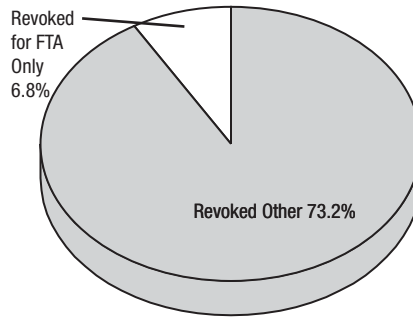
Number of Felony and Misdemeanor Probable Cause Hearings



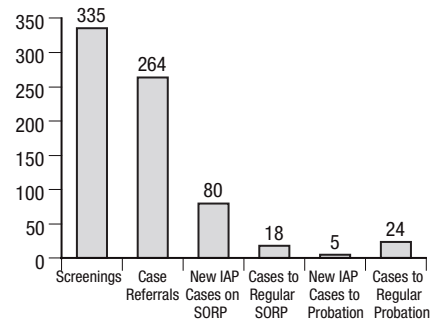
Effective Supervision of Defendants, which the department promotes by providing comprehensive monitoring of defendants on Pretrial release through the adjudication of their cases.



Percent of Supervised Defendants with Successful Outcomes



Percent Revoked for Failure to Appear (FTA) Only



Intensive Alternative Program (IAP) Cases

Safe and Cost Effective Alternatives to Incarceration, which the department promotes by recommending appropriate release of defendants, thus saving jail costs; monitoring defendants participation in rehabilitative/preventative treatment programs; supporting defendants' re-entry into the community to maintain family unity and continued employment.

No data until Pretrial On-Line Production System is fully implemented with the data collection component.

Percent of Misdemeanor Cases with PTS Reports Resulting in Disposition at Arraignment.

No data until Pretrial On-Line Production System is fully implemented with the data collection component.

Jail Bed Days Saved.

Description of Major Services

The desired results of the services provided by the Office of Pretrial Services are to provide information to the criminal courts that facilitates the release and detention decision-making process at the earliest opportunity in order to promote equitable treatment of the accused, provide protections for the community, meet statutory requirements, and reduce custody costs. Major services provided by the Office of Pretrial Services include:

- Providing accurate and timely information to the State courts, so as to enable early and informed judicial decision-making on the pretrial custody disposition of defendants;

- Effecting qualified jail releases, without jeopardizing public safety, in order to minimize jail custody days and provide suitable release opportunities for offenders;
- Supervising all pretrial defendants who are released with specified conditions to achieve a successful outcome;
- Collaborating with other law and justice agencies to develop and utilize safe and cost-effective alternatives to jail;
- Facilitating probable cause hearings to meet statutory requirements.



- Facilitating the duty judge function by coordinating the schedules of judges for on-call availability during non-court hours.

These services are accomplished by the following divisions:

Jail Division

Interviews arrestees being booked on felony arrest warrants for the purpose of recommending those individuals who can be released from custody on their own recognizance (O.R.), who are likely to appear in court as directed, and who will not compromise public safety. For those not released, staff assist the judicial officer in the determination of probable cause and the setting of bail, including probable cause determinations on misdemeanor arrestees detained. This unit is located in the Main Jail and is staffed on a 24-hour-a-day basis.

Court Division

Presents information and recommendations regarding O.R. release and/or possible bail adjustments to the Superior Court on all in-custody felony arrestees and self-surrenders who are being arraigned for charges and arrest warrants; presents information/recommendations regarding O.R. release and/or possible bail adjustments to the Court for the After-Arrest Calendar; upon request, provides formal O.R. reports with a recommendation regarding release and/or conditions of release; provides criminal history summary for all new misdemeanor cases.

Supervision Division

Provides supervision, throughout the court process until final adjudication, of all individuals who have been released on Supervised O.R., or at any other time in the adjudication process to ensure that they comply with the conditions of their release; returns to court for appropriate action (revocation of release, etc.) those individuals who fail to comply with release conditions; provides Summary of Performance reports at sentencing.

County Executive's Recommendation

The Office of Pretrial Services had a budget reduction target of \$588,689. The department submitted a reduction plan that achieved this target; however, not all reductions are recommended. In order to reach the target reduction amount, the department would have to delete 7 filled positions which constitute 17% of the department work force. Due to the critical role this department plays in minimizing the jail population the position deletions are not recommended. It is likely that savings from position deletions would be offset by increases in costly incarceration.

Increase Drug Testing Revenue

Recommendation: Recognize \$20,000 in increased drug testing revenue.

Background: Defendants under the supervision of Pretrial Services are charged a fee to offset some of the expense of verifying substance abuse while on pretrial release. It is recommended that this fee amount be

increased to more fully recover the cost of this service. The change in the fees schedule will require subsequent action by the Board of Supervisors in order to implement.

Service Impacts: These additional resources allow the department to defer additional reductions impacting personnel or client services.

Total Ongoing Revenue Increase: \$20,000

Reduce Extra Help Expenses

Recommendation: Reduce budgeted extra-help by \$40,000.

Background: In an County-wide environment where full time positions must be eliminated, prudence dictates that all efforts to minimize use of extra-help be addressed. To this end the department will reduce its budgeted extra-help by 19%.

Service Impacts: Depth and flexibility in coverage for the department's 24-hour operations will be impacted by this reduction; however, no programs or services will be eliminated as a result.

Total Ongoing Reduction: (\$40,000)

**Office Of Pretrial Services — Budget Unit 0210
Expenditures by Cost Center**

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
3590	Pretrial Services Administration	4,099,640	5,041,083	5,142,863	4,392,201	(648,882)	-13
Total Expenditures		4,099,640	5,041,083	5,142,863	4,392,201	(648,882)	-13%

**Office Of Pretrial Services — Budget Unit 0210
Revenues by Cost Center**

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
3590	Pretrial Services Administration	89,258	93,000	197,460	217,000	124,000	133
Total Revenues		89,258	93,000	197,460	217,000	124,000	133%

**Pretrial Services Administration — Cost Center 3590
Major Changes to the Budget**

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	40.0	5,041,083	93,000
Board Approved Adjustments During FY 2003	2.5	101,780	104,460
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		132,948	
Internal Service Funds Adjustment		27,148	
Other Required Adjustments		(874,365)	(460)
Subtotal	42.5	4,428,594	197,000



Pretrial Services Administration — Cost Center 3590
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Recommended Changes for FY 2004			
Internal Service Fund Adjustments		-	-
General Fund ISD Services Adjustment		3,607	0
1. Reduce Extra-Help Expenses		(40,000)	
In order to avoid the deletion of positions it is recommended that the department reduce its budgeted extra-help by 19%.			
2. Increase Drug Testing Revenue			20,000
Defendants under the supervision of Pretrial Services are charged a fee to offset some of the expense of verifying substance abuse while on pretrial release. It is recommended that this fee amount be increased to more fully recover the cost of this service. The change in the fee schedule will require subsequent action by the Board of Supervisors in order to implement.			
	Subtotal	0.0	(36,393)
	Fund Subtotal	42.5	4,392,201
Total Recommendation	42.5	4,392,201	217,000



Criminal Justice System-Wide Costs

Overview

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. Oversight and administration of maintenance of effort requirements is provided by the Office of the County Executive.

Trial Court Operations

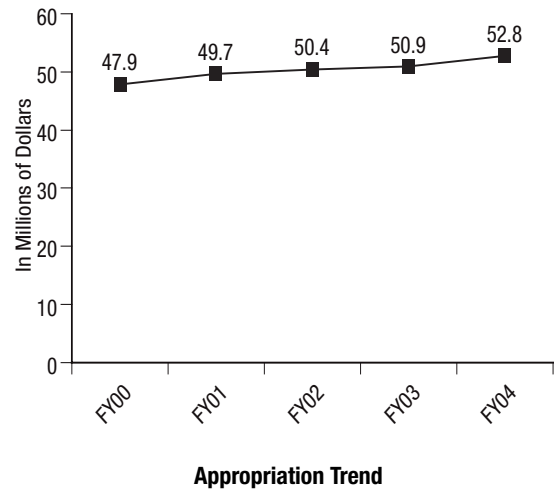
The Trial Court Funding Act of 1997 requires Santa Clara County to meet a \$40,324,363 maintenance of effort (MOE) requirement in support of trial court operations. The MOE requirement consists of two components:

- ❑ An amount based on, though not equivalent to, the County's contribution to trial court operations in Fiscal Year 1994-95, (\$28,726,780) and
- ❑ an amount equivalent to the fines and forfeitures revenue remitted to the state in Fiscal Year 1994-95 (\$11,597,583).

Under the provisions of the Trial Court Funding Act the County remains responsible for providing Court facilities. Lease and insurance costs for Court facilities are budgeted at \$4.9 million for FY 2004. An additional \$915,000 is budgeted to meet the County's fiscal obligation for a variety of expenses incurred by the Court (e.g., Grand Jury).

Indigent Defense Contract Services

Indigent defense in Santa Clara County is primarily provided by the Public Defender's Office (PDO). The Alternate Defender Office (ADO) 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 \$5 million for Fiscal Year 2004. An additional \$616,800 is budgeted for allocation to 12 agencies to provide unmet civil legal needs in the community. The funding of these services is fully discretionary.

Public Safety Sales Tax

The Public Safety Sales Tax is a 1/2 cent sales tax implemented as a result of Proposition 172 and passed in 1993. The driving economic forces for revenue growth in this account are *statewide* taxable sales. Each County's share of the Public Safety Sales Tax is based on the amount a county contributes to the Statewide total in the previous year. Over the past two years, the dramatic economic downturn in the Silicon Valley has had a dramatic affect on our local share of this key revenue source. In Fiscal Year 2004, the Administration is estimating that collections will total \$150,352,000, a 14.4% decrease from the \$175,725,000 budgeted for Fiscal Year 2003.

Maintenance of effort legislation requires the County to increase appropriations in Public Safety and Justice programs at a rate similar to the growth in this revenue account. The Office of Budget and Analysis has done a

preliminary estimate of the MOE for FY 2004, which indicates the decline in revenues will be far greater than the net decline in expenditures due to the growth in salary and benefit costs. As a result, we believe we will

continue to be within the legal limits of the maintenance of effort requirements for the Public Safety Sales Tax.

County Executive's Recommendation

Recommendation: Allocate \$1 million in ongoing funds to mitigate the service impacts of reductions in the Office of the Public Defender.

Background: The Recommended Budget for the Office of the Public Defender includes the elimination of representation of misdemeanor cases. This proposal deletes 15.5 FTEs, with an ongoing savings of \$1,452,145.

However, eliminating the representation of misdemeanants by the Office of the Public Defender does not relieve the County of the fiscal responsibility to provide representation to indigent clients in most all misdemeanor cases.

Service Impacts: Implementation of this recommendation will provide funding for contracts with outside counsel to represent indigent clients.

Total Ongoing Cost: \$1,000,000

Criminal Justice System-Wide Costs — Budget Unit 0217 Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
3217	Criminal Justice System-Wide Costs	49,998,227	50,864,756	50,864,756	52,795,179	1,930,423	4
Total Expenditures		49,998,227	50,864,756	50,864,756	52,795,179	1,930,423	4%

Criminal Justice System-Wide Costs — Budget Unit 0217 Revenues by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
3217	Criminal Justice System-Wide Costs	173,996,126	195,882,955	195,882,955	171,109,955	(24,773,000)	-13
Total Revenues		173,996,126	195,882,955	195,882,955	171,109,955	(24,773,000)	-13%

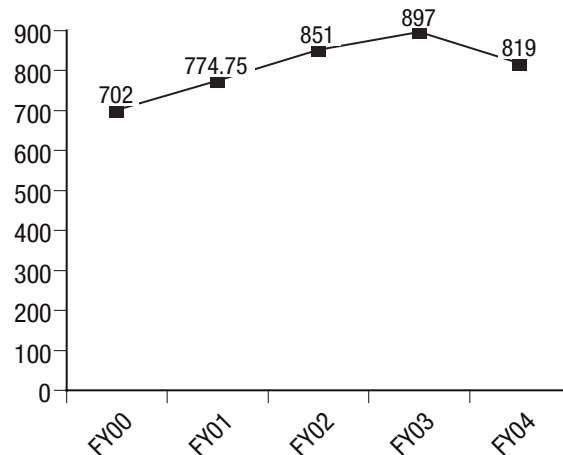
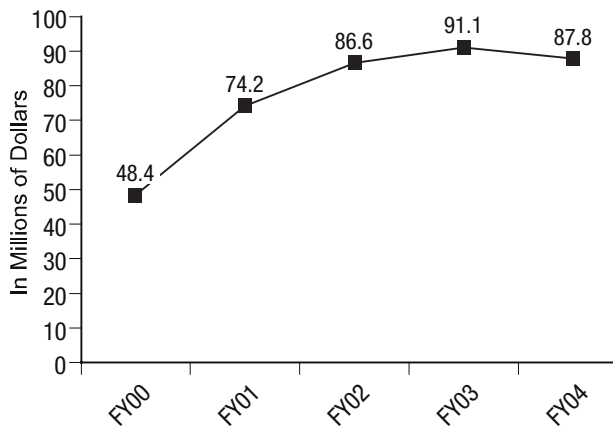
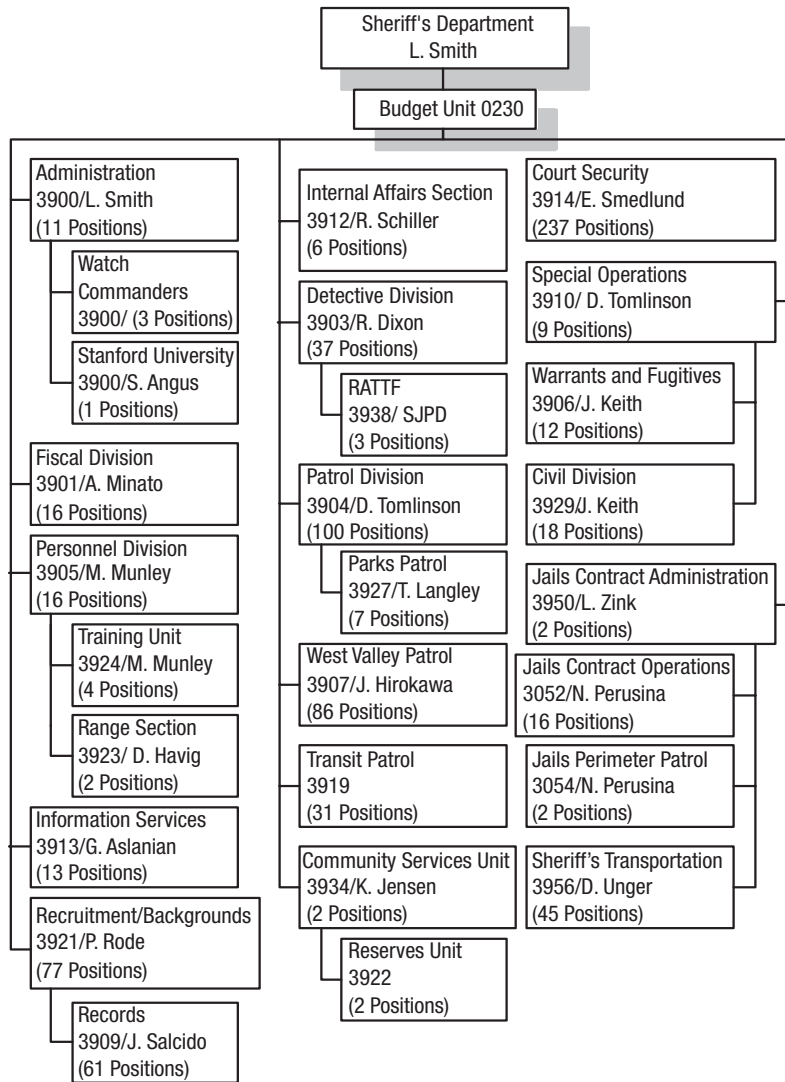


Criminal Justice System-Wide Costs — Cost Center 3217
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget		50,864,756	195,882,955
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		151,003	
Other Required Adjustments		779,420	(24,773,000)
	Subtotal	51,795,179	171,109,955
Recommended Changes for FY 2004			
	Subtotal	0.0	0
Total Recommendation		52,795,179	171,109,955



Office of the Sheriff



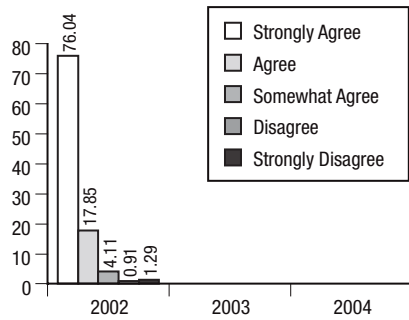
Public Purpose

➔ Public Safety

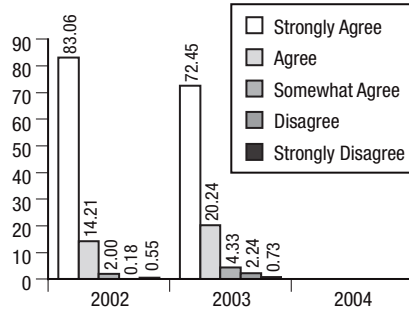


Desired Results

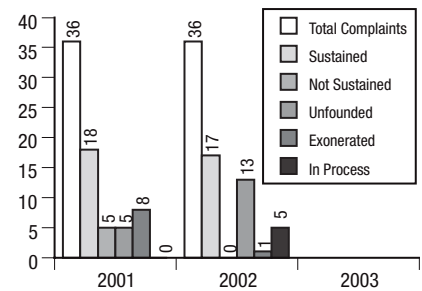
Public Confidence in the Sheriff's Office achieved by maintaining a high level of citizen satisfaction with law enforcement services in conjunction with a low number of citizen complaints against staff.



Public Satisfaction Survey



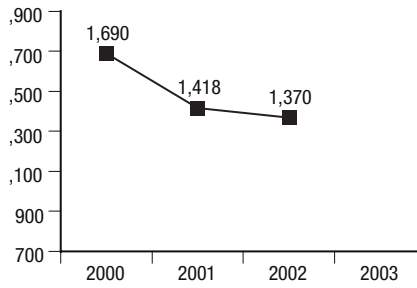
Public Satisfaction Survey of Contract Cities



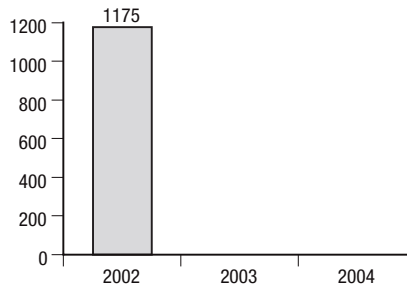
Citizen Complaints



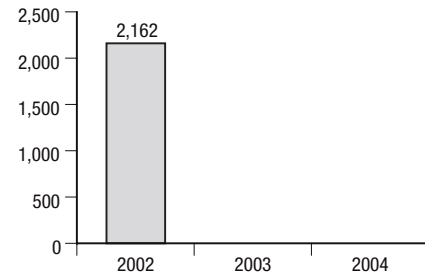
Protection of Life and Property achieved by controlling crime and violence through effective law enforcement and community-oriented policing programs, maintaining safe and secure jail facilities and courthouses, and reducing vehicular accidents in the contract cities through effective traffic law enforcement and education efforts.



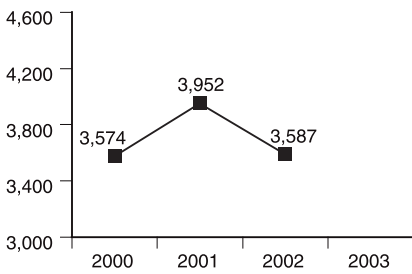
Number of Reports of Part 1 Crimes Against Persons



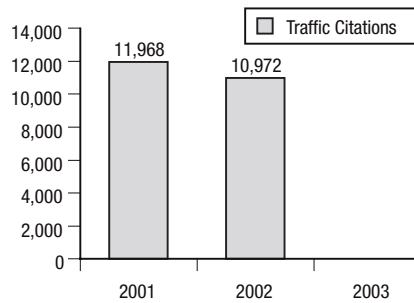
Number of Arrests for Crimes Against Persons



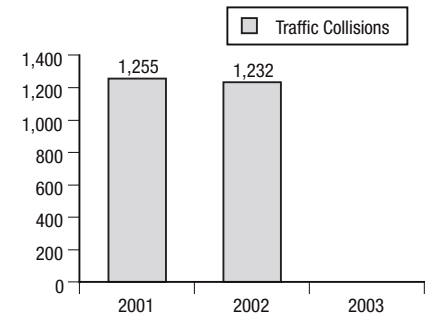
Number of Criminal Complaints Filed



Number of Reports of Part 1 Crimes Against Property

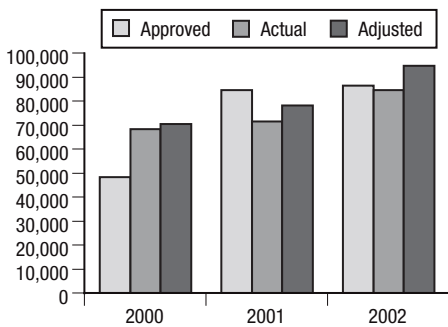


Number of Traffic Citations Issued

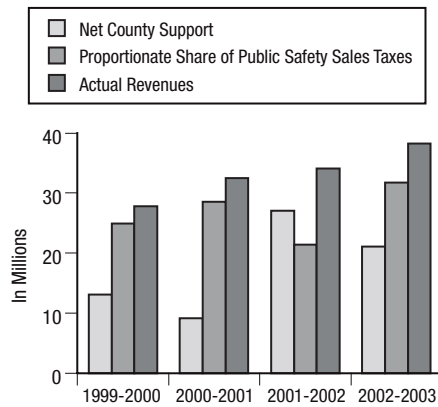


Number of Traffic Collisions

Fiscal Responsibility achieved through enforcement contracts, operating within approved budgets, and maximizing revenues to meet department expenditures and community-oriented policing programs.



Operating Within Approved Budget



Percent of Budget Funded through Revenues



Description of Major Services

The Office of the Sheriff provides law enforcement, security, and support services.

Law Enforcement Services

Patrol Enforcement

- Patrol services in the unincorporated areas of the county including Almaden Valley, Burbank, Cambrian, East San Jose, Mt. Hamilton and San Antone Valleys, South County, the Moffett Field housing areas, and the communities of Aldercroft Heights, Chemeketa Park, and Redwood Estates;
- Specialized units including the Search and Rescue Unit, the Rural Crime Unit, the Off-Road Motorcycle Unit, the Bicycle Unit, and the Parks Unit;
- Contractual law enforcement services to the Santa Clara County Parks and Recreation Department, Stanford University, and the Santa Clara Valley Transportation Authority; and
- Law enforcement contractual police services to the cities of Cupertino, Saratoga, and Los Altos Hills to include traffic enforcement services, traffic investigations, three school resource officers, community-oriented policing program, and a community resources coordinator.

Investigative Services

- Investigate alleged violations of Federal, State, and County laws and ordinances;
- Investigate criminal activity, apprehend suspects, enable prosecution of criminals, and recover property losses;
- Operates fingerprint and crime scene processing units; and
- Oversee specialized units such as the Regional Auto Theft Task Force (RATTF), the Domestic Violence Unit, and the Rapid Enforcement Allied Computer Team (REACT).

Special Operations

- Investigates and coordinates responses to possible terrorism threats;

- Participates on the FBI's Joint Terrorism Task Force;
- Oversees the Vice/Criminal Intelligence Unit of the Sheriff's Office;
- Coordinates all Emergency Services and Mutual Aid efforts; and
- Oversees the activities of the Sexual Assault Felony Enforcement Task Force and staff assigned to the Drug Enforcement Agency.

Jail Contract

In 1997 the Sheriff entered into an Agreement with the County to provide specific authority to:

- Allow Sheriff Correctional Officers to carry weapons for specific functions within the jail;
- Provide peace officers to supervise correctional staff within the jail environment; and
- Provide peace officers to investigate crimes within jail facilities.

Civil/Warrants

- 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; and
- Service or execution of all civil processes and notices given to the Sheriff by the Court and/or the public.

Security Services

Superior Court Security

- Security services to fourteen facilities including ninety-eight judges of the Superior Court of the County;
- Operation of eleven security screening sites;
- Operation of five prisoner holding cell sites; and
- Risk assessment of all prisoner threat cases going to court each morning and afternoon.



Support Services

- 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;

- Human Resources/Personnel, Background, recruiting, Training and Video, Regional Training Facility and Health and Injury Prevention; and
- Reserve and Community Relations, Drug Abuse Resistance Education (D.A.R.E.) programs, Neighborhood Watch Programs, Community Fairs, and Summer Camps.

County Executive's Recommendation

The reduction target in the Office of the Sheriff is \$7,865,473. The Department submitted a plan that met the target. After carefully reviewing the impacts of the reductions proposed by the Sheriff's Office, the County Executive is recommending that three Deputy Sheriff positions in patrol operations that were targeted for deletion be retained.

Budget Unit 231 "Court Custody Operations": When the jail contract between the County and the Sheriff was implemented, two separate organizational units were created: Budget Unit 231 "Court/Custody Operations" and Budget Unit 235 "Department of Correction Contract". Budget Unit 231 "Court/Custody Operations" was created to account for a variety of functions where the Office of the Sheriff and the Department of Correction had overlapping responsibilities. Administration of this "joint" budget unit has always been challenging, and the current financial environment has made it more so. As a result, the County Executive is recommending the elimination of this unit with both the Sheriff's Office and the Department of Correction staff and functions returning to their respective budget units.

Delete Positions

Recommendation: Delete the following general fund positions in the Office of the Sheriff:

FTE	Code	Class Description	Vacant/Filled
1.0	Z56	Undersheriff (U) Administration	Vacant
1.0	D43	Law Enforcement Clerk - Drug Enforcement	Filled
1.0	T94	Wildlife Officer/Game Warden - Patrol Headquarters	Vacant
3.0	U64	Deputy Sheriff - SCOPE Sheriff Community Oriented Programs and Enforcement Team	Filled
2.0	U64	Deputy Sheriff - SCOPE Sheriff Community Oriented Programs and Enforcement Team	Vacant
1.0	U64	Deputy Sheriff - SCET South County Enforcement Team	Filled
1.0	U61	Deputy Sheriff - Personnel	Vacant
1.0	U64	Deputy Sheriff - Homicide	Filled
1.0	U64	Deputy Sheriff - Internal Affairs	Filled
1.0	U64	Deputy Sheriff - Warrants	Vacant
1.0	U64	Deputy Sheriff - Moffett	Vacant
5.0	D43	Law Enforcement Records Clerk Records Unit	Vacant
1.0	V44	Latent Fingerprint Examiner I Records Unit	Filled
1.0	U64	Deputy Sheriff - SAFE Sexual Assault Felony Enfrcmnt	Filled
1.0	U64	Deputy Sheriff - Reserves	Filled
1.0	U64	Deputy Sheriff - DARE Drug Abuse Resistance Ed	Filled
1.0	U64	Deputy Sheriff - .5 DARE & .5 HIP Drug Abuse Resistance Ed and Health Injury Prevention	Filled
1.0	U64	Deputy Sheriff - Hate Crimes	Filled



FTE	Code	Class Description	Vacant/Filled
2.0	U64	Deputy Sheriff - Recruitment	Filled
3.0	U64	Deputy Sheriff - Cops in Schools	Filled
1.0	C60	Administrative Assistant - Internal Affairs	Vacant
1.0	G50	Information Systems Technician Data Management	Filled
1.0	D09	Office Specialist III - Recruitment	Vacant
1.0	T11	Rangemaster - Range	Vacant
1.0	X17	Executive Assistant I - Jail Contract Administration	Filled
9.0	U64	Deputy Sheriff - Jail Contract Perimeter Security	Filled
2.0	U84	Sheriff Correctional Officer - Jail Contract Transportation	Filled
1.0	D43	Law Enforcement Clerk - Jail Contract Transportation	Vacant
47.0		Total Deletion	

Background: The expenditure reduction associated with the positions identified above contributes to the Department's ability to meet the reduction target. The programs targeted for cuts fall into two categories: basic services that are not mandated or mandated services that can be performed without an expectation of a timely response or investigation.

Impact on Services: The deletion of forty-seven positions will impact a portion of the proactive law enforcement functions performed by the Sheriff's Office: proactive sexual predator enforcement, restorative justice, crime prevention, drug enforcement, community policing, hate crimes, South County special enforcement. Reactive patrol functions will also be cut in Moffett Field and warrant service. Also, reductions in the Jail Contract division will reduce the number of Deputies assigned to perimeter patrol and inmate transportation.

Total Reduction: (\$4,050,045)

Reduce Object One Expenses

Recommendation: Reduce Extra Help and Overtime expenditures

Background: The extra help expenditure reduction in the Fiscal Division and the overtime expenditure reduction in the Jail Contract division contribute to the Department's ability to meet the reduction target.

Impact on Services: This targeted cut is for non-mandated services, and will reduce the staffing flexibility in these two divisions.

Total Reduction in Extra Help: (\$21,784)
Total Reduction in Overtime: (\$10,720)

Recruitment Costs

Recommendation: Reduce Recruitment Costs

Background: Due to the significant departmental reductions in staffing identified above, the Sheriff's Office is reducing expenditures in the area of recruitment.

Impact on Services: While this is 39% of the department's recruitment allotment, this reduction will impact the department's recruiting flexibility in the future when staffing is reduced due to attrition.

Total Reduction: (\$892,629)

Reduce Appropriations for Services and Supplies

Recommendation: Reduce ongoing appropriations in the following accounts:

Services and Supplies	Reduction
Office Expense	(\$1,542)
County Vehicles	(\$65,859)
Professional and Specialized Services	(\$357,515)
Total	(\$424,916)

Background: This expenditure reduction is taken from various divisions within the Department in the areas of professional and specialized services, and office expenses. Due to the staffing reductions indicated above, the Department's need for vehicles and maintenance will be reduced. The reduction contributes to the department's ability to meet the reduction target.

Impact on Services: In order to adjust to these budget reductions, the Department will return vehicles to GSA Fleet and reduce maintenance costs. The reduction in

in Professional and Specialized Services will modify or reduce private sector resource options in the following areas: management and line staff training, data management, performance of background checks and polygraph tests, pre-employment medical exams, and K-9 training.

Total Reduction: (\$424,916)

Increase Revenues

Recommendation: Increase ongoing appropriations in the following accounts:

Revenues	Appropriation
False Alarm Response Fee	\$17,000
Fingerprint Fee	\$112,000
Booking Cost Recovery	\$1,235,000
Social Services - Children's Shelter	\$82,838
Vehicle Correction Fee	\$4,500
Total	\$1,451,338

Background:

- False Alarm Response Fee: The Department responds to alarm calls at residences and businesses. When the situation is a false alarm, the Department can charge the home or business owner for certain costs associated with the response. This revenue reflects an increase in those fees in order to align with the fee structure in use by other local law enforcement agencies.
- Fingerprint Fee: The Department provides fingerprint services for the public and other agencies and charges a fee for the service. This revenue reflects an increase in the fees for fingerprinting services.
- Booking Cost Recovery: The County charges a minimum charge to cities for booking fees. The Sheriff's Office prepares a Statement of Costs that is attached to a complaint that is filed with the District Attorney's Office. The Court generally places the assessment fees against the convicted person for restitution. This recommended action increases the fee to the convicted person for actual, instead of minimum booking costs so the County can achieve full cost recovery.

- Social Services - Children's Shelter: There is a Memorandum of Understanding between the Office of the Sheriff and the Social Services Agency. The Office of the Sheriff provides investigation and enforcement services at the Children's Shelter to supplement law enforcement services provided by the San Jose Police Department.
- Vehicle Correction Fee: This action would increase the fees from \$10 to \$15 in response to a change in State law.

Impact on Services: This action reflects the Board priority of utilizing flexible budget strategies such as raising fees for County services.

Total Ongoing Appropriations: \$1,451,338

Risk Management Grant

Recommendation: Add 1.0 FTE Deputy Sheriff (U) and expenses on a one-time basis for the Risk Management Grant

Background: The Early Warning/Risk Management Grant's purpose is to establish a system that would track employee conduct as a prevention and correction measure. This recommendation would fund an unclassified Deputy Sheriff position and computer software. Per grant regulations, the position must be newly added on a temporary basis to support this function. The expenses are totally reimbursed by the grant amount.

Impact on Services: This action reflects the Board priority of directing funding toward prevention and early intervention strategies. It also serves to minimize layoffs by providing a position that is fully funded by reimbursements.

Total One-time Cost: (\$125,000)

100% Reimbursed by grant revenue

Record Retrieval System

Recommendation: Add \$50,000 in one-time funds and \$1,000 in ongoing funds for a record retrieval system in the Records Division

Background: This recommendation supports workplace safety. This system minimizes bending, stooping, and kneeling by employees retrieving paper



records. The one-time cost represents \$35,000 for equipment and \$15,000 for building modification work to be performed by GSA. The ongoing cost of \$1,000 is needed for ongoing maintenance to prolong the life of the equipment.

Impact on Services: This action reflects the Board priority of directing funding toward efficiency improvements, as well as prevention and early intervention strategies.

Total One-time Cost: (\$50,000)
Total Ongoing Cost: (\$1,000)

Rapid Enforcement Allied Computer Team Grant

Recommendation: Add \$180,000 in one-time revenue and \$14,324 in expenses

Background: This recommendation adds \$180,000 in revenue from the Rapid Enforcement Allied Computer Team grant. This provides funding for two Deputy Sheriff positions and \$14,324 in expenses. The grant does not require two new positions to be added, so Deputies currently occupying positions that are getting deleted in the departmental reduction plan can transfer into these positions. The positions are temporary since the funding is one-time in nature.

Impact on Services: This action reflects the Board priority of minimizing layoffs by maintaining coded positions that are funded by reimbursements.

Total One-time Cost: (\$180,000)
100% reimbursed by grant revenue

Records Management System Task Force

Recommendation: Add 3.0 FTE Unclassified Deputy Sheriff positions for 18 months

Background: The Department is in the final phase of upgrading its radio and records management system. Part One of the Final Phase involves installing a new Records Management System and Field Based Reporting System to allow field patrol deputies to enter incident reports into the software on their laptops during their shift and transferring the data to the Records Management System database at the end of their shift. Experienced Deputies will be assigned to the Task Force for a one-year period. In order to avoid

disruption of operations, the unclassified positions will backfill behind the experienced Deputies. The funding for this project was approved during the FY 2002 Budget Hearings, and the funds were rolled over to the FY 2003 Approved Budget. The funding for the positions will come from Object 2 Services and Supplies budget for this project, and the Department will be bringing this Object 2 rollover request to the Board in June 2003.

Impact on Services: This action reflects the Board priority of minimizing layoffs by maintaining coded positions that are funded by reimbursements.

Total One-time Cost: (\$280,000)

Cost is covered by Department's plan to utilize Object 2 Rollover Funding Upon Approval by the Board of Supervisors

Special Operations - Homeland Security

Recommendation: Add one-time funding for 1.0 FTE Captain and 3.0 FTE Sergeant positions and expenses

Background: In December 2001, in response to the events of September 11, 2001, the Board approved one-time funding for 1.0 FTE Captain and 3.0 FTE Sergeant positions in the Special Operations Unit to address homeland security issues. The 18-months funding expires on June 20, 2003. This recommendation continues this funding, plus expenses, on a one-time basis for 12 months.

Impact on Services: This action reflects the Board priority of increasing the County's emergency readiness and coordinated response in the area of public safety services.

Total One-time Cost: (\$547,056)

Court Security Parking Fee

Recommendation: Add ongoing funding for parking fees for Deputies assigned to Court Security

Background: Historically, the Court has paid directly for monthly parking passes for Deputies assigned to Park Center and Terraine Courts. This action would add an ongoing expense in the Office of the Sheriff, which will be reimbursed with administrative overhead costs charged to the Court through the Agreement.



Impact on Services: This action reflects an alternate funding method for an administrative overhead cost.

Total Cost: (\$32,940)

100% Reimbursed through Agreement with Court

Salary Ordinance Amendment

Recommendation: Amend FY 2003 Salary Ordinance as it relates to Deputy Sheriff I and Deputy Sheriff I Cadet (U) positions

Background: The FY 2003 Salary Ordinance NS-5.02 contains 232 Deputy Sheriff positions with alternately staffed job classification no longer utilized by the

Sheriff's Office. This action would amend the Salary Ordinance to remove the alternately staffed job classifications of Deputy Sheriff I and Deputy Sheriff I Cadet (U), while leaving the job classifications of Deputy Sheriff and Deputy Sheriff Cadet (U) respectively. There is no cost associated with this action, as it is already built into the Agreement with the Court.

Impact on Services: This action aligns the County of Santa Clara Salary Ordinance to reflect current departmental recruitment practices and staffing levels.

Total Cost: \$0

Sheriff Services — Budget Unit 0230 Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
3900	Sheriff Administration	4,299,211	5,290,670	8,868,368	4,288,806	(1,001,863)	-19
3901	Fiscal Division	874,540	1,022,385	1,022,354	1,071,970	49,585	5
3903	Detective Division	5,204,393	4,940,921	4,935,937	5,337,654	396,733	8
3904	Patrol Division	11,910,050	12,082,258	12,129,797	11,530,432	(551,826)	-5
3905	Personnel And Training	5,404,143	6,257,606	6,256,337	4,725,001	(1,532,604)	-24
3906	Warrants And Fugitives	1,143,100	1,439,152	1,414,538	1,531,067	91,915	6
3907	Westside Station	9,904,629	10,940,680	10,932,213	11,516,559	575,879	5
3909	Records Section	4,416,558	5,079,436	5,379,179	5,260,844	181,408	4
3910	Sheriff Special Ops	304,413	911,928	1,319,392	650,104	(261,823)	-29
3912	Internal Affairs	369,613	430,587	430,176	746,217	315,630	73
3913	Data Management	2,238,443	2,927,598	6,143,367	2,213,183	(714,414)	-24
3914	Court Security	16,911,202	20,779,486	20,777,426	23,108,016	2,328,530	11
3919	Transit Patrol	3,579,078	3,750,455	3,747,321	4,042,988	292,533	8
3922	Reserves Unit	742,027	485,200	484,667	491,700	6,500	1
3924	Training	1,289,082	1,041,074	1,033,938	1,051,641	10,567	1
3927	Parks Patrol	(96,877)	(446,625)	(446,625)	(413,338)	33,287	-7
3929	Civil Division	1,419,069	1,486,835	1,485,744	1,560,482	73,647	5
3950	Jails Contract				9,087,238	9,087,238	
	Total Expenditures	69,912,674	78,419,646	85,914,129	87,847,452	9,427,806	12%



Sheriff Services — Budget Unit 0230

Revenues by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
3900	Sheriff Administration	1,997,845	1,665,087	1,096,087	477,500	(1,187,587)	-71
3901	Fiscal Division	20,249	24,132	24,132	41,132	17,000	70
3903	Detective Division	632,315	598,628	508,628	2,008,838	1,410,210	236
3904	Patrol Division	334,823	255,722	331,356	160,222	(95,500)	-37
3905	Personnel And Training	6,233					0
3906	Warrants And Fugitives	110,636	60,000	560,000	560,000	500,000	833
3907	Westside Station	8,845,756	9,776,787	9,776,787	9,779,787	3,000	0
3909	Records Section	1,588,371	542,700	542,700	679,700	137,000	25
3910	Sheriff Special Ops			136,464			0
3912	Internal Affairs				125,000	125,000	0
3913	Data Management	167,519	200,000	200,000	250,000	50,000	25
3914	Court Security	15,577,978	20,547,737	20,547,737	23,164,614	2,616,877	13
3919	Transit Patrol	3,973,692	3,750,455	3,750,455	3,700,000	(50,455)	-1
3922	Reserves Unit	107,046	40,000	40,000	40,000		0
3924	Training	182,753	267,121	267,121	70,000	(197,121)	-74
3929	Civil Division	521,870	455,500	506,327	501,827	46,327	10
3950	Jails Contract				5,000	5,000	0
Total Revenues		34,067,086	38,183,869	38,287,794	41,563,620	3,379,751	9%

Sheriff Administration — Cost Center 3900

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	18.0	5,290,670	1,665,087
Board Approved Adjustments During FY 2003		3,577,698	(569,000)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		142,214	
Internal Service Funds Adjustment		91	
Other Required Adjustments		(4,601,741)	(618,587)
Subtotal	18.0	4,408,931	477,500
Recommended Changes for FY 2004			
1. Delete 1.0 FTE Undersheriff	-1.0	(189,588)	
			(73,673)
This recommendation deletes the Undersheriff position in Sheriff Administration. This is an executive management position.			
2. Reduce Professional Service Expenses			
This action is part of a department-wide reduction in Services and Supplies in order to meet the departmental reduction target.			
3. Add 1.0 FTE Captain for Special Operations	1.0	143,136	
This recommendation adds one-time funding for 1.0 Captain position plus expenses. In addition to this position, three Sergeant positions are being added in Cost Center 3910. In December 2001, the Board approved one-time funding for these positions in the Special Operations unit to address homeland security issues. The one-time funding expires on June 30, 2003, and the recommendation continues the one-time funding for one more year.			
Subtotal	0.0	(120,125)	0
Total Recommendation	18.0	4,288,806	477,500



Fiscal Division — Cost Center 3901 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	16.0	1,022,385	24,132
Board Approved Adjustments During FY 2003		(31)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		73,958	
Internal Service Funds Adjustment		(14)	
Other Required Adjustments		(1,001)	0
Subtotal	16.0	1,095,296	24,132
Recommended Changes for FY 2004			
1. Reduce Extra Help Expense		(21,784)	
This action reduces extra help expenses in the Fiscal division in order to meet the departmental reduction target.			
2. Reduce Office Expenses		(1,542)	
This action is part of a department-wide reduction in Services and Supplies in order to meet the departmental reduction target.			
3. Increase Revenue for False Alarm Responses			17,000
This recommendation increases the revenue for False Alarm response. The Sheriff's Office responds to alarm calls at businesses and residences. When a false alarm occurs, the Department can charge for certain costs associated with the response. This action reflects an increase in the fee amount in order to align with the fee structure in use by other local law enforcement agencies.			
Subtotal	0.0	(23,326)	17,000
Total Recommendation	16.0	1,071,970	41,132

Detective Division — Cost Center 3903 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	45.0	4,940,921	598,628
Board Approved Adjustments During FY 2003		(4,984)	(90,000)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	470,490	
Internal Service Funds Adjustment		(29,470)	
Other Required Adjustments		56,575	2,372
Subtotal	46.0	5,433,532	511,000
Recommended Changes for FY 2004			
Internal Service Fund Adjustments		-	-
Fleet Reduction		(11,592)	0
1. Delete 1.0 FTE Law Enforcement Clerk	-1.0	(59,508)	
This recommendation deletes a Law Enforcement Clerk position in the Detective Division.			
2. REACT Program		14,324	180,000
This recommendation adds \$180,000 in one-time revenue and \$14,324 in one-time expenses for the Rapid Enforcement Allied Computer Team Grant. On a one-time basis, this will fund two Deputy Sheriff (U) positions. Deputies currently occupying positions that are getting deleted in the departmental reduction plan can transfer into these temporary positions.			



Detective Division — Cost Center 3903 Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
3. Reduce Professional Services Expenses		(39,102)	
This action is part of a department-wide reduction in Services and Supplies in order to meet the departmental reduction target.			
4. Booking Fee and Social Services Children's Shelter Revenue			1,317,838
This action increases revenues in the amount of \$1,235,000 for Booking Fees and \$82,838 for a Deputy Sheriff assigned to the Children's Shelter.			
<ul style="list-style-type: none"> ◆ Booking Fees: This reflects an increase in fees to convicted persons to reflect the actual cost of the booking. ◆ Children's Shelter: This revenue comes from the Children's Shelter for the services of a Deputy Sheriff on-site. 			
	Subtotal	-1.0	(95,878)
Total Recommendation		45.0	5,337,654
			1,497,838
			2,008,838

Patrol Division — Cost Center 3904 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	109.0	12,082,258	255,722
Board Approved Adjustments During FY 2003		47,539	75,634
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		794,068	
Internal Service Funds Adjustment		(22,628)	
Other Required Adjustments		32,517	(171,134)
	Subtotal	109.0	12,933,754
			160,222
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
Fleet Reduction		(77,514)	0
1. Delete Positions in the Patrol HQ Division	-7.0	(587,184)	
This action recommends the deletion of seven positions in the Patrol Division.			
<ul style="list-style-type: none"> ◆ 1.0 FTE Wildlife Officer/ County Game Warden ◆ 5.0 FTE Deputy Sheriff in SCOPE ◆ 1.0 FTE Deputy Sheriff in SCET 			



Patrol Division — Cost Center 3904
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
2. Delete 8.0 FTE Deputy Sheriff	-8.0	(660,784)	
This action deletes 8.0 FTE Deputy Sheriff positions in the following programs and divisions:			
◆ 2.0 FTE Deputy Sheriff for Cops in Schools			
◆ 1.0 FTE Deputy Sheriff for Reserves			
◆ 1.0 FTE Deputy Sheriff of Drug Abuse Resistance Education			
◆ 1.0 FTE Deputy Sheriff for Sexual Assault Felony Enforcement			
◆ 1.0 FTE Deputy Sheriff for .5 Drug Abuse Resistance Education and .5 Health and Injury Prevention			
◆ 1.0 FTE Deputy Sheriff for Hate Crimes			
◆ 1.0 FTE Deputy Sheriff for Recruitment			
3. Reduce Expenses		(77,840)	
This action is part of a department-wide reduction in Services and Supplies in order to meet the departmental reduction target.			
Subtotal	-15.0	(1,403,322)	0
Total Recommendation	102.0	11,530,432	160,222

Personnel And Training — Cost Center 3905
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	102.0	6,257,606	
Board Approved Adjustments During FY 2003		(1,269)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		297,324	
Internal Service Funds Adjustment		(436,540)	
Other Required Adjustments		20,507	0
Subtotal	102.0	6,137,628	
Recommended Changes for FY 2004			
Internal Service Fund Adjustments		-	-
Fleet Reduction		(5,958)	0
1. Delete Positions for Departmental Reduction Plan	-4.0	(386,432)	
This action represents the deletion of 4.0 FTE Deputy Sheriff positions in Internal Affairs, Recruitment, Homicide, and Personnel.			
2. Reduce Professional Services Expenses		(17,464)	
This action is part of a department-wide reduction in Services and Supplies in order to meet the departmental reduction target.			
3. Delete 1.0 FTE Office Specialist III	-1.0	(55,536)	
This action deletes 1.0 FTE Office Specialist III position in the Recruitment division.			
4. Reduce Recruitment Costs		(892,629)	
This action reduces expenses for recruitment costs in order to meet the departmental reduction target.			
5. Reduce Professional Services Expenses		(54,608)	
This action is part of a department-wide reduction in Services and Supplies in order to meet the departmental reduction target.			
Subtotal	-5.0	(1,412,627)	0
Total Recommendation	97.0	4,725,001	



Warrants And Fugitives — Cost Center 3906

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	14.0	1,439,152	60,000
Board Approved Adjustments During FY 2003		(24,614)	500,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		210,823	
Internal Service Funds Adjustment		(51,461)	
Other Required Adjustments		56,025	0
Subtotal	14.0	1,629,925	560,000
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
Fleet Reduction			
		(9,486)	0
1. Delete 1.0 FTE Deputy Sheriff	-1.0	(82,598)	
This action deletes 1.0 FTE Deputy Sheriff position in the Warrants and Fugitives division.			
		(6,774)	
2. Reduce Professional Services Expenses			
This action is part of a department-wide reduction in Services and Supplies in order to meet the departmental reduction target.			
Subtotal	-1.0	(98,858)	0
Total Recommendation	13.0	1,531,067	560,000

Westside Station — Cost Center 3907

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	88.0	10,940,680	9,776,787
Board Approved Adjustments During FY 2003		(8,467)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		567,883	
Internal Service Funds Adjustment		180,915	
Other Required Adjustments		48,456	3,000
Subtotal	88.0	11,729,467	9,779,787
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
Fleet Reduction			
		(47,712)	0
1. Delete 2.0 FTE Deputy Sheriff	-2.0	(165,196)	
This action deletes 2.0 FTE Deputy Sheriff positions at the Westside Station. One position serves the Moffett area, and the other serves the Cops in Schools program.			
Subtotal	-2.0	(212,908)	0
Total Recommendation	86.0	11,516,559	9,779,787



Records Section — Cost Center 3909

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	67.0	5,079,436	542,700
Board Approved Adjustments During FY 2003		299,743	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		351,098	
Internal Service Funds Adjustment		(2,815)	
Other Required Adjustments		(73,669)	20,500
Subtotal	67.0	5,653,792	563,200
Recommended Changes for FY 2004			
1. Delete Positions in the Records Division	-6.0	(370,588)	
This action deletes 1.0 FTE Latent Fingerprint Examiner, and 5.0 FTE Law Enforcement Clerk positions in the Records Division.			
		(73,360)	
2. Reduce Professional Service Expenses			
This action is part of a department-wide reduction in Services and Supplies in order to meet the departmental reduction target.			
3. Fingerprint and Vehicle Correction Revenues			116,500
This recommendation increases revenue in the amount of \$112,000 in the area of Fingerprint Services and \$4,500 in the area of Vehicle Correction. The Fingerprint Services revenue reflects an increase in the fingerprint fee charged to other public agencies and the public. The Vehicle Correction fee revenue reflects a fee increase in response to a statutory change.			
		51,000	
4. Record Retrieval System			
This recommendation adds \$50,000 in one-time funds and \$1,000 in ongoing funds for a record retrieval system. The system minimizes bending, stooping, and kneeling by employees retrieving paper records. The one-time costs represents \$35,000 in equipment and \$15,000 for building modification work. The ongoing cost of \$1,000 is needed for ongoing maintenance.			
Subtotal	-6.0	(392,948)	116,500
Total Recommendation	61.0	5,260,844	679,700

Sheriff Special Ops — Cost Center 3910

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	9.0	911,928	
Board Approved Adjustments During FY 2003		407,464	136,464
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-7.0	(206,272)	
Internal Service Funds Adjustment		15,380	
Other Required Adjustments		(882,315)	(136,464)
Subtotal	2.0	246,184	
Recommended Changes for FY 2004			
1. Add One-time Funding for Homeland Security	3.0	403,920	
This recommendation adds one-time funding for 3.0 Sheriff Sergeant positions, plus expenses. In addition to these positions, 1.0 FTE Captain position is being added in Cost Center 3900. In December 2001, the Board approved one-time funding for these positions in the Special Operations unit to address homeland security issues. The one-time funding expires on June 30, 2003, and the recommendation continues the one-time funding for one more year.			
Subtotal	3.0	403,920	0
Total Recommendation	5.0	650,104	



Internal Affairs — Cost Center 3912

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	4.0	430,587	
Board Approved Adjustments During FY 2003		(411)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	253,783	
Internal Service Funds Adjustment		149	
Other Required Adjustments		589	0
Subtotal	6.0	684,697	
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
Fleet Reduction			
		(7,056)	0
1. Delete 1.0 FTE Administrative Assistant	-1.0	(56,424)	
This action deletes an Administrative Assistant position in the Internal Affairs division.			
2. Early Warning/Risk Management Grant	1.0	125,000	125,000
This recommendation adds one-time revenues and expenditures in the amount of \$125,000 for the Early Warning/Risk Management Grant. The action adds 1.0 FTE Unclassified Deputy Sheriff and expenses for software in order to establish a system that would track employee conduct as a prevention and correction measure. Per grant regulations, the position must be newly added on a temporary basis to support this function.			
Subtotal	0.0	61,520	125,000
Total Recommendation	6.0	746,217	125,000

Data Management — Cost Center 3913

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	11.0	2,927,598	200,000
Board Approved Adjustments During FY 2003		3,215,769	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		214,451	
Internal Service Funds Adjustment		(56,456)	
Other Required Adjustments		(3,932,785)	50,000
Subtotal	11.0	2,368,576	250,000



Data Management — Cost Center 3913 Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Recommended Changes for FY 2004			
Internal Service Fund Adjustments		–	–
General Fund ISD Services Adjustment		(19,817)	0
1. Delete 1.0 FTE Information Systems Technician II	-1.0	(84,132)	
This action deletes 1.0 FTE Information Systems Technician position in the Data Management division.			
2. Reduce Professional Services Expenses		(51,444)	
This action is part of a department-wide reduction in Services and Supplies in order to meet the departmental reduction target.			
3. Records Management System Task Force	3.0		
This recommendation adds 3.0 FTE Unclassified Deputy Sheriff positions for the Records Management System Task Force. No new funding will be added for this action. The funding will come from unspent FY 2003 Object 2 Services and Supplies budget for this project. The Department will be bringing this Object 2 rollover request to the Board on June 2003.			
Subtotal	2.0	(155,393)	0
Total Recommendation	13.0	2,213,183	250,000

Court Security — Cost Center 3914 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	237.0	20,779,486	20,547,737
Board Approved Adjustments During FY 2003		(2,060)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		1,767,968	
Internal Service Funds Adjustment		(8,727)	3,374,397
Other Required Adjustments		594,791	(790,460)
Subtotal	237.0	23,131,458	23,131,674
Recommended Changes for FY 2004			
Internal Service Fund Adjustments		–	–
Fleet Reduction		(9,498)	0
Increased Revenue from Court Security Contract			32,940
1. Increase Expenses for Parking Fees		32,940	
This action recommends adding expense for the cost of parking fees charged to deputies working in the Court. This expense is 100% offset by revenue from the Court, shown on Internal Service Fund Adjustment line above.			
Subtotal		(23,442)	32,940
Total Recommendation	237.0	23,108,016	23,164,614



Transit Patrol — Cost Center 3919 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	31.0	3,750,455	3,750,455
Board Approved Adjustments During FY 2003		(3,134)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		198,629	
Internal Service Funds Adjustment		68,177	
Other Required Adjustments		33,397	(50,455)
Subtotal	31.0	4,047,524	3,700,000
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
Fleet Reduction		(4,536)	0
Subtotal	0.0	(4,536)	0
Total Recommendation	31.0	4,042,988	3,700,000

Reserves Unit — Cost Center 3922 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	3.0	485,200	40,000
Board Approved Adjustments During FY 2003		(533)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		6,920	
Internal Service Funds Adjustment		(1,099)	
Other Required Adjustments		11,994	0
Subtotal	3.0	502,482	40,000
Recommended Changes for FY 2004			
1. Reduce Professional Services Expenses		(10,782)	
This action is part of a department-wide reduction in Services and Supplies in order to meet the departmental reduction target.			
Subtotal	0.0	(10,782)	0
Total Recommendation	3.0	491,700	40,000



Training — Cost Center 3924

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	7.0	1,041,074	267,121
Board Approved Adjustments During FY 2003		(7,136)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		60,976	
Internal Service Funds Adjustment		(6,997)	
Other Required Adjustments		45,360	(197,121)
Subtotal	7.0	1,133,277	70,000
Recommended Changes for FY 2004			
Internal Service Fund Adjustments		—	—
Fleet Reduction		(6,756)	0
1. Delete 1.0 FTE Rangemaster I	-1.0	(62,412)	
This action deletes 1.0 FTE Rangemaster position at the Sheriff's Range.			
		(12,468)	
2. Reduce Expenses in Professional Services			
This action is part of a department-wide reduction in Services and Supplies in order to meet the departmental reduction target.			
Subtotal	-1.0	(81,636)	0
Total Recommendation	6.0	1,051,641	70,000

Parks Patrol — Cost Center 3927

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	7.0	(446,625)	
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		24,503	
Internal Service Funds Adjustment			
Other Required Adjustments		8,784	0
Subtotal	7.0	(413,338)	
Recommended Changes for FY 2004			
Total Recommendation	7.0	(413,338)	



Civil Division — Cost Center 3929 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	18.0	1,486,835	455,500
Board Approved Adjustments During FY 2003		(1,091)	50,827
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		58,588	
Internal Service Funds Adjustment		(7,491)	
Other Required Adjustments		29,500	(4,500)
Subtotal	18.0	1,566,341	501,827
Recommended Changes for FY 2004			
1. Reduce Expenses in Automobile Services		(5,859)	
This action is part of a department-wide reduction in Services and Supplies in order to meet the departmental reduction target.			
Subtotal	0.0	(5,859)	0
Total Recommendation	18.0	1,560,482	501,827

Jails Contract — Cost Center 3950 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget			
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal			
Recommended Changes for FY 2004			
1. Administrative Movement of Positions between Budget Units	77.0	10,387,621	5,000
This action is part of an administrative movement of positions from Budget Unit 231 Court/Custody Operations to Budget Unit 230 Sheriff Services. Budget Unit 231 is a joint budget unit between the Office of the Sheriff and the Department of Correction.			
2. Delete 1.0 FTE Executive Assistant I - ACE	-1.0	(74,640)	
This recommendation deletes an Executive Assistant I - ACE position in order to meet the departmental target.			
3. Perimeter Patrol	-9.0	(960,266)	
This recommendation deletes 9.0 FTE Deputy Sheriff positions assigned to Perimeter Patrol of the Elmwood Detention Facility in Milpitas.			
4. Delete 3 Positions and Reduce Overtime Expense	-3.0	(265,477)	
This recommendation deletes 1.0 FTE Law Enforcement Clerk and 2.0 FTE Sheriff Correctional Officer positions from the Transportation unit, and reduces overtime expenses by \$10,720.			
Subtotal	64.0	9,087,238	5,000
Total Recommendation	64.0	9,087,238	5,000



Court/Custody Operations — Budget Unit 0231 Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
3000	Administration	594,866	705,469	704,554		(705,469)	-100
3026	Main Jail Complex	3,501,725	2,836,471	2,835,363		(2,836,471)	-100
3036	Elmwood Men's Facility	2,963,841	2,975,967	2,975,589		(2,975,967)	-100
3041	Correctional Center for Women (CCW)	638,342	544,062	543,892		(544,062)	-100
3047	Transportation	4,895,200	5,637,887	5,629,899		(5,637,887)	-100
Total Expenditures		12,593,974	12,699,856	12,689,297	0	(12,699,856)	-100%

Court/Custody Operations — Budget Unit 0231 Revenues by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
3047	Transportation	10,568	1,300	1,300		(1,300)	-100
Total Revenues		10,568	1,300	1,300		(1,300)	-100%

Administration — Cost Center 3000 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	3.0	705,469	
Board Approved Adjustments During FY 2003		(915)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		4,346	
Internal Service Funds Adjustment		1,357	
Other Required Adjustments		(1,273)	0
	Subtotal	3.0	708,984
Recommended Changes for FY 2004			
1. Administrative Movement of Positions between Budget Units	-3.0	(708,984)	
This action is part of an administrative movement of positions from Budget Unit 231 Court/Custody Operations to Budget Unit 230 Sheriff Services. Budget Unit 231 is a joint budget unit between the Office of the Sheriff and the Department of Correction. The staff and functions will return to their original budget units.			
	Subtotal	-3.0	(708,984)
Total Recommendation			0



Main Jail Complex — Cost Center 3026

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	28.0	2,836,471	
Board Approved Adjustments During FY 2003		(1,108)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		345,311	
Internal Service Funds Adjustment		(4,025)	
Other Required Adjustments		96,358	0
Subtotal	28.0	3,273,007	
Recommended Changes for FY 2004			
1. Administrative Movement of Positions between Budget Units	-28.0	(3,273,007)	
This action is part of an administrative movement of positions from Budget Unit 231 Court/Custody Operations to Budget Unit 230 Sheriff Services. Budget Unit 231 is a joint budget unit between the Office of the Sheriff and the Department of Correction. The staff and functions will return to their original budget units.			
Subtotal	-28.0	(3,273,007)	0
Total Recommendation			

Elmwood Men's Facility — Cost Center 3036

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	28.0	2,975,967	
Board Approved Adjustments During FY 2003		(378)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		205,390	
Internal Service Funds Adjustment		(378)	
Other Required Adjustments		50,683	0
Subtotal	28.0	3,231,284	
Recommended Changes for FY 2004			
1. Administrative Movement of Positions between Budget Units	-28.0	(3,231,284)	
This action is part of an administrative movement of positions from Budget Unit 231 Court/Custody Operations to Budget Unit 230 Sheriff Services. Budget Unit 231 is a joint budget unit between the Office of the Sheriff and the Department of Correction. The staff and functions will return to their original budget units.			
Subtotal	-28.0	(3,231,284)	0
Total Recommendation			



Correctional Center for Women (CCW) — Cost Center 3041

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	5.0	544,062	
Board Approved Adjustments During FY 2003		(170)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		58,775	
Internal Service Funds Adjustment		(170)	
Other Required Adjustments		14,706	0
Subtotal	5.0	617,203	
Recommended Changes for FY 2004			
1. Administrative Movement of Positions between Budget Units	-5.0	(617,203)	
This action is part of an administrative movement of positions from Budget Unit 231 Court/Custody Operations to Budget Unit 230 Sheriff Services. Budget Unit 231 is a joint budget unit between the Office of the Sheriff and the Department of Correction. The staff and functions will return to their original budget units.			
Subtotal	-5.0	(617,203)	0
Total Recommendation			

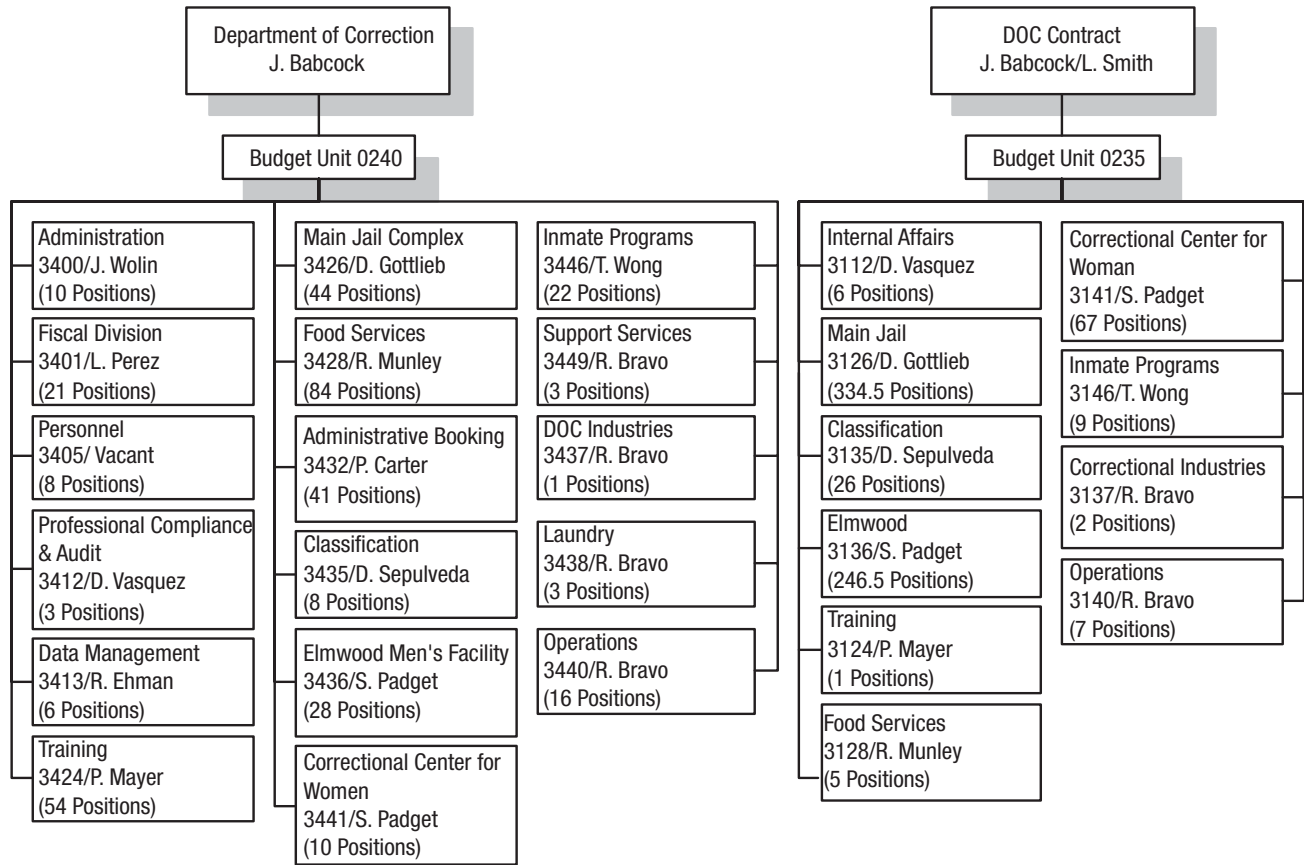
Transportation — Cost Center 3047

Major Changes to the Budget

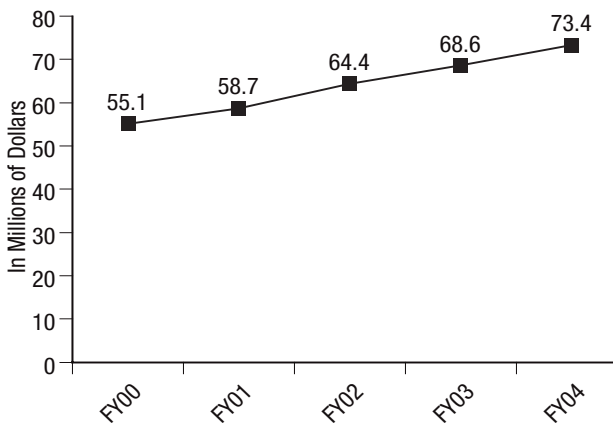
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	47.0	5,637,887	1,300
Board Approved Adjustments During FY 2003		(7,988)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		411,880	
Internal Service Funds Adjustment		8,430	
Other Required Adjustments		100,237	3,700
Subtotal	47.0	6,150,446	5,000
Recommended Changes for FY 2004			
1. Administrative Movement of Positions between Budget Units	-47.0	(6,150,446)	(5,000)
This action is part of an administrative movement of positions from Budget Unit 231 Court/Custody Operations to Budget Unit 230 Sheriff Services. Budget Unit 231 is a joint budget unit between the Office of the Sheriff and the Department of Correction. The staff and functions will return to their original budget units.			
Subtotal	-47.0	(6,150,446)	(5,000)
Total Recommendation			



Department of Correction

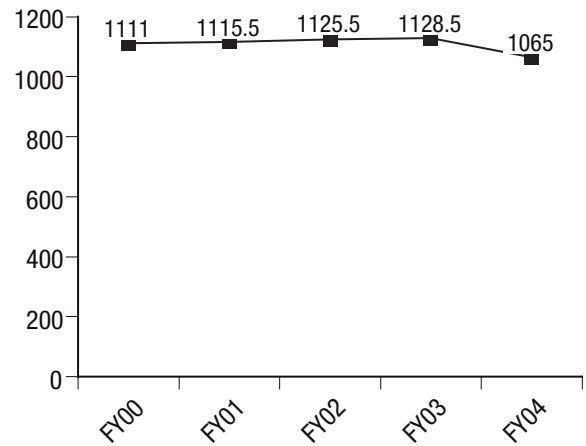


Section 2: Public Safety & Justice



Expenditure Trend

The increase in expenditures in FY 2004 is the net result of the Department's budget reductions, plus the elimination of Budget Unit 231 (Court/Custody Operations) in the Office of the Sheriff. The elimination of Budget Unit 231 resulted in the Department of Correction positions and expenditures within Budget Unit 231 returning to Budget Unit 235 (DOC Contract).



Staffing Trend



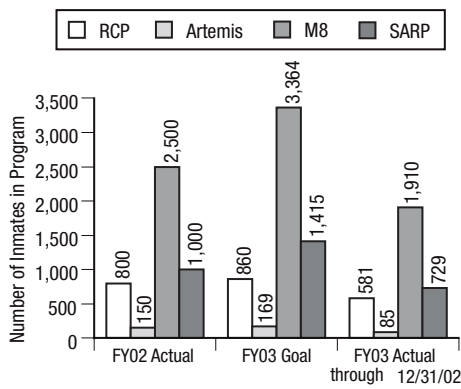
Public Purpose

- ➔ Public Safety
- ➔ Compliance with Mandates

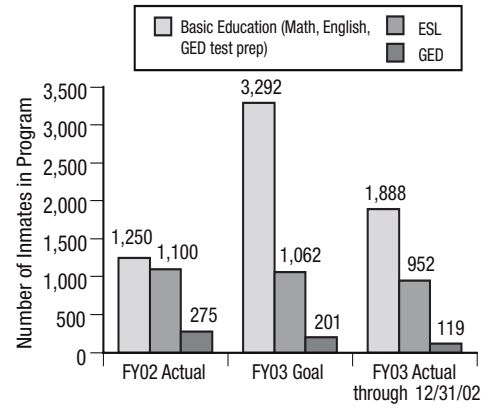


Desired Results

Successful Inmate Programs achieved through time spent in jail in a positive and productive manner and to facilitate successful reintegration into the community.

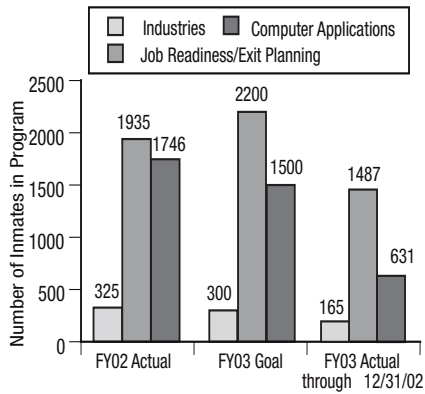


Comprehensive Substance Abuse Recovery Program

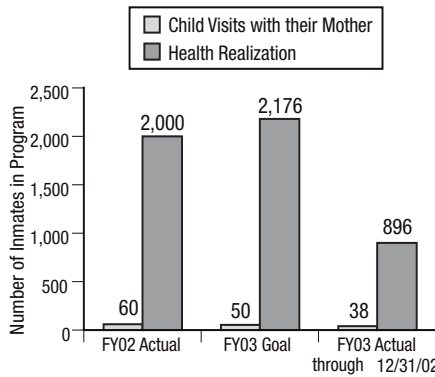


Primary and Secondary Academic Literacy Program

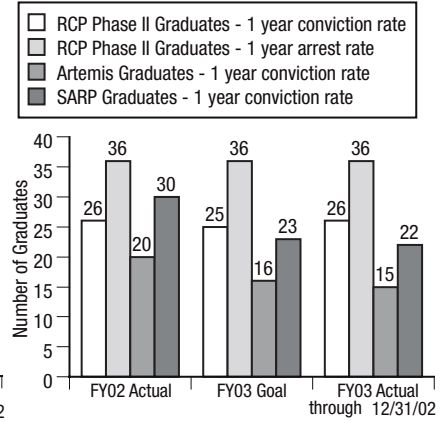




Vocational, Job Readiness, and Exit Planning Classes

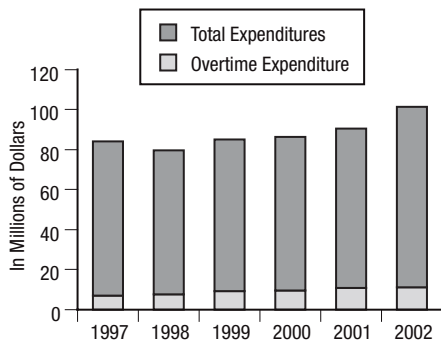


Life Skills Classes

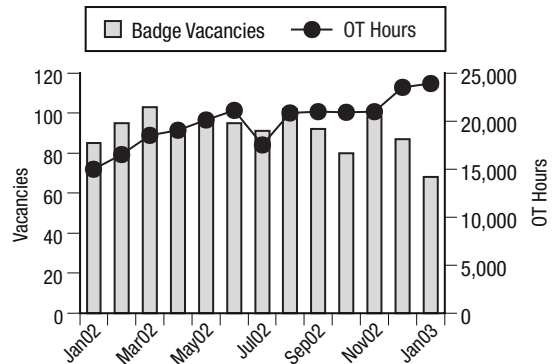


Recidivism

Effective Administrative and Support Services achieved by maintaining a safe work environment and facilities, the best qualified workforce, well-trained and healthy staff, and properly maintained facilities.

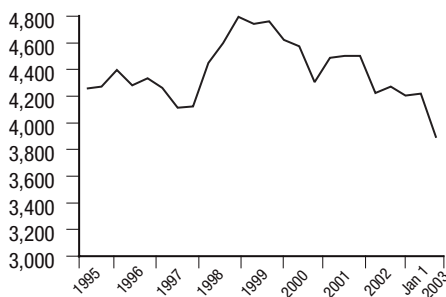


Overtime Expenditures Compared to Total Salaries and Benefits

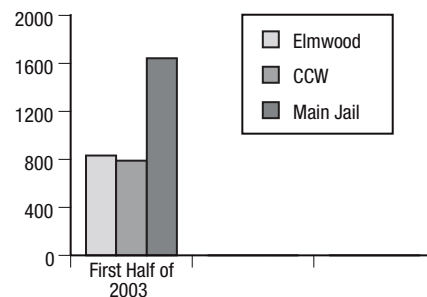


Overtime Hours Compared to Correctional Officer Vacancies

Safe Housing of Inmates achieved through effective custody of inmates in a safe and controlled environment.



Inmate Population History



Inmate Grievances



Least Restrictive Custody of Inmates achieved through the proper housing of inmates in the least restrictive environment.

Inmate Facilities	FY2002	First Half of FY2003
Elmwood Deaths	0	0
CCW Deaths	0	0
Main Jail Deaths	2	2
Elmwood Assaults	0	0
CCW Assaults	0	0
Main Jail Assaults	NA	28
Elmwood Escapes	2	0
CCW Escapes	0	0
Main Jail Escapes	0	0

Inmate Assaults, Deaths and Escapes

Description of Major Services

Inmate Programs

- Comprehensive Substance Abuse Recovery Programs: DOC offers several intensive, substance abuse recovery programs for inmates who are court ordered into a program or voluntarily seek assistance. These programs address recovery issues and related topics such as relationships, parenting skills and personal development issues.
- Primary and Secondary Academic and Literacy Programs: DOC provides a wide variety of academic classes, including GED, High School Subjects, Independent Study, English-as-a-Second Language (ESL), and Art.
- Vocational, Job Readiness and Exit Planning Classes: DOC provides a variety of vocational skills classes and job preparation classes. Through the Correctional Industries program, inmates are taught in such areas as welding, cabinet making, carpentry, upholstery, blueprint reading, applied vocational math, and industrial safety. The department also provides classes in Basic Computer Skills and Computer Software Applications to inmates at Elmwood, CCW and at the Day Reporting Center. At the Job Readiness/Retention and Exit Planning classes, inmates are taught how to fill out job applications, how to interview, and construct resumes on computers.

Administrative and Support Services

- Enforce OSHA Standards: the department conducts periodic inspections to ensure that environmental and maintenance issues that may affect staff and inmate health and safety meet appropriate standards.
- Operate Safety Program: the department ensures that required safety information for employees is posted or available at a Safety Center.
- TB Testing: the department complies with State Department of Health Services Communicable Disease Control Division regulations.
- Blood-borne Pathogen Training: Blood borne Pathogen Training is conducted by the Infection Control Manager.
- Communicable Disease Training: The department of Correction has developed a policy for evaluating and implementing an effective communicable disease program
- Professional Development: Jail supervisory training requires 80 hours of supervisory training specific to supervision within one year of promotion. All badge staff receives 24 hours of STC training annually. Badge staff is encouraged to participate in the Career Incentive Program (CIP), which provides an incentive plan to stimulate the career law enforcement officer to continue and to broaden their educational background. This program provides recognition to those personnel that have attained

certain levels of educational background and who exhibit interest in continuing their education above these levels.

- ❑ JTO Program: The Jail Training Officer (JTO) Program allows newly appointed Sheriff Correctional Officers to be observed and evaluated by experienced Jail Training Officers on their performance of a variety of critical job tasks prior to being assigned independently in a jail facility.
- ❑ Basic Academy: The Department provides all new recruits a basic training academy. This academy is a 10-week, two part program of instruction. Part I is the Adult Corrections Officer Core Course consisting of a minimum of 204 hours of instruction in specific instructional objectives and Part II is devoted to approximately 200 hours of Agency Specific. Entry-level Sheriff Correctional Officers must complete this course of instruction as demonstrated by a satisfactory level of proficiency on relevant achievement tests prior to assignment in a jail facility.
- ❑ Testing and Recruiting: The department is responsible for the recruiting and testing of Sheriff Correctional Officers.
- ❑ Building Maintenance: The department is responsible for maintaining numerous buildings within the guidelines of the Bureau of Corrections (BOC), Fire Marshal and Health Department regulations.

Housing of Inmates

- ❑ Provide Shelter: All inmates are housed in an environment that meets Title 15 and Environmental Health standards.
- ❑ Provide Nutritious Food: The Food Service Division provides satisfying, nutritious, cost-effective and appropriate meals in accordance with the law.

- ❑ Provide Visitation for Inmates: provide at least two visits totaling at least one hour for each inmate requesting a visit each week.
- ❑ Provide Clean Laundry: All inmates receive climatically suitable clothing upon admittance to the facility and are allowed to regularly exchange dirty clothing and bed linens.
- ❑ Provide Access to Religious Services: All inmates are allowed to participate in religious services and counseling available in their housing areas on a voluntary basis.
- ❑ Provide Access to Telephones: All inmates are provided reasonable access to use telephones beyond those telephone calls required by the Penal Code.
- ❑ Provide Access to Courts: All inmates are provided access to courts and legal counsel via mail, telephone, and confidential consultation with attorneys.
- ❑ Provide Access to Mail: All inmates may correspond freely with family members and friends. Inmates may correspond confidentially with state and federal courts, attorneys, public officers, the facility commander, and the State Board of Corrections.
- ❑ Intake Booking: All Intake Booking is done at the Main Jail. The inmate is then medically screened, positively identified and then entered into the CJIC abase.
- ❑ Classify Inmates: The classification process is designed to identify the individual characteristics of each inmate based on behavior, history, judicial status, and the individual needs of the inmate.

County Executive's Recommendation

The reduction target in the Department of Correction is \$17,080,150. This is the combined total for Budget Units 240 and 235, Department of Correction and Department of Correction Contract respectively. The Department submitted a plan that met this target. After carefully reviewing the impacts of the reductions proposed by the Department, the County Executive is recommending that certain positions assigned to, and

in support of, the Programs Division be retained. The changes are outlined below in the sections entitled "Inmate Programs and Closure of the M-8 Unit at Elmwood" and "Custody Health Services Reductions."

Inmate Welfare Fund: The Inmate Welfare Fund (IWF) is a trust fund containing commissions derived from inmate commissary sales and inmate telephone calls.



The Department's reduction plan contained changes in the expenditures for this fund. The changes are outlined below in the section entitled "Inmate Programs and Closure of the M-8 Unit at Elmwood."

Custody Health Services Reductions: Based on the fact that the Department expends over \$18 million for Custody Health Services, DOC requested that Custody Health contribute \$2.5 million in reductions to the Department's overall reduction plan. In reviewing the impacts of a reduction of this magnitude, the County Executive recognized this could result in the violation of Title 15 that governs health services in jail facilities. With this in mind the Administration restored \$1 million in jail health expenses and credited the Department with expected revenues from housing inmates from other counties in our jail mental health facility. Finally, DOC was credited with the multi-departmental reductions proposed by Custody Health that impacts the Social Services Agency, Probation, and the Department of Correction. These actions resolved this interdepartmental issue and provided the necessary solutions to balance the general fund budget. The component of the expenditure reduction within the Department of Correction is \$313,538, and the details are outlined below in the section entitled "Custody Health Reduction."

Budget Unit 231 "Court Custody Operations": When the jail contract between the County and the Sheriff was implemented, two separate organizational units were created: Budget Unit 231 "Court/Custody Operations" and Budget Unit 235 "Department of Correction Contract". Budget Unit 231 "Court/Custody Operations" was created to account for a variety of functions where the Office of the Sheriff and the Department of Correction had overlapping responsibilities. Administration of this "joint" budget unit has always been challenging, and the current financial environment has made it more so. As a result, the County Executive is recommending the elimination of this unit with both the Sheriff's Office and the Department of Correction staff and functions returning to their respective budget units.

Inmate Programs and Closure of the M-8 Unit at Elmwood

Recommendation:

1. Delete 19.0 FTE wholly or partially funded by the IWF in the amount of \$1,662,541 and reduce the ongoing reimbursement for these positions from IWF in the amount of \$839,459
2. Reduce IWF-funded Programs contracts in the amount of \$1,129,571 with no impact to the General Fund
3. Replace funding source for 25.5 FTE from the General Fund to the Inmate Welfare Fund
4. Close the M-8 Unit at the Elmwood facility and delete 49.0 FTE Sheriff Correctional Officer positions

After carefully reviewing the impacts of the reductions proposed by the Department, the County Executive is recommending that specific positions directly assigned to Programs, as well as certain positions in support of Programs, be retained on a one-time basis. The County Executive recommends the add-back of 3.0 FTE Rehabilitation Officer positions, 2.0 FTE Sheriff Correctional Positions in Programs, and 18.5 FTE Sheriff Correctional Officer positions needed to re-open one-half of M-8. The re-opening of one-half of M-8 is an integral piece of this restoration. This unit is used for housing inmates involved in Programs, and also serves as a classroom setting.

Background:

1. The first component of the Department's reduction plan included the deletion of positions that are funded in whole or in part by the Inmate Welfare Fund (IWF), along with the associated reduction in reimbursement in the amount of \$839,459 from the IWF.

FTE	Code	Class Description	Vacant/Filled
1.0	B1R	Associate Mmgt Analyst B	Filled
1.0	B80	Accountant Auditor Appraiser	Filled
1.0	C29	Executive Assistant I	Filled
1.0	D43	Law Enforcement Clerk	Vacant
1.0	D43	Law Enforcement Clerk	Filled
1.0	D63	Law Enforcement Records Spec	Vacant
1.0	G74	Custody Support Assistant	Filled
1.0	U54	Correctional Captain	Filled
5.0	X91	Rehabilitation Officer	Filled
0.5	X91	Rehabilitation Officer	Vacant
0.5	X91	Rehabilitation Officer	Filled
5.0	U84	Sheriff Correctional Officer	Filled
0.0	U53	Correctional Lieutenant (No deletion, transfer to Personnel)	Filled
19.0		Total Deletion	

Total Ongoing Reduction in Positions: (\$1,662,541)

These positions are funded in whole or in part by the IWF

Total Ongoing Reduction in IWF Reimbursement: (\$839,459)

2. The second component of the Department’s reduction plan proposed a reduction of IWF-funded Program Contracts in the amount of \$1,129,571. This cost was paid directly from the IWF, and there is no general fund impact associated with this action. The reduction eliminates contracts for the following programs and classes: Conflict Resolution, Domestic Violence, Health Realization, HIV/AIDS Prevention, LifeMAP, Positive Parenting, PsychEducation, Self Esteem, Substance Abuse Rehabilitation, and Trauma Recovery. The reduction reduces the following services: General Education Degree, Friends Outside, Inmate Literacy, and religious services. A portion of these services will be absorbed by existing staff or Milpitas Adult Education.

Total Ongoing Reduction in IWF Reimbursement: (\$1,129,571)

No Impact to County General Fund

3. The third component of the Department’s reduction plan takes positions that are currently funded by the General Fund, and changes the funding source to the IWF. This relieves the General Fund of \$2,695,860 of cost. The funding for the following positions is being transferred to the IWF:

- 5.0 FTE Sheriff Correctional Officers for the Visiting Program at Elmwood
- 1.0 FTE Law Enforcement Clerk assigned to Elmwood visiting
- 1.0 FTE Office Specialist III assigned to inmate services
- 2.0 FTE Sheriff Correctional Officers responsible for inmate job assignments
- 4.65 FTE (1 Post) Sheriff Correctional Officers assigned to the Information Window at Elmwood
- 2.0 FTE Sheriff Correctional Officers assigned to the Main Jail Commit Desk
- 5.0 Sheriff Correctional Officers assigned to the Food Services Division
- 1.0 FTE Law Enforcement Clerk assigned to jail sentence screening
- 0.5 FTE Law Enforcement Clerk assigned to inmate requests
- 2.0 FTE Rehabilitation Officers assigned to Programs
- 1.0 FTE Sheriff Correctional Officer assigned to Programs/Classification

There are additional Sheriff Correctional Officer staff and Fiscal staff assigned to Inmate Commissary and Vending Services, for which partial IWF reimbursement will be obtained. The funding calculation is based on current assignments and the amount of time spent on providing direct services to inmates.

Total Ongoing Increase of IWF Reimbursement: (\$2,695,860)

4. The fourth component of the Department’s reduction plan proposed the closure of the M-8 unit at Elmwood. The action would delete 49.0 FTE Sheriff Correctional Officer positions and necessitate the relocation of 512 medium security inmates to other parts of the facility.

Total Reduction: (\$4,171,736)

After carefully reviewing the impacts of the reductions proposed by the Department, the County Executive is recommending that specific positions directly assigned



to Programs, as well as certain positions in support of Programs, be retained on a one-time basis. The positions to be retained are identified below:

- 3.0 FTE Rehabilitation Officer
- 2.0 FTE Sheriff Correctional Officer positions assigned to Programs
- 18.5 Sheriff Correctional Officers - Retained in order to staff one-half of M-8 which will provide inmate housing and a classroom setting for Programs

The cost of retaining the positions is \$2,127,907. This cost will be partially offset by one-time revenue in the amount of \$1,800,000 expected from the inmate telephone services contract. The exact amount of revenue was not available at the time of printing, but more information will be brought to the Board before the FY 2003 budget hearings. Funding for the remainder of this restoration will come from available one-time general fund resources.

Impact on Services: The deletion of positions wholly or partially reimbursed by the IWF reduces the number of staff involved in direct service to the Programs component of the Department's operation. Replacing the funding source for 25.5 FTE from the General Fund to the Inmate Welfare Fund will direct funding to positions that provide direct services to inmates throughout the facilities, including the Programs Division. The reduction in Programs contract services results in a decrease in the number of classes and programs available for inmates. The closure of one-half of the M-8 unit at Elmwood reduces the number of beds available to house medium security inmates. The Department will need to transfer 256 inmates to other medium security beds throughout the facility. Increasing the population in other areas could result in delay in incident response time, delay in routine movement of inmates, and the reduction of inmate services.

Custody Health Reduction

Recommendation: Reduce expenses within the Department's budget for Custody Health Services

Background: Custody Health Services is a general fund department in the Santa Clara Valley Health and Hospital System that provides adult custody medical care and mental health treatment within the jail facilities. Expenditure reductions that impact Custody Health Services in the Department of Correction, Probation, and Social Services Agency will contribute to solving the countywide budget deficit. The reductions identified by Custody Health will affect the Department of Correction by deleting of 3.0 FTE assigned to the Elmwood jail facility.

- 0.5 FTE Shift Supervisor
- 0.5 FTE Medical Admitting Clerk
- 2.0 FTE Clinical Nurse

Impact on Services: The deletion of positions within Custody Health Services' budget will impact administrative oversight of jail medical and mental health services on weekends and holidays, the filing of inmate medical records, and reduce clinical nurse services at the Elmwood facility.

Total Reduction: (\$313,538)

North County Jail Closure

Recommendation: Delete the following positions assigned to North County Jail:

FTE	Code	Class Description	Vacant/Filled
1.0	U74	Sheriff Correctional Sergeant	Filled
2.0	U84	Sheriff Correctional Officer	Vacant
3.0		Total Deletion	

Background: This action deletes all of the staffing assigned to the North County Jail. This facility holds only inmates awaiting court proceedings, and is open Monday through Friday during court operation hours.

Impact on Services: The removal of staffing from this facility will impact the transportation operations within the Office of the Sheriff. The Sheriff must find alternative methods for holding inmates awaiting court proceedings.

Total Reduction: (\$279,194)

Closure of W-1 at the Correctional Center for Women

Recommendation: Close the W-1 unit and delete the following positions at the Correctional Center for Women (CCW):

FTE	Code	Class Description	Vacant/Filled
13.0	U84	Sheriff Correctional Officer	Filled
1.0	U84	Sheriff Correctional Officer	Vacant
14.0		Total Deletion	

Background: This action deletes 14.0 FTE assigned to the W-1 unit at CCW. Unit W-1 contains 159 female beds, 20 of which are maximum security level.

Impact on Services: The closure of this unit reduces the number of beds available to house inmates. The deletion of positions could result in delay in incident response time, delay in routine movement of inmates, and reduction of inmate services. The closure also increases the possibility of combining multiple inmate classification levels that may not be compatible, thus increasing security risks.

Total Reduction: (\$1,189,996)

Add Funding for Existing Positions

Recommendation: Add funding for 11.0 FTE Sheriff Correctional Officer positions that were previously funded one-time.

Background: The FY 2003 Recommended Budget included the deletion of 6.0 FTE from Budget Unit 231 Court/Custody Operations. These positions are assigned to posts in the jail facilities and have the added responsibility of hospital transportation and inter-facility inmate movement. These positions were added back to Budget Unit 235 (DOC Contract) as an Inventory item with one-time funding during FY 2003 Budget Hearings. The funding expires on June 30, 2003.

The FY 2002 Final Budget included the addition of one-time funding for 5.0 Sheriff Correctional Officer positions for the Visitation Program at Elmwood. The FY 2003 Recommended Budget continued the one-time funding for these positions, and the funding expires on June 30, 2003.

The funding for these positions is offset by new revenues outlined below in the section entitled "Increase Revenues".

Impact on Services: The addition of ongoing funding for the custody positions will allow the Department to maintain its staffing flexibility during incidental hospital and inter-facility transports.

Continuing the Visitation Program with dedicated visiting positions will enable the Department to continue meeting Title 15 standards of 2 one-half hour visits per week per inmate.

Total Cost: \$1,027,487

Increase Revenues

Recommendation: Increase appropriations in the following accounts:

Revenues	Appropriation
Contra Costa Mental Health Inmates	\$730,000
Alameda County Mental Health Inmates	\$730,000
State Prisoner Inmate Housing	\$282,720
Increase Price of Meal Tickets	\$33,000
PSP and WWP Program (Dept of Revenue)	\$380,000
Total	\$2,155,720

Background:

- The revenue from Contra Costa and Alameda Counties for mental health inmates represents the fee for housing acute mental health patients/inmates from the two counties noted above.
- The revenue for State Prisoners represents a projected increase based on the current inmate housing trends.
- The revenue from meal tickets represents an increase from \$2.00 per meal to \$4.00 per meal for non-badge personnel to eat in two Staff Dining Rooms.
- The Public Service Program (PSP) and the Weekend Worker Program (WWP) are alternatives to jail for low risk offenders. The revenue from these programs are budgeted in and collected by the



Department of Revenue. The revenue increase represents an adjustment in the program fees to capture the true cost of these programs.

Impact on Services: This recommendation enables the Department to increase its service level to mental health inmates, and reflects the Board priority of increasing fees for County services.

Total Appropriation: \$2,155,720

Sobering Station Closure

Recommendation: Reduce expenses related to the operation of the Sobering Station

Background: The Sobering Station opened in 1995 as part of an Agreement with the City of San Jose to create an alternative for individuals arrested for public inebriation. The County assumed financial responsibility for the Station in 1997, and entered into an Agreement with the Center for Training and Careers. Because the benefits to the clients were disproportionate to the cost of operating the station, the Board approved the non-renewal of the Agreement in February 2003, and the Sobering Station closed on February 28, 2003.

Impact on Services: This action does not impact services because the Sobering Station ceased operations on February 28, 2003. This action reduces the expenditure for this service.

Total Reduction: (\$354,000)

Delete Positions and Reduce Expenses in Information Systems

Recommendation: Delete 2.0 FTE Information Systems Manager I positions, and reduce contract expenses in the amount of \$45,000

Background: The positions are filled, and are responsible for maintaining a diverse network supporting 900 users. The deletion of these positions leaves six IS positions remaining to support the network. The reduction in Information Systems contract service represents support for the automation of the Department's Incident Reports and intranet web page development.

Impact on Services: The reduction of the position and contract expenses decreases the Department's ability to maintain existing applications, eliminates the implementation of new applications, and decreases the response time to users for needing network support.

Total Reduction: (\$292,564)

Administrative Booking Shift Closure

Recommendation: Eliminate the midnight shift in the Administrative Booking unit and delete the following positions:

FTE	Code	Class Description	Vacant/Filled
1.0	D42	Law Enforcement Records Tech	Vacant
2.0	D43	Law Enforcement Clerk	Vacant
1.0	D43	Law Enforcement Clerk	Filled
1.0	D63	Law Enforcement Records Spec	Vacant
1.0	V64	Office Specialist I (U)	Filled
6.0		Total Deletion	

Background: This action deletes four vacant positions and two filled positions. The remaining staff supporting the midnight shift will be transferred to other shifts.

Impact on Services: Elimination of the midnight shift will result in a reduction in the availability of public hours, and delay the processing of court and bail transactions and inmate releases.

Total Reduction: (\$338,424)

Restructure Classification Unit

Recommendation: Add 1.0 Correctional Sergeant position, and delete the following positions:

FTE	Code	Class Description	Vacant/Filled
5.0	U84	Sheriff Correctional Officer	Filled
3.0	D43	Law Enforcement Clerk	Filled
8.0		Total Deletion	

Background: The Classification unit is responsible for evaluating security risk of all inmates. The five Sheriff Correctional Officer positions support the Risk Desk, Assessment and Orientation, and Gang Intelligence. The reduction leaves 26 badge personnel to support Classification functions. The three Law Enforcement Clerk positions run criminal history reports, assist with

inmate count, and provide general administrative duties. The reduction leaves 7 Law Enforcement Clerk to support the unit.

The addition of the Correctional Sergeant position is part of a restructuring plan within the Classification unit. The Correctional Sergeant position will be responsible for the inmate telephone monitoring system, and expanding this service to respond to requests from other agencies.

Impact on Services: This action will impact the Department's ability to gather and decipher information related to the security of the facilities. This will also impact the regular review of inmates for reclassification, which is the mechanism the Department uses for the ongoing management of bed space. The addition of a Correctional Sergeant will increase the Department's ability to maintain a safe and secure environment through the telephone monitoring system.

Total Reduction: (\$621,376)

Cost of Adding Position: \$92,888

Food Services

Recommendation: Delete the following positions:

FTE	Code	Class Description	Vacant/Filled
1.0	H59	Cook II	Vacant
2.0	H60	Cook I	Vacant
6.0	H68	Food Service Worker, Corr	Vacant
9.0		Total Deletion	

1. Add back Overtime funding in the amount of \$225,000
2. Reduce Salary and Benefits for Holiday Overtime of non-badge staff in the amount of \$15,000
3. Reduce Services and Supplies in the following areas

Description	Reduction
Remove Mustard from Box Lunches	(\$29,000)
Modify Meal Packaging	(\$25,000)
Reduce Cold Cereal at Breakfast	(\$25,000)
Services and Supplies	(\$677,500)
Total	(\$756,500)

Background:

1. The Food Services division is a 24-hour, seven day per week operation. Food Services has modified their scheduling structure, providing greater flexibility in backfilling for vacations and sick leave. In this manner, the division has reduced the impact of the deletion of these nine positions.
2. To support the flexibility of the modified scheduling structure outlined above, this recommendation adds back \$225,000 in overtime salary and benefits.
3. To support the flexibility of the modified scheduling structure outlined above, the division plans to close the Food Warehouse and Cook/Chill food preparation area on holidays, resulting in a savings of \$15,000 in holiday overtime salary and benefits.
4. Removing mustard from inmate lunch boxes, modifying the meal packaging, and replacing one cold cereal at breakfast per week with a hot cereal reduces expenses while remaining in compliance with requirement of Title 15 of the California Code of Regulations, Crime Prevention and Corrections. The reduction in services and supplies expenses in Food Services impact the Department's flexibility in the provision of inmate meals.

Impact on Services: The reductions outlined above will impact the timely delivery of meal service, the receipt of deliveries to the food warehouse, and significantly reduce the Department's flexibility in the provision of nutritious meals in compliance with Title 15.

Total Reduction: (\$988,844)

Reduce Department-wide Service and Supplies

Recommendation: Reduce services and supplies expenses in the following areas:

Services and Supplies	Reduction
Household Expense	(\$8,000)
Maintenance Equipment	(\$17,116)
Hazardous Materials Management	(\$10,000)
Office Expense	(\$65,512)
Operating Expense	(\$298,240)
Professional and Specialized Services	(\$170,000)
Security Services	(\$11,019)
Contract Services	(\$323,367)



Services and Supplies	Reduction
Industrial Purchases	(\$10,138)
Education Expenses	(\$32,752)
Special Department Expense	(\$595,000)
Transportation and Travel	(\$14,103)
Total	(\$1,555,247)

Background: This reduction in services and supplies expenditures represents the department's effort to pursue cost saving measures throughout the Department and also within the types of expenses, rather than impact one particular service area.

Impact on Services: The areas impacted are office and material needs for cadet recruitment, fingerprinting and security clearances, employee training and education, equipment maintenance, and laundry services.

Total Reduction: (\$1,555,247)

Mattress Cores

Recommendation: Reduce expenses by using more cost-effective mattress cores

Background: Inmate workers in the Correctional Industries unit produce mattresses for use within the facilities. This recommendation represents a change in service provider, resulting in a cost savings of \$125,000.

Impact on Services: There is no impact on the quality and safety of the mattress cores.

Total Reduction: (\$125,000)

Delete Custody Support Positions

Recommendation: Reduce overtime expenses for Custody Support Assistant positions in the Programs unit in the amount of \$60,000 and delete the following Custody Support Assistant positions:

FTE	Code	Class Description	Vacant/Filled
2.0	G74	Custody Support Assistant - Main Jail	Vacant
2.0	G74	Custody Support Assistant - Elmwood Men's Facility	Filled
1.0	G74	Custody Support Assistant - Elmwood Men's Facility	Vacant
2.0	G74	Custody Support Assistant - Correctional Industries and Ops	Filled
7.0		Total Deletion	

Background: Custody Support Assistant (CSA) positions are responsible for providing support to the jail facilities and supervising inmate workers. The Department has modified the work schedules of Custody Support Assistants within the Programs unit, reducing the amount of overtime expenses necessary to cover a seven day per week operation. This results in a savings in overtime salary and benefits in the amount of \$60,000.

One of the positions at the Main Jail supports the Commit Desk functions by processing of court documents, photographing, and fingerprinting. The other Main Jail position is responsible for facility cleanliness and inmate clothing and bedding. This reduction leaves 32 CSAs remaining to support Main Jail custody functions.

The three positions at the Elmwood Men's Facility are responsible for scam alarm monitoring at the minimum camp, and summoning Sheriff Correctional Officers to respond to the affected areas. The Department plans to mitigate the deletion of these positions by moving the scam alarm to Elmwood Main Control. This reduction leaves 14 CSAs remaining to support Elmwood custody functions.

The two positions in Correctional Industries and Operations are responsible for supervising inmate workers with tools and escorting maintenance contractors. This reduction leaves 14 CSAs remaining to support Elmwood custody functions.

Impact on Services: The deletion of positions at the Main Jail will impact the timeliness of processing inmates and court documents. The deletion of positions at Elmwood Men's Facility will result part of the duties being absorbed by Sheriff Correctional Officers, such as operation of the inmate paging system. In Correctional Industries and Operations, the reductions could mean that maintenance is delayed until an escort is available. Also, with reduced supervision of inmate workers, the number of products produced by the inmates may decrease.

Total Reduction: (\$499,020)

Delete Administrative Positions

Recommendation: Delete the following administrative positions:

FTE	Code	Class Description	Vacant/Filled
1.0	B1L	Mgmt Analysis Pgm Mgr I - Personnel	Vacant
1.0	B3P	Program Manager I - Public Information Officer	Filled
1.0	U76	Correctional Training Specialist - Training Division	Vacant
1.0	D97	Account Clerk II - Fiscal Division	Vacant
3.0		Total Deletion	

Total Reduction: (\$340,889)

Background: The Management Analysis Program Manager position is responsible for supervision of the Personnel unit. The Program Manager position is the Public Information Officer, and provides media and community liaison support. The Correctional Training Specialist is one of two professional staff development positions. The position is responsible for developing and coordinating a variety of training programs. The Account Clerk position is responsible for processing bail and fine documentation.

Impact on Services: The impact of the deletion of the Personnel Manager will be mitigated by the Department's transfer of a Correctional Lieutenant from Programs to supervise the Personnel unit. The Program Manager/Public Information Officer function will be absorbed by an existing designated staff person. The duties of the Correctional Training Specialist will be absorbed by the remaining Specialist position.

DOC Contract — Budget Unit 0235 Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
3112	Internal Affairs	600,751	643,957	643,957	695,245	51,288	8
3124	Training	304,770	89,131	89,131	95,149	6,018	7
3126	Main Jail Complex	27,885,592	30,264,294	30,264,367	34,476,939	4,212,645	14
3128	Food Services	424,686	424,448	424,448	459,907	35,459	8
3135	Classification	2,680,527	2,849,800	2,849,800	2,799,777	(50,022)	-2
3136	Elmwood Men's Facility	23,561,991	24,394,269	24,394,269	25,664,274	1,270,005	5
3137	Correctional Industries	140,307	179,187	179,187	196,888	17,701	10
3140	Operations	332,787	360,325	360,325	708,318	347,993	97
3141	Correctional Center for Women (CCW)	7,275,453	7,891,817	7,891,817	7,070,300	(821,516)	-10
3146	Inmate Programs	1,587,007	1,551,256	1,551,256	1,228,986	(322,269)	-21
	Total Expenditures	64,793,871	68,648,484	68,648,557	73,395,787	4,747,303	7%



Internal Affairs — Cost Center 3112 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	6.0	643,957	
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		47,929	
Internal Service Funds Adjustment			
Other Required Adjustments		3,359	0
Subtotal	6.0	695,245	
Recommended Changes for FY 2004			
Total Recommendation	6.0	695,245	

Training — Cost Center 3124 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	1.0	89,131	
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		5,388	
Internal Service Funds Adjustment			
Other Required Adjustments		630	0
Subtotal	1.0	95,149	
Recommended Changes for FY 2004			
Total Recommendation	1.0	95,149	



Main Jail Complex — Cost Center 3126 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	317.5	30,264,294	
Board Approved Adjustments During FY 2003		73	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		1,949,518	
Internal Service Funds Adjustment			
Other Required Adjustments		420,798	0
Subtotal	317.5	32,634,683	
Recommended Changes for FY 2004			
1. North County Jail Closure	-3.0	(279,194)	
This facility holds only inmates awaiting Court proceedings and is open Monday through Friday during Court operation hours. Inmates are transported to and from the North County Jail from either the Main Jail or Elmwood facilities.			
2. Administrative Movement of Positions between Budget Units	20.0	2,121,450	
This action is part of an administrative movement of positions from Budget Unit 231 Court/Custody Operations to Budget Unit 230 Sheriff Services. Budget Unit 231 is a joint budget unit between the Office of the Sheriff and the Department of Correction.			
Subtotal	17.0	1,842,256	0
Total Recommendation	334.5	34,476,939	

Food Services — Cost Center 3128 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	5.0	424,448	
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		30,858	
Internal Service Funds Adjustment			
Other Required Adjustments		4,601	0
Subtotal	5.0	459,907	
Recommended Changes for FY 2004			
Total Recommendation	5.0	459,907	



Classification — Cost Center 3135

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	29.0	2,849,800	
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	281,246	
Internal Service Funds Adjustment			
Other Required Adjustments		16,103	0
Subtotal	30.0	3,147,149	
Recommended Changes for FY 2004			
1. Delete 8.0 FTE in Classification, and Add 1.0 FTE Correctional Sergeant	-4.0	(347,372)	
This action deletes 5.0 FTE Sheriff Correctional Officer positions and 3.0 FTE Law Enforcement Clerk positions as part of the department's reduction plan. This action also adds 1.0 FTE Correctional Sergeant position that will be responsible for the inmate telephone monitoring system.			
Subtotal	-4.0	(347,372)	0
Total Recommendation	26.0	2,799,777	

Elmwood Men's Facility — Cost Center 3136

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	263.0	24,394,269	
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	3.0	2,354,942	
Internal Service Funds Adjustment			
Other Required Adjustments		(723,155)	0
Subtotal	266.0	26,026,055	
Recommended Changes for FY 2004			
1. Closure of One-Half of M-8 Unit	-30.5	(2,542,493)	
This action represents the closure of one-half of the M-8 unit at the Elmwood facility, deleting 30.5 FTE Sheriff Correctional Officer positions. The inmates would be relocated to other parts of the facility.			
2. Add Ongoing Funds for 6.0 FTE Correctional Officers		531,444	
This appropriation funds 6.0 FTE existing Correctional Officer positions on an ongoing basis. These positions were funded on a one-time basis through the FY 2003 Inventory.			
3. Administrative Movement of Positions between Budget Units	11.0	1,153,225	
This action is part of an administrative movement of positions from Budget Unit 231 Court/Custody Operations to Budget Unit 230 Sheriff Services. Budget Unit 231 is a joint budget unit between the Office of the Sheriff and the Department of Correction.			
Subtotal	-19.5	(361,781)	0
Total Recommendation	246.5	25,664,274	



Correctional Industries — Cost Center 3137

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	2.0	179,187	
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		17,452	
Internal Service Funds Adjustment			
Other Required Adjustments		249	0
Subtotal	2.0	196,888	
Recommended Changes for FY 2004			
Total Recommendation	2.0	196,888	

Operations — Cost Center 3140

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	4.0	360,325	
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		26,184	
Internal Service Funds Adjustment			
Other Required Adjustments		3,181	0
Subtotal	4.0	389,690	
Recommended Changes for FY 2004			
1. Administrative Movement of Positions between Budget Units	3.0	318,628	
This action is part of an administrative movement of positions from Budget Unit 231 Court/Custody Operations to Budget Unit 230 Sheriff Services. Budget Unit 231 is a joint budget unit between the Office of the Sheriff and the Department of Correction. The staff and functions will return to their original budget units.			
Subtotal	3.0	318,628	0
Total Recommendation	7.0	708,318	



Correctional Center for Women (CCW) — Cost Center 3141

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	84.0	7,891,817	
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-3.0	308,546	
Internal Service Funds Adjustment			
Other Required Adjustments		59,933	0
Subtotal	81.0	8,260,296	
Recommended Changes for FY 2004			
1. Closure of W-1 Unit at Correctional Center for Women	-14.0	(1,189,996)	
This action represents the closure of the W-1 unit at the Correctional Center for Women, and deletes 14.0 FTE Sheriff Correctional Officer positions. The W-1 unit houses 159 female inmates, who will be re-located throughout the facility.			
Subtotal	-14.0	(1,189,996)	0
Total Recommendation	67.0	7,070,300	

Inmate Programs — Cost Center 3146

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	13.0	1,551,256	
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(15,802)	
Internal Service Funds Adjustment			
Other Required Adjustments		17,688	0
Subtotal	12.0	1,553,142	
Recommended Changes for FY 2004			
1. Delete Badge Positions in Programs	-3.0	(264,156)	
This action represents the deletion of 3.0 FTE Sheriff Correctional Officers assigned to the Programs Division.			
2. Reduce Overtime Expenses		(60,000)	
This recommendation reduces overtime expenses in the Programs Division in the amount of \$60,000. This results from the re-structuring of the work schedule for the Custody Support Assistant positions.			
Subtotal	-3.0	(324,156)	0
Total Recommendation	9.0	1,228,986	



Department Of Correction — Budget Unit 0240
Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
3400	Administration	7,656,277	7,903,345	8,988,890	4,065,172	(3,838,172)	-49
3401	Fiscal Division	1,173,673	1,459,460	1,459,427	1,601,829	142,369	10
3405	Personnel	970,587	1,200,498	1,200,342	1,008,222	(192,275)	-16
3412	Professional Compliance And Audit	473,993	516,034	515,111	410,261	(105,772)	-20
3413	Data Management	1,631,983	3,406,536	3,406,491	945,901	(2,460,634)	-72
3424	Training	1,359,432	2,747,286	2,735,835	1,428,410	(1,318,875)	-48
3426	Main Jail Complex	17,040,416	15,344,579	15,340,990	15,471,064	126,485	1
	1 General Fund	13,359,107	15,344,579	15,340,990	15,471,064	126,485	1
	306 Inmate Welfare Fund	3,681,309					
3428	Food Services	9,843,458	10,189,910	10,414,113	9,261,028	(928,881)	-9
3432	Administrative Booking	3,953,644	3,228,907	3,228,690	3,045,697	(183,209)	-6
3435	Classification	752,149	792,105	791,522	667,213	(124,891)	-16
3436	Elmwood Men's Facility	12,343,922	10,911,627	10,811,653	9,430,233	(1,481,393)	-14
3437	Correctional Industries		112,501	112,223	(72,330)	(184,831)	-164
3438	Laundry Services		341,222	340,754	357,936	16,714	5
3440	Operations		1,239,150	1,238,727	1,301,663	62,513	5
3441	Correctional Center For Women	1,076,179	626,691	625,889	675,555	48,864	8
3446	Inmate Programs	1,935,438	2,042,378	1,948,605	1,595,700	(446,677)	-22
3449	Support Services	218,446	296,517	293,743	371,753	75,236	25
	Total Expenditures	60,429,597	62,358,746	63,453,005	51,565,314	(10,793,431)	-17%



Department Of Correction — Budget Unit 0240

Revenues by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
3400	Administration	4,353,179	4,494,760	4,760,797	3,567,588	(927,172)	-21
3405	Personnel	10,556					0
3412	Professional Compliance And Audit	4,304					0
3424	Training	413,845	419,303	419,303	419,303		0
3426	Main Jail Complex	7,498,891	4,537,527	4,784,193	5,606,790	1,069,263	24
	1 General Fund	(4,156,064)	4,537,527	4,784,193	5,606,790	1,069,263	24
	306 Inmate Welfare Fund	(3,342,827)					0
3428	Food Services	57,897	37,000	37,000	70,000	33,000	89
3432	Administrative Booking	437					0
3436	Elmwood Men's Facility	216,886	131,103	131,103	2,319,276	2,188,173	1,669
	1 General Fund	(216,707)	131,103	131,103	2,319,276	2,188,173	1,669
	41 Something in 3437	(179)					0
3441	Correctional Center For Women	302,361	357,706	357,706	181,581	(176,125)	-49
3446	Inmate Programs	76,775	67,510	67,510	67,510		0
3449	Support Services	127					0
	Total Revenues	12,935,258	10,044,909	10,557,612	12,232,048	2,187,139	22%

Administration — Cost Center 3400

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	11.0	7,903,345	4,494,760
Board Approved Adjustments During FY 2003	-1.0	1,085,545	266,037
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		29,871	
Internal Service Funds Adjustment		(983,071)	
Other Required Adjustments		(2,718,973)	(1,193,209)
Subtotal	10.0	5,316,716	3,567,588
Recommended Changes for FY 2004			
1. Sobering Station Closure		(354,000)	
This action represents the reduction in expenses due to the closure of the Sobering Station facility in February 2003.			
2. Delete 1.0 FTE Public Information Officer	-1.0	(105,473)	
This action deletes 1.0 FTE Program Manager position which is responsible for the Public Information duties in the Administration unit.			
3. Reduce Expenses in the Services and Supplies Budget		(792,071)	
This recommendation is part of a department-wide effort to pursue cost saving measures and reduce service and supply expenses.			
Subtotal	-1.0	(1,251,544)	0
Total Recommendation	9.0	4,065,172	3,567,588



Fiscal Division — Cost Center 3401 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	24.0	1,459,460	
Board Approved Adjustments During FY 2003	1.0	(33)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		192,331	
Internal Service Funds Adjustment		6,276	
Other Required Adjustments		96,638	0
Subtotal	25.0	1,754,672	
Recommended Changes for FY 2004			
1. Delete 3.0 FTE in Fiscal Division	-3.0	(89,321)	
This action deletes 3.0 FTE in the Fiscal Division, and reduces the Inmate Welfare fund reimbursement for these positions.			
◆ 1.0 FTE Associate Management Analyst			
◆ 1.0 FTE Accountant Auditor Appraiser			
◆ 1.0 FTE Account Clerk II			
◆ Reduce \$108,468 in Inmate Welfare Fund reimbursement			
		(4,343)	
2. Reduce Expenses in the Services and Supplies Budget			
This recommendation is part of a department-wide effort to pursue cost saving measures and reduce service and supply expenses.			
Subtotal	-3.0	(152,843)	0
Total Recommendation	22.0	1,601,829	

Personnel — Cost Center 3405 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	8.0	1,200,498	
Board Approved Adjustments During FY 2003		(156)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	153,052	
Internal Service Funds Adjustment		3,482	
Other Required Adjustments		145,477	0
Subtotal	9.0	1,502,353	
Recommended Changes for FY 2004			
1. Delete 1.0 FTE Personnel Manager	-1.0	(100,891)	
This action deletes 1.0 FTE Management Analysis Program Manager position that is responsible for the supervision of the Personnel unit. These duties will be assumed by a Lieutenant position being transferred from the Programs unit.			
		(393,240)	
2. Reduce Expenses in the Services and Supplies Budget			
This recommendation is part of a department-wide effort to pursue cost saving measures and reduce service and supply expenses.			
Subtotal	-1.0	(494,131)	0
Total Recommendation	8.0	1,008,222	



Professional Compliance And Audit — Cost Center 3412

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	4.0	516,034	
Board Approved Adjustments During FY 2003	-1.0	(923)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		11,889	
Internal Service Funds Adjustment		4,144	
Other Required Adjustments		(106,335)	0
Subtotal	3.0	424,808	
Recommended Changes for FY 2004			
Internal Service Fund Adjustments		-	-
Fleet Reduction		(3,528)	0
1. Reduce Expenses in the Services and Supplies Budget		(11,019)	
This recommendation is part of a department-wide effort to pursue cost saving measures and reduce service and supply expenses.			
Subtotal	0.0	(14,547)	0
Total Recommendation	3.0	410,261	

Data Management — Cost Center 3413

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	8.0	3,406,536	
Board Approved Adjustments During FY 2003		(45)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		45,583	
Internal Service Funds Adjustment		(390,011)	
Other Required Adjustments		(1,798,982)	0
Subtotal	8.0	1,263,080	
Recommended Changes for FY 2004			
Internal Service Fund Adjustments		-	-
General Fund ISD Services Adjustment		25,385	0
1. Reduce Contract Services and Expenses		(95,000)	
This recommendation is part of a department-wide effort to pursue cost saving measures and reduce service and supply expenses, along with a reduction in contract services.			
2. Delete 2.0 FTE Data Management Positions	-2.0	(247,564)	
This action delete 2.0 FTE Information Systems Manager positions responsible for the Department's computer network.			
Subtotal	-2.0	(317,179)	0
Total Recommendation	6.0	945,901	



Training — Cost Center 3424 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	55.0	2,747,286	419,303
Board Approved Adjustments During FY 2003		(11,451)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		14,426	
Internal Service Funds Adjustment		3,827	
Other Required Adjustments		(1,212,448)	0
Subtotal	55.0	1,541,639	419,303
Recommended Changes for FY 2004			
1. Delete 1.0 FTE Training Position	-1.0	(80,477)	
This action deletes 1.0 FTE Correctional Training Specialist position.			
		(32,752)	
2. Reduce Expenses in the Services and Supplies Budget			
This recommendation is part of a department-wide effort to pursue cost saving measures and reduce service and supply expenses.			
Subtotal	-1.0	(113,229)	0
Total Recommendation	54.0	1,428,410	419,303

Main Jail Complex — Cost Center 3426 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	45.0	15,344,579	4,537,527
Board Approved Adjustments During FY 2003	-1.0	(3,589)	246,666
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	330,941	
Internal Service Funds Adjustment		327,774	
Other Required Adjustments		101,245	(637,403)
Subtotal	45.0	16,100,950	4,146,790
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
Fleet Reduction		(3,528)	0
1. Delete 2.0 FTE Custody Support Assistant Positions	-2.0	(122,040)	
This action deletes 2.0 FTE Custody Support Assistant positions at the Main Jail.			
		(101,234)	
2. Reduce Expenses in the Services and Supplies Budget			
This recommendation is part of a department-wide effort to pursue cost saving measures and reduce service and supply expenses.			
3. Add Mental Health Prisoner Housing Revenue			1,460,000
This action increases revenue from the housing of mental health inmates from Contra Costa and Alameda Counties.			
		(87,062)	
4. Reduce Custody Health Expense			
The Department of Correction reimburses Custody Health for the cost of medical care for inmates at the Main Jail. Reductions in the Custody Health budget result in a reduced cost for medical services in this cost center.			
Subtotal	-2.0	(629,886)	1,460,000
Total Recommendation	43.0	15,471,064	5,606,790



Food Services — Cost Center 3428

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	93.0	10,189,910	37,000
Board Approved Adjustments During FY 2003		224,203	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		387,868	
Internal Service Funds Adjustment		(48,101)	
Other Required Adjustments		32,552	0
Subtotal	93.0	10,786,432	37,000
Recommended Changes for FY 2004			
Internal Service Fund Adjustments		—	—
Fleet Reduction		(3,180)	0
1. Reduce Expense in Food Services Division		(756,500)	
This action represents a reduction in the services and supplies budget in the Food Services unit.			
◆ \$25,000 for Meal Package Modification			
◆ \$29,000 for Removal of Mustard Packets			
◆ \$25,000 for Cold Cereal Reduction			
◆ \$677,500 for Services and supplies			
2. Holiday Closure in Food Services Division		(15,000)	
This action reduces overtime expenses in the Food Service unit by closing the Cook/Chill food preparation area and the Food Warehouse on holidays.			
3. Increase Price of Meal Tickets			33,000
This action increases revenue from the sale of meal tickets to non-badge employees for meals in the Staff Dining Rooms.			
4. Delete 9.0 FTE in Food Services Division	-9.0	(217,344)	
This action deletes 9.0 FTE in the Food Services unit:			
◆ 1.0 FTE Cook II			
◆ 2.0 FTE Cook I			
◆ 6.0 FTE Food Service Worker-Corr			
Subtotal	-9.0	(1,525,404)	33,000
Total Recommendation	84.0	9,261,028	70,000



Administrative Booking — Cost Center 3432

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	47.0	3,228,907	
Board Approved Adjustments During FY 2003		(217)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		163,004	
Internal Service Funds Adjustment		(6,384)	
Other Required Adjustments		130,713	0
Subtotal	47.0	3,516,023	
Recommended Changes for FY 2004			
1. Delete 6.0 FTE Positions in Administrative Booking	-6.0	(338,424)	
This action deletes 6.0 FTE in the Administrative Booking unit:			
◆ 1.0 FTE Law Enforcement Records Technician			
◆ 3.0 FTE Law Enforcement Records Clerk			
◆ 1.0 FTE Law Enforcement Records Specialist			
◆ 1.0 FTE Office Specialist III (U)			
		(6,100)	
2. Reduce Expenses in the Services and Supplies Budget			
This recommendation is part of a department-wide effort to pursue cost saving measures and reduce service and supply expenses.			
Subtotal	-6.0	(470,326)	0
Total Recommendation	41.0	3,045,697	

Classification — Cost Center 3435

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	11.0	792,105	
Board Approved Adjustments During FY 2003		(583)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		48,420	
Internal Service Funds Adjustment		(35)	
Other Required Adjustments		12,847	0
Subtotal	11.0	852,754	
Recommended Changes for FY 2004			
1. Delete 3.0 FTE in Classification Unit	-3.0	(181,116)	
This action represents the deletion of 3.0 FTE Law Enforcement Clerk positions in the Classification unit.			
		(4,425)	
2. Reduce Expenses in the Services and Supplies Budget			
This recommendation is part of a department-wide effort to pursue cost saving measures and reduce service and supply expenses.			
Subtotal	-3.0	(185,541)	0
Total Recommendation	8.0	667,213	



Elmwood Men's Facility — Cost Center 3436

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	32.0	10,911,627	131,103
Board Approved Adjustments During FY 2003		(99,974)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	106,783	
Internal Service Funds Adjustment		202,790	
Other Required Adjustments		137,288	105,453
Subtotal	31.0	11,258,514	236,556
Recommended Changes for FY 2004			
1. Delete 3.0 FTE in Elmwood Men's Facility	-3.0	(190,188)	
This action represents the deletion of 3.0 FTE Custody Support Assistant positions at the Elmwood Men's Facility.		(79,410)	
2. Reduce Expenses in the Services and Supplies Budget			
This recommendation is part of a department-wide effort to pursue cost saving measures and reduce service and supply expenses.		(226,476)	
3. Reduce Custody Health Expense			
The Department of Correction reimburses Custody Health for the cost of medical care for inmates at the Elmwood Men's Facility. Reductions in the Custody Health budget result in a reduced cost for medical services in this cost center.			282,720
4. Increase Revenue for State Prisoners			
This action recommends increased revenue from the State of California for State Prisoner Housing.			1,800,000
5. Add One-Time Revenue for Telephone Services			
This action represents a one-time increase in revenue related to an inmate telephone services contract.			
Subtotal	-3.0	(1,828,281)	2,082,720
Total Recommendation	28.0	9,430,233	2,319,276

Correctional Industries — Cost Center 3437

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	1.0	112,501	
Board Approved Adjustments During FY 2003		(278)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		4,644	
Internal Service Funds Adjustment		(278)	
Other Required Adjustments		3,478	0
Subtotal	1.0	120,067	
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
Fleet Reduction		(4,002)	0
1. Reduce Cost of Mattress Cores		(125,000)	
This action represent a reduction in expenses for inmate mattress cores.			
2. Delete 1.0 FTE from Correctional Industries	-1.0	(63,396)	
This action represents the deletion of 1.0 FTE Custody Support Assistant position in Correctional Industries.			
Subtotal	-1.0	(192,398)	0
Total Recommendation		(72,330)	



Laundry Services — Cost Center 3438

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	3.0	341,222	
Board Approved Adjustments During FY 2003		(468)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		13,932	
Internal Service Funds Adjustment		(232)	
Other Required Adjustments		11,682	0
Subtotal	3.0	366,136	
Recommended Changes for FY 2004			
1. Reduce Expenses in the Services and Supplies Budget		(8,200)	
This recommendation is part of a department-wide effort to pursue cost saving measures and reduce service and supply expenses.			
Subtotal	0.0	(8,200)	0
Total Recommendation	3.0	357,936	

Operations — Cost Center 3440

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	17.0	1,239,150	
Board Approved Adjustments During FY 2003		(423)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		68,726	
Internal Service Funds Adjustment		(423)	
Other Required Adjustments		68,167	0
Subtotal	17.0	1,375,197	
Recommended Changes for FY 2004			
1. Delete 1.0 FTE in Operations	-1.0	(63,396)	
This action represents the deletion of 1.0 FTE Custody Support Assistant position in the Operation unit.			
		(10,138)	
2. Reduce Expenses in the Services and Supplies Budget			
This recommendation is part of a department-wide effort to pursue cost saving measures and reduce service and supply expenses.			
Subtotal	-1.0	(73,534)	0
Total Recommendation	16.0	1,301,663	



Correctional Center For Women — Cost Center 3441

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	10.0	626,691	357,706
Board Approved Adjustments During FY 2003		(802)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		56,758	
Internal Service Funds Adjustment		(3,164)	
Other Required Adjustments		18,175	(176,125)
Subtotal	10.0	697,658	181,581
Recommended Changes for FY 2004			
1. Reduce Expenses in the Services and Supplies Budget		(22,103)	
This recommendation is part of a department-wide effort to pursue cost saving measures and reduce service and supply expenses.			
Subtotal	0.0	(22,103)	0
Total Recommendation	10.0	675,555	181,581

Inmate Programs — Cost Center 3446

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	32.0	2,042,378	67,510
Board Approved Adjustments During FY 2003		(93,773)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(395)	
Internal Service Funds Adjustment		(3,163)	
Other Required Adjustments		39,736	0
Subtotal	31.0	1,984,783	67,510
Recommended Changes for FY 2004			
Internal Service Fund Adjustments		–	–
Fleet Reduction		(3,528)	0
1. Delete 9.0 FTE in Programs Division	-9.0	(24,989)	
This action deletes 9.0 non-badge positions in the Programs unit, and includes reduction of Inmate Welfare Fund reimbursement for a portion of these positions.			
<ul style="list-style-type: none"> ◆ 1.0 FTE Executive Assistant I ◆ 2.0 FTE Law Enforcement Clerk ◆ 1.0 FTE Law Enforcement Records Specialist ◆ 1.0 FTE Custody Support Assistant ◆ 1.0 Captain ◆ 3.0 FTE Rehabilitation Officer ◆ Reduction of \$730,991 in Reimbursement from the Inmate Welfare Fund 			
2. Reduce Expenses in the Services and Supplies Budget		(31,296)	
This recommendation is part of a department-wide effort to pursue cost saving measures and reduce service and supply expenses.			
Subtotal	-9.0	(389,083)	0
Total Recommendation	22.0	1,595,700	67,510

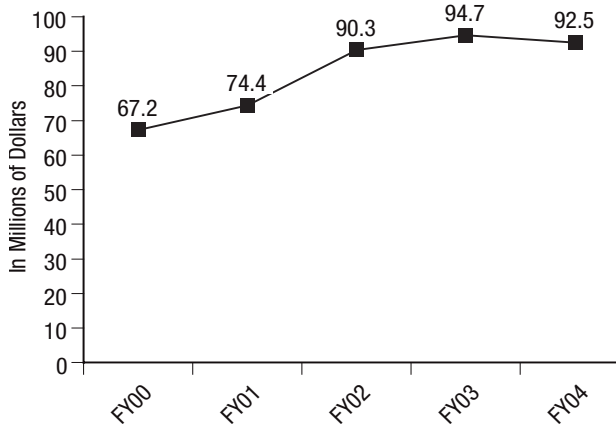
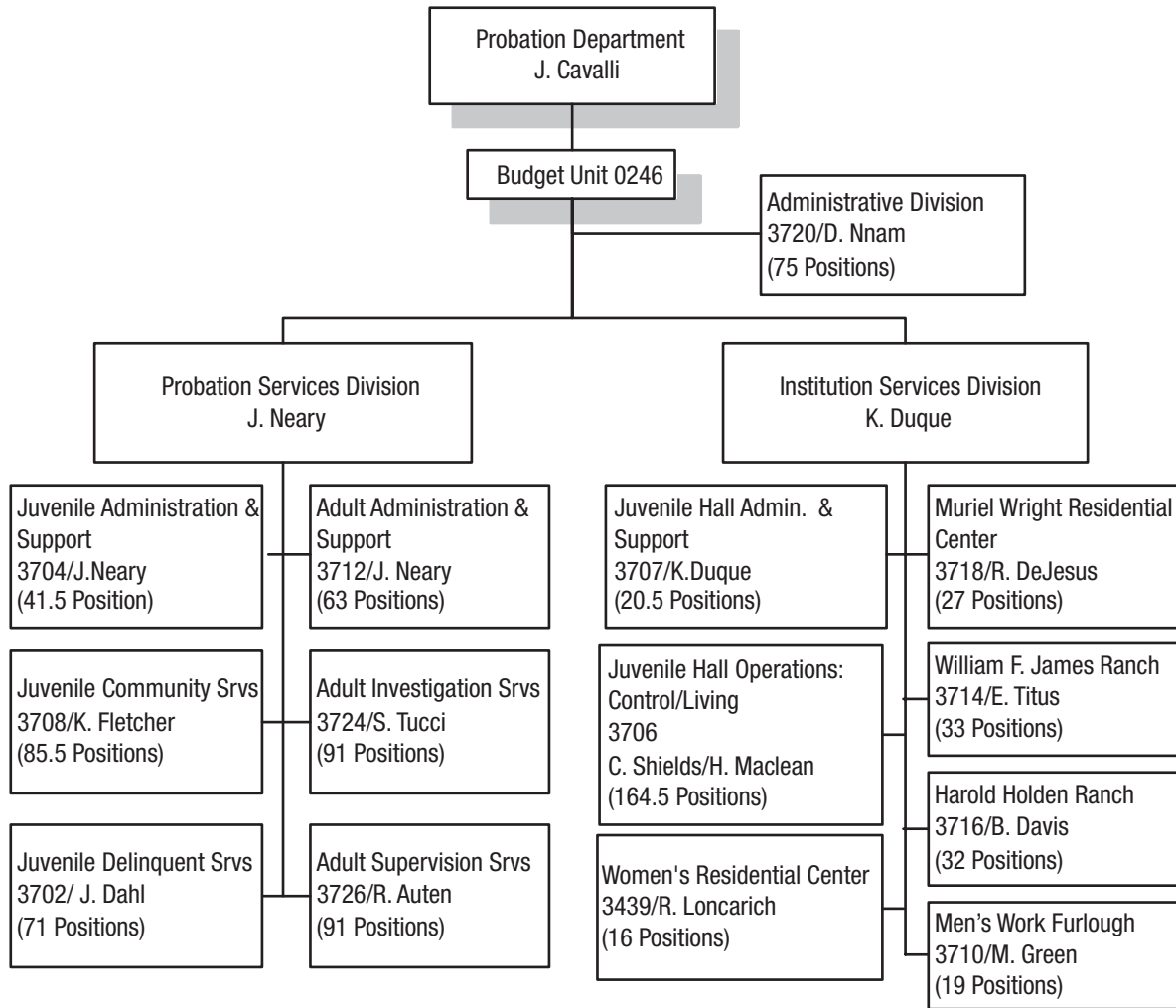


Support Services — Cost Center 3449
Major Changes to the Budget

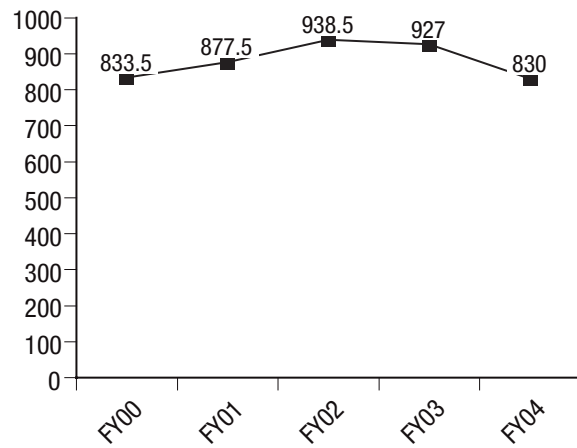
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	3.0	296,517	
Board Approved Adjustments During FY 2003	1.0	(2,774)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		18,277	
Internal Service Funds Adjustment		(2,774)	
Other Required Adjustments		71,423	0
Subtotal	4.0	380,669	
Recommended Changes for FY 2004			
1. Reduce Expenses in the Services and Supplies Budget		(8,916)	
This recommendation is part of a department-wide effort to pursue cost saving measures and reduce service and supply expenses.			
Subtotal	0.0	(8,916)	0
Total Recommendation	4.0	371,753	



Probation Department



Appropriation Trend



Staffing Trend



Public Purpose

- Protection of the Community
- Reduction of Crime
- Prevention of Repeat Offenders



Performance-based Budget Information

Service Area: Public Safety and Justice		Organization: Probation Department			
Desired Results					
1. Increase the number of clients who successfully complete probation.					
2. Increase the number of clients who complete payment of restitution to victims of crimes					
3. Increase the number of clients who complete their community service work					
4. Increase the number of clients who are enrolled in school or training, or employed					
5. Decrease the number of clients who are repeat offenders					
Background: There are numerous desired results that have a significant impact upon accomplishing the Probation Department mission and public purpose. Some desired results must be achieved first, in order to accomplish higher level goals. The above desired results represent a balance of higher level and lower level results that are achievable and measurable. Other desired results for the department include: "Holding Offenders Accountable", "Quality Support to the Courts", "Lowest Level Effective Sanctions", "Restoration of Losses to Victims and the Community", "Increase Competency Development", and "Safe Custodial Care"					
Performance Indicators	FY 2000 Actual	FY 2001 Actual	FY 2002 Actual	FY 2003 Projected	FY 2004 Projected
Context Measures					
1. Unemployment Rate for Adults	2.0%	4.5%	7.7%		
Background: This context measure was chosen as it is one of the general indicators that impacts adult probation activity, although the effect has an undetermined time lag. An increase in unemployment is seen as usually preceding an increase in criminal activity and thus a corresponding increase in demand for probation services. Unemployment rates for the current calendar year are released each year in December.					
2. Juvenile Population in Santa Clara County	416,400	425,800	434,340	442,880	451,420
Background: One factor influencing the rate of juvenile crime is the number juveniles in the general population. It is anticipated that a rise in the county's juvenile population will correlated directly to an increase in referrals to juvenile probation. The 2000 data comes from the Census and the data for subsequent years are projections derived from the California Department of Finance projections.					



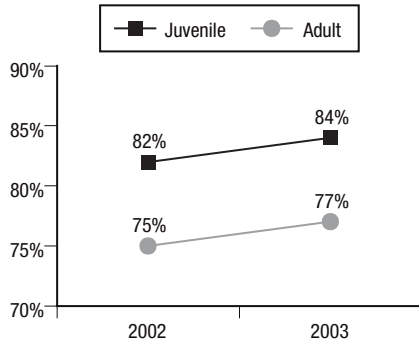
Performance-based Budget Information

Service Area: Public Safety and Justice			Organization: Probation Department		
Workload Measures	FY 2000 Actual	FY 2001 Actual	FY 2002 Actual	FY 2003 Projected	FY 2004 Projected
1. Number of New Probation Supervision Cases (Avg./Month) (Adult)	817	722	693	637	
Performance Indicators, continued					
2. Number of New Probation Supervision Cases (Avg./Month) (Juvenile)	184	179	176	159	
3. Number of Active Probation Supervision Cases (Avg./Month) (Adult)	10,214	10,178	9,211	9,114	
3. Number of Active Probation Supervision Cases (Avg./Month) (Juvenile)	3,375	3,169	2,789	2,409	
Outcome Measures					
1. Rate of Successful Completion of Probation (Adult)			82%	84%	
1b. Rate of Successful Completion of Probation (Juvenile)			75%	77%	
Background: This outcome measure was chosen as an indicator of the success of the department's most basic function: Supervising clients who have been ordered by the court onto probation instead of jail/custody. Successful probation is when a client satisfactorily completes the terms and conditions of his/her probation order and a recommendation to terminate probation has been approved by the court. Accomplishing this desired result in turn supports the accomplishment of higher level results such as preventing repeat offenders, protecting the community, and supporting the Courts. This measure denotes the overall success of a client's probation and is closely related to the desired results of restoring losses, increased competency development, and holding offenders accountable.					
2. Rate of Payment of Restitution to Victims (Adult)			65%	67%	
2b. Rate of Payment of Restitution to Victims (Juvenile)			75%	77%	
Background: One of the department's desired results is to restore losses to victims and the community. This indicator measures the rate at which clients complete their restitution payments to victims of crime, when ordered by the court.					
3. Rate of Completion of Community Service Work (Adult)			51%	53%	
3b. Rate of Completion of Community Service Work (JUvenile)			91%	90%	
Background: One of the department's desired results is to restore losses to victims and the community. This indicator measures the rate at which clients complete their court-ordered community service work, when ordered by the court.					
4. Rate of Successful Enrollment in School, Training, or Employment (Adult)			58%	60%	
4b. Rate of Successful Enrollment in School, Training, or Employment (Juvenile)			89%	90%	
Background: One of the critical conditions of probation, and one of the department's desired results, is to improve educational/vocational success for its clients. This measure is a tangible way for the department to track if clients are successfully enrolled in an education or training program, or employed, by the end of their probation term.					
5. Recidivism - Rate of Clients with New Convictions (Adult)			36%	36%	
6. Rate of Clients with New Sustained Petitions (Juvenile)			33%	33%	
Background: This measure is the department's recidivism rate, selected in order to measure success during probation in accomplishing the desired result of preventing repeat offenders. Many factors influence a client's likelihood of committing a new crime and research suggests that we not judge programs solely in terms of recidivism. Nevertheless this is an outcome measure of great public interest, and one which appropriately should be used as a measure of success across the entire spectrum of community services.					

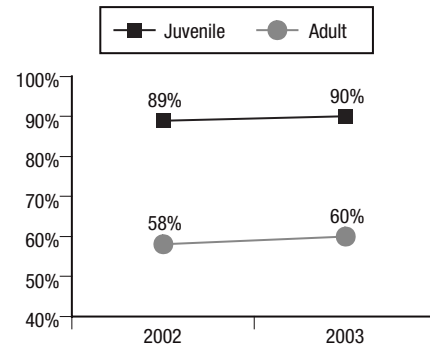


Desired Results

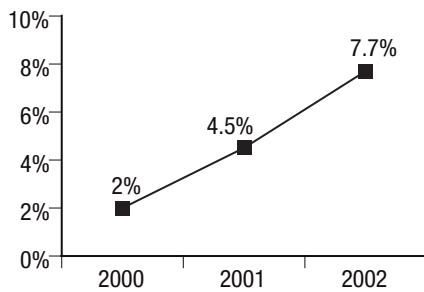
Successful Completion of Probation, which the department promotes by providing appropriate assessment and level of supervision, monitoring offender compliance with court orders, providing appropriate restitution and community service, and supporting educational and vocational success.



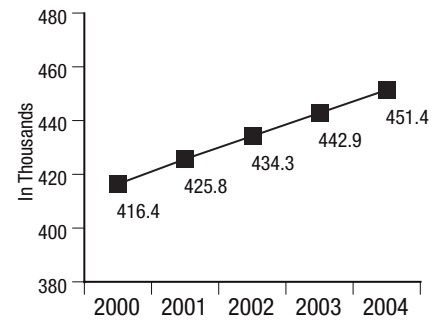
Percent Successful Completion of Probation (Adult & Juvenile)



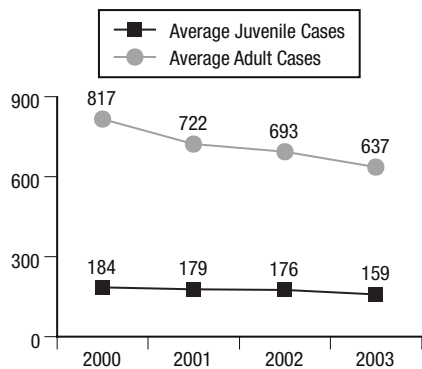
Percent in Education/Training or Employed at Exit (Adult & Juvenile)



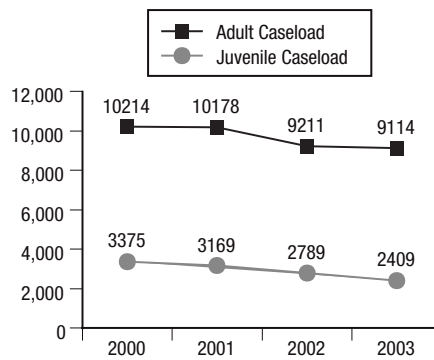
County Adult Unemployment Rate



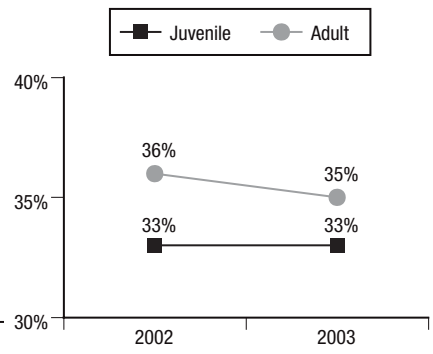
County Total Juvenile Population



New Supervision Cases (Avg/Month)



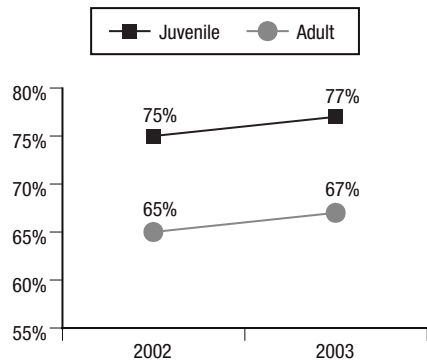
Formal Supervision Caseload



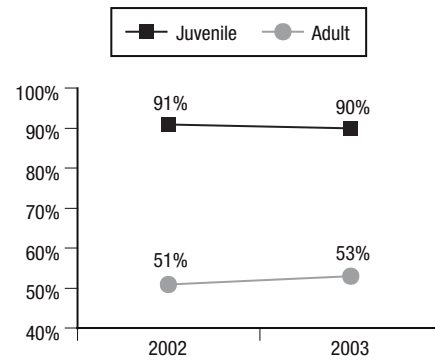
Percent of Clients with New Crime During Probation (Adult & Juvenile)



Restoration of Losses to Victims and the Community, which the department promotes by providing early intervention through the restorative justice approach, as well as providing appropriate assessment, victim restitution, community service, and monitoring of formal probation cases.



**Percent Completion of Victim Restitution
(Adult & Juveniles)**



**Percent Completion of Community Service
(Adult & Juveniles)**

Description of Major Services

The Probation Department provides a wide range of administrative, rehabilitative, supervision, and Court services for adult and juvenile offenders. Services to the community are as follows:

Juvenile Probation Services

Restorative Justice/Early Intervention Services

- Restorative Justice Program: Two restorative justice units coordinate community resources and provide early intervention, prevention and diversion services to all areas of the County.
- Victim Services: Services that actively engage victim participation. Provided by a specialized unit that brings together offenders and victims to address restitution issues and recovery of victim's losses.
- Traffic Court: Informal Juvenile and Traffic Court adjudicates non-felony juvenile traffic citations and other violations and reports dispositions as required to the Department of Motor Vehicles.
- Truancy Abatement / Burglary Suppression: A Deputy Probation Officer coordinates with local police and school districts to provide intervention services to truants who are active probation clients.

- Screening Intake Services: Provided by a probation unit that coordinates family reunification and diversion of low-level offenders utilizing community resources and mental health counseling.

Supervision Services

- Probation Supervision: Investigation services include an evaluation of the social and legal aspects of the case as well as a recommendation to the Court as to disposition. Supervision services include referral to community and school services as well as assuring compliance with Court orders.
- Community/Education Transition (CET) and Alternative Placement Academy (APA): School-based collaborative program that supports in-home placement for high-risk youth that had been previously Court-ordered to a juvenile rehabilitation facility.
- First Offender Close Up Services (FOCUS): An intensive assessment and supervision service for first-time offenders based on early identification and close monitoring to prevent further delinquency.
- Gang Violence Suppression: Provided by a probation unit that specializes in the investigation and supervision of adult and juvenile offenders with high-risk gang involvement. The unit coordinates

closely with law enforcement agencies, community services, schools, and citizen groups to prevent gang related crime and violence.

- ❑ Court Support: Provided by a probation unit that represents the Probation Department in all juvenile Court hearings.
- ❑ Placement/Foster Care: Provided by a probation unit that is responsible for locating an appropriate out-of-home placement for clients with unique treatment and residential requirements and providing ongoing casework services to support family reunification.

Treatment Services

- ❑ Substance Abuse Services: The Juvenile Treatment Court and Substance Abuse Unit specializes in assisting youths with serious substance abuse problems.
- ❑ Mental Health Services: The Mental Health Court and Deputy Probation Officers assigned to mental health caseloads, collaborate to bring mental health services to delinquent youths with diagnosed mental health problems.
- ❑ Domestic Violence/Family Violence Services: The Domestic Violence Court and the Domestic Violence Unit provides a team approach to adjudicating and supervising youths with domestic or family violence offenses.
- ❑ Youth Education Advocate (YEA) Services: A highly specialized service that upholds the special education rights of juveniles under the Court's jurisdiction.

Custody Services

- ❑ Electronic Monitoring Program/Community Release Program: Alternative to detention providing intensive supervision including electronic monitoring of youths that would otherwise be held in Juvenile Hall both before and after Court disposition.
- ❑ Juvenile Hall Commitment Services: Provided by specialized unit in Juvenile Hall where offenders are detained for a specific period of time by order of the Court. Youths are afforded full educational, medical, mental health, and treatment services.

- ❑ Juvenile Rehabilitation Facilities: Three minimum-security residential facilities provide treatment and educational services to both male and female offenders. Youths are Court-ordered to complete a 120 to 150 day program. Educational, vocational, medical, mental health, and aftercare services are provided based on individual assessment and case management needs.
- ❑ Ranch Adjustment Program/ Ranch Orientation Program: Services for youths who are Court-ordered to the juvenile rehabilitation facility following a previous escape or failure and for youths who are Court-ordered to the juvenile rehabilitation facility for the first time. Services include victim awareness and anger management training, gang intervention services, substance abuse evaluation and treatment, and risk/need assessment through a multi-disciplinary team approach.
- ❑ Community-Based Aftercare: Twelve-month collaborative program for youths who have graduated from a juvenile rehabilitation facility or from the Juvenile Hall commitment program and are transitioning back to the community.
- ❑ Multi-Agency Assessment: Provides educational, substance abuse, and mental health assessment, referral services and case and transition plans for youths held in Juvenile Hall for over 72 hours.
- ❑ Screening Services: Receives youths from law enforcement and determines whether the youth will be admitted to Juvenile Hall. Proactively screens youth for release to parent or responsible adult in lieu of incarceration.

Adult Probation Services

Supervision Services

- ❑ Probation Supervision: All supervision cases are initially assessed and referred for services by the Assessment Unit. The level of supervision and reporting standards that establish field contact frequency are determined through comprehensive risk and needs assessments. Following assessment, five supervision units at three sites provide general and intensive supervision services for all adult probation clients in Santa Clara County. The most serious offenders that pose the greatest risk to the community and to victims are placed on intensive supervision. Deputy Probation Officers monitor



client compliance with Court orders, participation in treatment programs, completion of community service, and payment of restitution to victims.

- ❑ **Administrative Monitoring:** Deputy Probation Officers supervise minimum-risk adult clients who have scored low on the risk and need assessment or have made satisfactory adjustment to probation over time.
- ❑ **Domestic Violence Offender Supervision:** Service provided through a specialized unit that supervises the most serious domestic violence offenders who pose a threat to victims and the community, and certifies mandated batterer's intervention programs.

Treatment and Diversion Services

- ❑ **Substance Abuse Services:** The Recovery Services Unit, Substance Abuse Unit and Drug Treatment Court provide services for adult clients with substance abuse offenses in four distinct program areas.
- ❑ **Recovery Services:** Provided by Recovery Services Unit. Established in response to State-mandated Substance Abuse and Crime Prevention Act (Proposition 36). Consists of assessment, treatment, and supervision in lieu of incarceration for non-violent substance abusers.
- ❑ **Court Services:** The Drug Treatment Court (DTC) provides intensive supervision and collaborative services for clients with more serious drug-related offenses. In DTC the client makes frequent Court appearances and participates in a highly structured regime of supervision, treatment and drug testing.

- ❑ **Multiple Offender Program:** The Substance Abuse Unit supervises clients with one or more Driving Under the Influence (DUI) convictions.
- ❑ **Deferred Entry of Judgment:** Diversion program that monitors first time drug offenders for treatment and substance abuse education program completion.

Jail Alternative Services

- ❑ **Adult Screening:** Service provided by probation unit that screens clients for jail alternative program eligibility. Programs include Public Service Program, County Parole, Day Reporting, Work Furlough, Electronic Monitoring Program, and Regimented Corrections Program.
- ❑ **Electronic Monitoring Program:** Alternative to detention providing intensive supervision including electronic monitoring of adult clients that would otherwise be held in County Jail.
- ❑ **Women's Residential Center and Men's Work Furlough:** Transition services for male and female inmates provided at two residential facilities.

Sentencing Reports and Direct Court Services

- ❑ **Pre-Sentence Investigation:** Investigation Units provide this mandated service at the main adult probation office and at the North County office. When the Court refers a case, a detailed report is provided to the Court for the Sentencing Hearing.
- ❑ **Court Services:** Provided to all Superior Courts located in Santa Clara County. These services are the direct link between the Court and Probation in Sentencing Hearings, Settlement Conferences, Felony Advanced Resolution Calendars, and Narcotic Case Resolution Hearings.

County Executive's Recommendation

The Probation Department had a budget reduction target of \$8,738,951. The department submitted a plan that achieved the target. The plan includes a balanced mix of revenue increases, reductions in services and supplies, and position deletions.

Reduce SACPA (Proposition 36) Revenues and Expenditures

Recommendation: Reduce SACPA (Proposition 36) revenues by \$245,067 and expenditures by \$243,123.

Background: State funding from the Substance Abuse and Crime Prevention Act (SACPA or Proposition 36) will be reduced in FY 2004. In order for this program to



maintain its neutral impact on the County General Fund it is recommended that budgeted expenditures be reduced commensurately. This will result in the deletion of 3 vacant positions and a \$19,437 reduction in services and supplies appropriation. The positions recommended for deletion are as follows:

FTE	Code	Class Description	Vacant/Filled
1.0	E19	Prob Community Worker	Vacant
1.0	F38	Justice System Clk I	Vacant
1.0	X50	Deputy Probation Ofcr III	Vacant
3.0		Total Deletion	3 Vacant

Service Impacts: Minimal client service impacts will result because these positions are vacant. The basic set of services provided through Probation will be maintained with remaining resources.

Total Ongoing Cost: \$1,944

Reduction of \$245,067 in revenue and \$243,123 expenditure

Delete 80 Positions

Recommendation: Delete 78 vacant positions and 2 filled positions with a cost of \$6,835,939.

Background: These position deletions are spread across all Probation service areas. Most positions are vacant or will become vacant by July 1, 2003; thereby minimizing the number of required layoffs. The department has proactively kept positions vacant throughout FY 2003 in order to have adequate vacancies to meet its reduction targets. Remaining staff will absorb the workload of these positions. The positions identified for deletion achieve vertical equity with regard to management and labor. Approximately one third of the department's vacancies resulted from retirements motivated by the implementation of the

“3% at 50” retirement package for safety employees. The following listing identifies the positions recommended for deletion:

FTE	Code	Class Description	Vacant/Filled
1.0	A82	Deputy Chief Probation Officer	Vacant
1.0	B2R	Admin Support Officer I	Vacant
1.0	B77	Accountant III	Vacant
2.0	D09	Office Specialist III/II	Vacant
1.0	D11	Transcriptionist	Vacant
3.0	D34	Supervising Clerk	Vacant
1.0	D43	Law Enforcement Clerk	Vacant
1.0	D5D	Human Resources Ast II	Vacant
1.0	D97	Account Clerk II	Vacant
2.0	E05	Prob Community Coordinator	Vacant
3.0	E19	Prob Community Worker	Vacant
1.0	F38	Justice System Clerk I	Vacant
1.0	F46	Asst Supv Dep Court Clerk	Filled
1.0	G12	Information Sys Mngr II	Filled
3.0	H66	Food Service Worker I/II	Vacant
1.0	X17	Executive Assistant I	Vacant
7.0	X22	Probation Counselor I/II	Vacant
3.0	X25	Supv Group Counselor	Vacant
21.0	X27	Sr Group Counselor	Vacant
1.0	X48	Supv Probation Officer	Vacant
20.0	X50	Deputy Prob Officer III/II/I	Vacant
4.0	X54	Probation Assistant I/II	Vacant
80.0		Total Deletion	2 Filled 78 Vacant

Service Impacts: No programs or services will be eliminated as a result of these position deletions as the majority are vacant. However, the depth of coverage within the department will be significantly reduced. Future reductions will likely result in the need to eliminate programs or close facilities. This reduction also nears the staffing threshold where revenue streams relying on time-studies, such as TANF, could be imperiled. Current revenue streams should be secure with this reduction level; however, consideration of this factor will be important in subsequent reductions.

Total Ongoing Reduction: (\$6,835,939)

Reduce Services and Supplies Budget

Recommendation: Reduce services and supplies appropriation by \$1,324,721.

Background: Reductions in the need for services and supplies appropriation follow from the recommended deletion of positions. Areas of significant reduction include the following:

- Professional and Special Services
- Contract Services
- Small Tools and Equipment
- Services and Supplies - Other

Service Impacts: The reduction in personnel allows for a corollary reduction in related services and supplies, without significant impacts on client service. There will, however, be an 8.4% reduction in contract services with Community Based Organizations. This reduction amount is similar in size to the reduction in Probation-operated programs.

Total Ongoing Reduction: (\$1,324,721)

Increase Revenue

Recommendation: Recognize \$426,000 in increased revenue.

Background: It is recommended that an increase in revenue be recognized based on increased collection of supervision fees. Additionally, it is recommended that the department's Title IV-E Audit Reserve be eliminated and swept into the County General Fund because the statute of limitations has expired for the possibility of Title IV-E audits for the fiscal years in which the reserve was established.

Service Impacts: These additional resources allow the department to defer additional reductions in personnel or client services.

Total Ongoing Revenue Increase: \$426,000

Delete Unfunded Positions Related to Sunset of Challenge Grant II

Recommendation: Delete 6 vacant unfunded positions supporting the Alternative Placement Academy (APA) resulting from the sunset of Challenge Grant II.

Background: Challenge Grant II sunsets June 30, 2003. This grant funds much of the APA. In order to appropriately budget for this anticipated funding reduction, both the revenue and expenditure were removed from Probation's base budget for FY 2004. The impacted positions were unfunded in the base, but not deleted, so that the personnel could be rotated into other vacant positions within the department. The grant funding provided \$764,483 in revenue to this program in FY 2003 which reimbursed \$488,827 in personnel costs and \$275,656 in services and supplies. Previous action removed this revenue and expenditure appropriation and this action completes the process by deleting the following vacant unfunded positions:

FTE	Code	Class Description	Vacant/Filled
1.0	B1P	Management Analyst	Vacant
1.0	X48	Supervising Probation Officer	Vacant
2.0	X50	Deputy Probation Officer III	Vacant
1.0	X28	Group Counselor II	Vacant
1.0	D09	Office Specialist III	Vacant
6.0		Total Deletion	6 Vacant

Service Impacts: There are no service impacts resulting directly from this action because the revenue and expenditure were already removed from the department's base budget. The APA program will continue in FY 2004 utilizing funding from the Juvenile Justice Crime Prevention Act to support after-care components, and existing County General Fund appropriation for core programs.

Total Ongoing Cost: \$0

Reduction of \$764,483 in revenue and expenditure reflected in Base Budget

Juvenile Records System Conversion

Recommendation: Appropriate \$1,162,870 for the Juvenile Records System (JRS) conversion.

Background: This project will allow the outdated JRS information system, which is used to store juvenile records, to be converted to one supported by the County's Criminal Justice Information Control (CJIC) system. This will improve the reliability of system administration and increase security. Consolidating with CJIC will also provide ongoing savings with regard to infrastructure maintenance. This project has been recommended ITEC funding.

Service Impacts: Improved efficiency and reliability will provide an indirect client service improvement.

Total One-Time Cost: (\$1,162,870)

Reduce Custody Health Services

Recommendation: Reduce Custody Health Services expenditures by \$534,432.

Background: This recommendation is part of the budget reduction plan of the Custody Health Department, not the Probation Department. Census at Probation facilities has decreased in recent years allowing Custody Health to reassess their allocation of resources and reduce expenditures accordingly.

Service Impacts: Lower population at Juvenile Hall and the Probation Ranches allows the Custody Health Department to reduce its expenses in support of these institutions through County-wide streamlining.

Total Ongoing Reduction: (\$534,432)

Probation Department — Budget Unit 0246 Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
3439	Women's Residential Center	1,712,857	1,513,041	1,513,041	1,655,492	142,451	9
	1 General Fund	1,674,760	1,498,041	1,498,041	1,640,492	142,451	10
	319 Work Furlough Inmate Fund	38,097	15,000	15,000	15,000		
3702	Juvenile Services	8,591,116	7,986,742	7,860,251	7,853,407	(133,335)	-2
3704	Juvenile Division Admin & Support	3,425,060	3,535,355	3,472,875	5,428,743	1,893,388	54
3706	Juvenile Hall	16,973,961	16,599,916	16,597,543	16,084,416	(515,500)	-3
3708	Community Services	11,742,738	12,401,371	12,062,847	10,615,389	(1,785,982)	-14
3710	Work Furlough Program	2,914,008	2,395,031	2,394,029	2,380,782	(14,249)	-1
3712	Adult Division Admin & Support	4,934,328	5,737,195	5,736,157	3,793,291	(1,943,904)	-34
3714	William F James Ranch	4,066,360	3,624,356	3,623,122	3,858,038	233,682	6
3716	H Holden Ranch	3,511,064	3,352,390	3,351,544	3,392,982	40,592	1
3718	M Wright Residential Center	3,321,834	3,160,834	3,159,872	2,953,555	(207,279)	-7
3720	Administrative Division	15,652,913	17,737,738	17,934,522	18,012,252	274,514	2
3724	Adult Investigation	8,258,027	8,838,404	8,838,350	8,352,024	(486,380)	-6
3726	Adult Supervision	7,435,347	7,818,519	7,816,601	8,086,176	267,657	3
	Total Expenditures	92,539,613	94,700,892	94,360,754	92,466,547	(2,234,345)	-2%



Probation Department — Budget Unit 0246
Revenues by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
3439	Women's Residential Center	186,023	215,000	215,000	215,000		0
	1 General Fund	177,596	200,000	200,000	200,000		0
	319 Work Furlough Inmate Fund	8,427	15,000	15,000	15,000		0
3702	Juvenile Services	965,512	929,010	929,010	164,527	(764,483)	-82
3706	Juvenile Hall	55,296	35,000	35,000	35,000		0
3708	Community Services	77,299		155,000			0
3710	Work Furlough Program	720,439	870,000	870,000	870,000		0
3712	Adult Division Admin & Support	569					0
3720	Administrative Division	36,595,146	32,418,007	31,985,837	31,963,671	(454,336)	-1
3724	Adult Investigation	616,975	170,000	170,000	170,000		0
3726	Adult Supervision	3,533,503	4,311,500	4,318,966	4,318,966	7,466	0
	Total Revenues	42,750,762	38,948,517	38,678,813	37,737,164	(1,211,353)	-3%

Women's Residential Center — Cost Center 3439
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	16.0	1,498,041	200,000
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		120,132	
Internal Service Funds Adjustment		(236)	
Other Required Adjustments		22,555	0
	Subtotal	16.0	200,000
Recommended Changes for FY 2004			
	Fund Subtotal	16.0	200,000
Work Furlough Inmate Fund (Fund Number 0319)			
FY 2003 Approved Budget		15,000	15,000
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			0
	Subtotal	15,000	15,000
Recommended Changes for FY 2004			
	Fund Subtotal	0.0	15,000
Total Recommendation	16.0	1,655,492	215,000



Juvenile Services — Cost Center 3702

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	79.0	7,986,742	929,010
Board Approved Adjustments During FY 2003		(126,491)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	949,918	
Internal Service Funds Adjustment		(36,221)	
Other Required Adjustments		(407,055)	(764,483)
Subtotal	81.0	8,366,893	164,527
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
Fleet Reduction			
		(7,056)	0
1. Delete Probation Officers in Juvenile Services	-5.0	(506,430)	
The following positions are recommended for deletion:			
◆ 5 FTE X50- Deputy Probation Officer III			
2. Challenge Grant II Funding Reduction	-5.0		
Challenge Grant II sunsets June 30, 2003. This grant funds much of the Alternative Placement Academy (APA). In order to appropriately budget for this anticipated funding reduction, both the revenue and expenditure were removed from the base budget for FY 2004. The impacted positions were unfunded, but not deleted, so that the personnel could be rotated into other vacant positions within the department. This action completes the process by deleting the following vacant unfunded positions:			
◆ 1 FTE X48-Supervising Probation Officer			
◆ 2 FTE X50-Deputy Probation Officer III			
◆ 1 FTE X28-Group Counselor II			
◆ 1 FTE D09-Office Specialist III			
Subtotal	-10.0	(513,486)	0
Total Recommendation	71.0	7,853,407	164,527

Juvenile Division Admin & Support — Cost Center 3704

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	42.5	3,535,355	
Board Approved Adjustments During FY 2003	-2.0	(62,480)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	63,347	
Internal Service Funds Adjustment		1,514,797	
Other Required Adjustments		456,837	0
Subtotal	42.5	5,507,856	
Recommended Changes for FY 2004			
1. Delete Positions in Juvenile Support			
	-1.0	(79,113)	
The following position is recommended for deletion:			
◆ 1 FTE D34-Supervising Clerk			
Subtotal	-1.0	(79,113)	0
Total Recommendation	41.5	5,428,743	



Juvenile Hall — Cost Center 3706

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	208.0	16,564,916	
Board Approved Adjustments During FY 2003		(2,373)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	4.0	1,733,987	
Internal Service Funds Adjustment		(2,373)	
Other Required Adjustments		142,431	0
Subtotal	212.0	18,436,588	
Recommended Changes for FY 2004			
1. Delete Professional Staff in Juvenile Hall	-24.0	(2,051,169)	
The following positions are recommended for deletion:			
◆ 1 FTE H66-Food Service Worker II			
◆ 1 FTE H67-Food Service Worker I			
◆ 2 FTE X25-Supervising Group Counselor			
◆ 20 FTE X27-Senior Group Counselor			
		(150,000)	
2. Reduce Services & Supplies Budget in Juvenile Hall			
Reductions in the need for services and supplies appropriation follow from the recommended deletion of positions. The primary reduction is in Food Expenses due to reduced population.			
3. Delete Clerical Staff in Juvenile Hall	-3.0	(186,003)	
The following positions are recommended for deletion:			
◆ 1 FTE F38-Justice System Clerk I			
◆ 1 FTE D43-Law Enforcement Clerk			
◆ 1 FTE D34-Supervising Clerk			
Subtotal	-27.0	(2,387,172)	0
Fund Subtotal	185.0	16,049,416	0
Juvenile Welfare Trust (Fund Number 0318)			
FY 2003 Approved Budget		35,000	35,000
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal		35,000	35,000
Recommended Changes for FY 2004			
Fund Subtotal	0.0	35,000	35,000
Total Recommendation	185.0	16,084,416	35,000



Community Services — Cost Center 3708
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	104.5	12,401,371	
Board Approved Adjustments During FY 2003	-6.0	(338,524)	155,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-6.0	207,630	
Internal Service Funds Adjustment		26,709	
Other Required Adjustments		(290,785)	(155,000)
Subtotal	92.5	12,006,401	
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
Fleet Reduction		(7,044)	0
1. Delete Positions in Community Services	-7.0	(598,968)	
The following positions are recommended for deletion:			
◆ 2 FTE E05-Probation Community Coordinator			
◆ 1 FTE E19-Probation Community Worker			
◆ 1 FTE X27-Senior Group Counselor			
◆ 1 FTE X48-Supervising Probation Officer			
◆ 2 FTE X50-Deputy Probation Officer III			
		(785,000)	
2. Reduce Services & Supplies Budget in Community Services			
Reductions in the need for services and supplies appropriation follow from the recommended deletion of positions. Areas of significant reduction are Professional Services and Contract Services.			
Subtotal	-7.0	(1,391,012)	0
Total Recommendation	85.5	10,615,389	



Work Furlough Program — Cost Center 3710

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	22.0	2,335,031	810,000
Board Approved Adjustments During FY 2003		(1,002)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	(41,390)	
Internal Service Funds Adjustment		(1,823)	
Other Required Adjustments		133,019	0
Subtotal	20.0	2,423,835	810,000
Recommended Changes for FY 2004			
1. Delete Position in Work Furlough	-1.0	(103,053)	
The following position is recommended for deletion:			
◆ 1 FTE X25-Supervising Group Counselor			
Subtotal	-1.0	(103,053)	0
Fund Subtotal	19.0	2,320,782	810,000
Work Furlough Inmate Fund (Fund Number 0319)			
FY 2003 Approved Budget		60,000	60,000
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal		60,000	60,000
Recommended Changes for FY 2004			
Fund Subtotal	0.0	60,000	60,000
Total Recommendation	19.0	2,380,782	870,000



Adult Division Admin & Support — Cost Center 3712

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	70.0	5,737,195	
Board Approved Adjustments During FY 2003	1.0	(1,038)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	224,963	
Internal Service Funds Adjustment		(1,498,083)	
Other Required Adjustments		(196,781)	0
Subtotal	69.0	4,266,256	
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
Fleet Reduction		(3,528)	0
1. Delete Deputy Chief Probation Officer and Executive Assistant	-2.0	(218,784)	
The following positions are recommended for deletion:			
◆ 1 FTE A82-Deputy Chief Probation Officer			
◆ 1 FTE X17-Executive Assistant I			
2. Delete Positions in Adult Investigation Support	-2.0	(116,004)	
The following positions are recommended for deletion:			
◆ 1 FTE D09-Office Specialist III			
◆ 1 FTE D11-Transcriptionist			
3. Delete Positions in Adult Supervision Support	-2.0	(134,649)	
The following positions are recommended for deletion:			
◆ 1 FTE D49-Office Specialist II			
◆ 1 FTE D34-Supervising Clerk			
Subtotal	-6.0	(472,965)	0
Total Recommendation	63.0	3,793,291	



William F James Ranch — Cost Center 3714 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	35.0	3,624,356	
Board Approved Adjustments During FY 2003		(1,234)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		304,727	
Internal Service Funds Adjustment		3,286	
Other Required Adjustments		40,420	0
Subtotal	35.0	3,971,555	
Recommended Changes for FY 2004			
1. Delete Positions at James Ranch	-2.0	(113,517)	
The following positions are recommended for deletion:			
◆ 1 FTE X54-Probation Assistant I			
◆ 1 FTE H66-Food Service Worker II			
Subtotal	-2.0	(113,517)	0
Total Recommendation	33.0	3,858,038	

H Holden Ranch — Cost Center 3716 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	36.0	3,352,390	
Board Approved Adjustments During FY 2003		(846)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		350,366	
Internal Service Funds Adjustment		(846)	
Other Required Adjustments		8,343	0
Subtotal	36.0	3,709,407	
Recommended Changes for FY 2004			
1. Delete Positions at Holden Ranch	-4.0	(316,425)	
The following positions are recommended for deletion:			
◆ 2 FTE X22-Probation Counselor II			
◆ 2 FTE X54-Probation Assistant I			
Subtotal	-4.0	(316,425)	0
Total Recommendation	32.0	3,392,982	



M Wright Residential Center — Cost Center 3718

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	33.0	3,160,834	
Board Approved Adjustments During FY 2003		(962)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		295,292	
Internal Service Funds Adjustment		(16,442)	
Other Required Adjustments		4,901	0
Subtotal	33.0	3,443,623	
Recommended Changes for FY 2004			
1. Delete Positions at the Wright Center	-6.0	(490,068)	
The following positions are recommended for deletion:			
◆ 4 FTE X22-Probation Counselor II			
◆ 1 FTE X23-Probation Counselor I			
◆ 1 FTE X54-Probation Assistant I			
Subtotal	-6.0	(490,068)	0
Total Recommendation	27.0	2,953,555	

Administrative Division — Cost Center 3720

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	80.0	17,737,738	32,418,007
Board Approved Adjustments During FY 2003	-1.0	196,784	(432,170)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	4.0	641,009	
Internal Service Funds Adjustment		362,265	
Other Required Adjustments		(588,635)	(203,099)
Subtotal	83.0	18,349,161	31,782,738
Recommended Changes for FY 2004			
Internal Service Fund Adjustments		—	—
General Fund ISD Services Adjustment		5,766	0
1. SACPA/Prop 36 Revenue Reduction			(245,067)
State funding from the Substance Abuse and Crime Prevention Act (SACPA or Proposition 36) will be reduced in FY 2004. In order for this program to maintain its neutral impact on the County General Fund budgeted expenditures will be reduced commensurately.			
2. Delete Positions in Administration	-6.0	(480,106)	
The following positions are recommended for deletion:			
◆ 1 FTE D97-Account Clerk II			
◆ 1 FTE D5D-Human Resources Assistant II			
◆ 1 FTE B2R-Admin Support Officer I			
◆ 1 FTE B77-Accountant III			
◆ 1 FTE F46-Assistant Supervising Deputy Court Clerk			
◆ 1 FTE G12-Information Systems Manager II			



Administrative Division — Cost Center 3720
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
3. Increase Fee Revenue			168,000
It is recommended that an increase in revenue be recognized based on increased collection of supervision fees.			
4. Reduce Services & Supplies Budget in Administration Division		(389,721)	
Reductions in the need for services and supplies appropriation follow from the recommended deletion of positions. Areas of significant reduction are Contract Services and Small Tools.			
5. Recognize Audit Reserve Revenue			258,000
It is recommended that the department's Title IV-E Audit Reserve be eliminated and swept into the County General Fund because the statute of limitations has expired for the possibility of Title IV-E audits for the fiscal years in which the reserve was established.			
6. Reduction in Custody Health Services		(534,432)	
Reduction in service level from Custody Health. This reduction responds to lower census in juvenile facilities and system-wide streamlining in Custody Health.			
7. Juvenile Records System Conversion (ITEC)		1,162,870	
This project will allow the outdated JRS information system, which is used to store juvenile records, to be converted to one supported by the County's Criminal Justice Information Control (CJIC) system. This will improve the reliability of system administration and increase security. Consolidating with CJIC will also provide ongoing savings with regard to infrastructure maintenance. This project has been recommended ITEC funding.			
8. Challenge Grant II Funding Reduction	-1.0		
Challenge Grant II sunsets June 30, 2003. This grant funds much of the Alternative Placement Academy (APA). In order to appropriately budget for this anticipated funding reduction, both the revenue and expenditure were removed from the base budget for FY 2004. The impacted positions were unfunded, but not deleted, so that the personnel could be rotated into other vacant positions within the department. This action completes the process by deleting the following vacant unfunded position:			
◆ 1 FTE B1P-Management Analyst			
9. Delete Position for Staff Training	-1.0	(101,286)	
The following position is recommended for deletion:			
◆ 1 FTE X50-Deputy Probation Officer III			
Subtotal	-8.0	(336,909)	180,933
Total Recommendation	75.0	18,012,252	31,963,671



Adult Investigation — Cost Center 3724

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	106.0	8,838,404	170,000
Board Approved Adjustments During FY 2003		(54)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-5.0	441,165	
Internal Service Funds Adjustment		(10,019)	
Other Required Adjustments		(7,977)	0
Subtotal	101.0	9,261,519	170,000
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
Fleet Reduction		(3,516)	0
1. SACPA/Prop 36 Expenditure Reduction	-3.0	(243,123)	
State funding from the Substance Abuse and Crime Prevention Act (SACPA or Proposition 36) will be reduced in FY 2004. In order for this program to maintain its neutral impact on the County General Fund it is recommended that budgeted expenditures be reduced commensurately. The following positions are recommended for deletion:			
◆ 1 FTE F38-Justice System Clerk I			
◆ 1 FTE X50-Deputy Probation Officer III			
◆ 1 FTE E19-Probation Community Worker			
	-7.0	(662,856)	
2. Delete Positions in Adult Investigation			
The following positions are recommended for deletion:			
◆ 1 FTE E19-Probation Community Worker			
◆ 6 FTE X50-Deputy Probation Officer			
Subtotal	-10.0	(909,495)	0
Total Recommendation	91.0	8,352,024	170,000

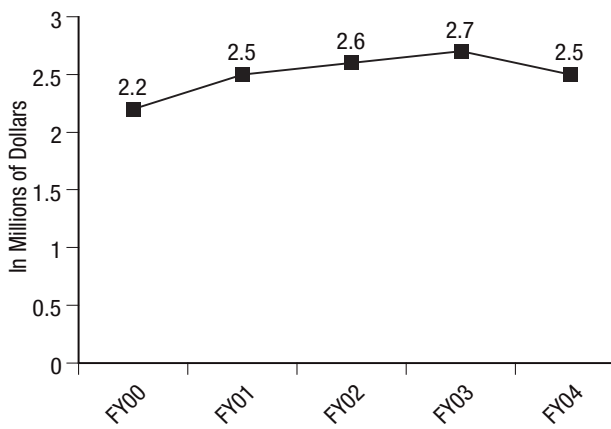
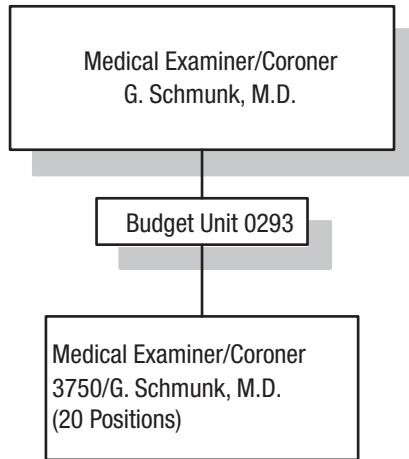
Adult Supervision — Cost Center 3726

Major Changes to the Budget

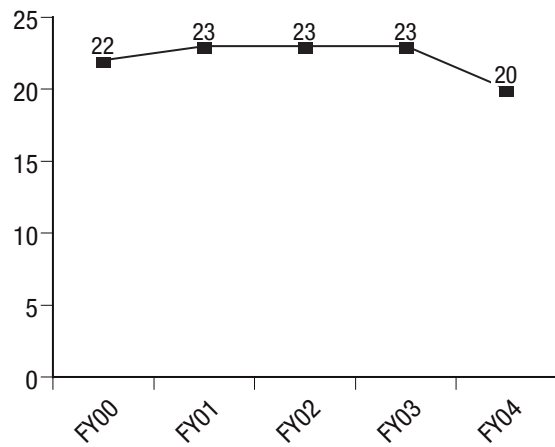
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	95.0	7,818,519	4,311,500
Board Approved Adjustments During FY 2003		(1,918)	7,466
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	3.0	970,353	
Internal Service Funds Adjustment		(1,918)	
Other Required Adjustments		(21,352)	0
Subtotal	98.0	8,763,684	4,318,966
Recommended Changes for FY 2004			
1. Delete Positions in Adult Supervision	-7.0	(677,508)	
The following positions are recommended for deletion:			
◆ 1 FTE E19-Probation Community Worker			
◆ 6 FTE Deputy Probation Officer III			
Subtotal	-7.0	(677,508)	0
Total Recommendation	91.0	8,086,176	4,318,966



Medical Examiner-Coroner



Expenditure Trend



Staffing Trend



Public Purpose

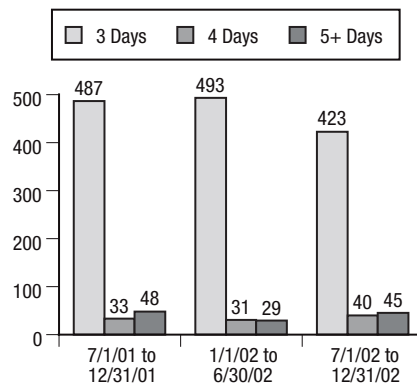
- Preservation of a Dignified Community
- Preservation of a Safe Community
- Preservation of a Healthy Community



Section 2: Public Safety & Justice

Desired Results

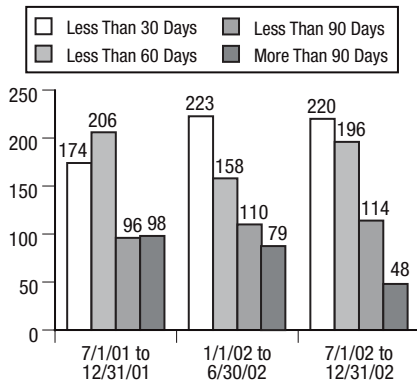
Timely Disposition of Insurance Claims achieved through the prompt and accurate processing of all reports, death certificates and insurance-related documents.



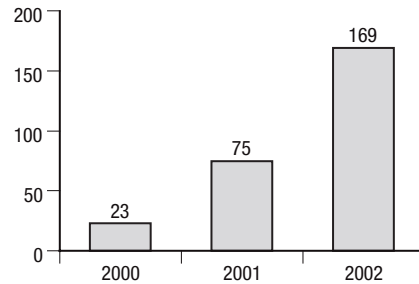
Number of Days to Complete Death Certificates



Timely Autopsy Reports achieved through prompt and accurate submission of reports by physicians and investigator staff; prompt and accurate completion by transcription staff; and prompt review by physicians.

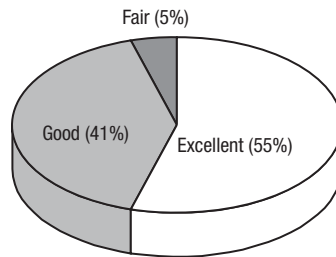


Number of Days to Complete Autopsy Reports



Number of Investigator Authorized Reports

Appropriate Staff Behavior Toward the Deceased and their Families. Customer satisfaction surveys and ongoing feedback from customers contribute to improving staff behavior.



Results of Customer Satisfaction Survey of Overall Staff Behavior

Description of Major Services

Completion of Death Determination Investigation

The desired result of this service is the timely and accurate completion of autopsy reports and death certificates. This service includes investigation into the cause and manner of death, laboratory testing and other medical investigation by physicians and investigation staff.

This service is mandated by State of California Government Code Section 27491 which requires investigation by the coroner into all deaths occurring in the County of Santa Clara which are unexpected or unexplained.

Professional and Community Education

The desired result of this service is the upgrading of professional knowledge and providing information to at-risk youths and adults regarding the potential consequences of poor lifestyle choices.

The Office of the Medical Examiner-Coroner regularly provides educational opportunities to medical students and other health care professionals by offering ongoing internships and resident training opportunities. In addition, the Department conducts on-site scientific seminar education to high school, community college, and university students.



The Office of the Medical Examiner-Coroner also offers educational opportunities to law enforcement, fire and paramedic personnel. These experiences allow participants to come in close contact with the deceased in a highly controlled and supportive environment.

The department participates in a wide variety of community outreach educational presentations. Many, such as Sober Graduation and Every 15 Minutes target teenage drinking and driving awareness. Rude Awakenings and the Barrio Conference address possible consequences of lifestyle choices. These programs graphically depict the results of gang violence, domestic abuse, and drug and alcohol abuse.

County Executive's Recommendation

The reduction target in the Medical Examiner-Coroner's Office is \$383,251. The Department submitted a plan that met the target.

Delete Positions

Recommendation: Delete the following positions in the Office of the Coroner:

FTE	Code	Class Description	Vacant/Filled
1.0	P46	Asst Medical Examiner Coroner	Vacant
0.5	S25	Forensic Pathology Technician	Filled
0.5	S26	Forensic Pathology Tech Trainee	Filled
1.0	V84	Chief Investigator	Vacant
3.0		Total Deletion	

Background: The Assistant Medical Examiner-Coroner position is vacant. This is one of three staff pathologists who report to the Medical Examiner-Coroner. The Chief Investigator position is also vacant, and is responsible for supervising eight Investigators. For the two remaining positions, the Department attempted to minimize layoffs by reducing the two of the four Forensic Pathology Technician positions from full-time to half-time.

Impact on Services: The Department has historically performed autopsies seven days a week. The elimination of the Assistant Medical Examiner-Coroner position will limit the ability to schedule staff on the weekends to perform autopsies. The Department plans to mitigate that to some extent by requesting funds to obtain contract pathology support on weekends. The deletion of the two 0.5 FTE Forensic Pathology Technician positions will have a minimal impact on departmental services. The deletion of the Chief Investigator position will result in the Administrative

Manager and the Chief Medical Examiner-Coroner performing the supervision and investigative report auditing functions.

Total Reduction: (\$353,056)

Increase Funding for Contract Services

Recommendation: Increase funding in the Department's Services and Supplies budget for Contract Services

Background: With the reduction of an Assistant Medical Examiner-Coroner (Pathologist) position described above, this recommendation adds back funding for contract pathology services.

Impact on Services: This funding increases the Department's scheduling flexibility on the weekends. The services of a contract pathologist could be made available when needed for autopsies or related work.

Total Cost: \$11,891

Increase Revenues

Recommendation: Increase ongoing revenues in the following accounts:

Description	Revenue
Conference Room Rental	\$3,000
Retail Sales	\$3,000
Storage of Remains Fee	\$10,000
Body Removal Fee	\$30,000
Total	\$46,000



Background:

- ❑ Conference Room Rental: This new source of revenue results from a set-up and clean-up fee for conference room space in the Medical Examiner-Coroner building. The fee is charged to private commercial training groups that provide training for law enforcement personnel.
- ❑ Retail Sales: This is a new source of revenue from the sale of logo items to law enforcement professionals.
- ❑ Storage of Remains Fee: The Coroner stores the remains of deceased persons until release is authorized by the next of kin. If the release takes longer than three days, the Department can charge a storage fee to the next of kin or to the estate.

- ❑ Body Removal Fee: When a body is removed from the place of death, the Department charges a fee. The fee is charged through the mortuary's fee sheet, and this action increases the existing fee from \$100 to \$150.

Impact on Services: The increase in revenues reflects the Board priority of using flexible budget strategies such as increasing fees for County services, and allows the department greater flexibility in the provision of services to the community.

Total Ongoing Increase in Revenue: \$46,000

Medical Examiner-Coroner — Budget Unit 0293 Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
3750	Medical Examiner-Coroner	2,889,796	2,723,488	2,837,814	2,464,366	(259,121)	-10
Total Expenditures		2,889,796	2,723,488	2,837,814	2,464,366	(259,121)	-10%

Medical Examiner-Coroner — Budget Unit 0293 Revenues by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
3750	Medical Examiner-Coroner	124,486	102,864	48,000	126,000	23,136	23
Total Revenues		124,486	102,864	48,000	126,000	23,136	23%



Medical Examiner-Coroner — Cost Center 3750

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	23.0	2,723,488	102,864
Board Approved Adjustments During FY 2003		114,326	(54,864)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		116,458	
Internal Service Funds Adjustment		(59,949)	
Other Required Adjustments		(87,466)	32,000
Subtotal	23.0	2,806,856	80,000
Recommended Changes for FY 2004			
Internal Service Fund Adjustments		—	—
General Fund ISD Services Adjustment		(1,325)	0
1. Delete 3.0 FTE and Add Funding for Contract Services	-3.0	(341,165)	
Delete the following positions:			
◆ 1.0 Assistant Medical Examiner-Coroner			
◆ 1.0 FTE Forensic Pathology Technician			
◆ 1.0 Forensic Pathology Technician Trainee			
◆ 1.0 Chief Investigator			
And add the following positions:			
◆ 0.5 FTE Forensic Pathology Technician			
◆ 0.5 Forensic Pathology Technician Trainee			
for a net reduction of 3.0 FTE. Add funding in the Services and Supplies budget for Contract Services.			
			46,000
2. Increase Revenues			
Increase revenue for the following:			
◆ Conference Room Rental Fees - \$3,000			
◆ Sale of logo items to law enforcement personnel - \$3,000			
◆ Storage of Remains Fee - \$10,000			
◆ Body Removal Fee - \$30,000.			
Subtotal	-3.0	(342,490)	46,000
Total Recommendation	20.0	2,464,366	126,000





Section 3: Children, Seniors and Families

Section 3: Children, Seniors
And Families



Children, Seniors and Families

Mission

The mission of the departments overseen by the Children, Seniors and Families Committee is to provide child-support, welfare-to-work and other culturally-competent services that reduce the need for public assistance and protect, sustain, and enhance the lives of children, families, adults, seniors, and economically-dependent individuals.



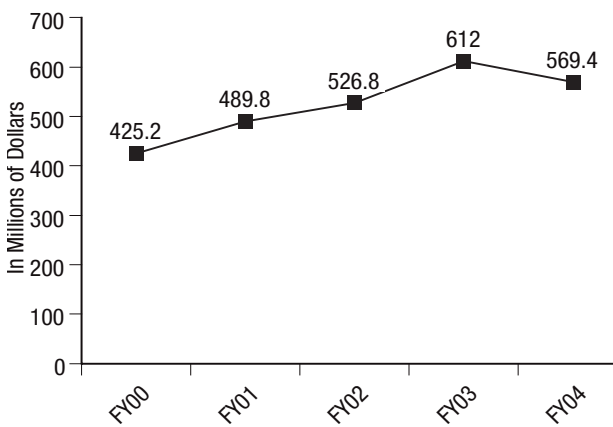
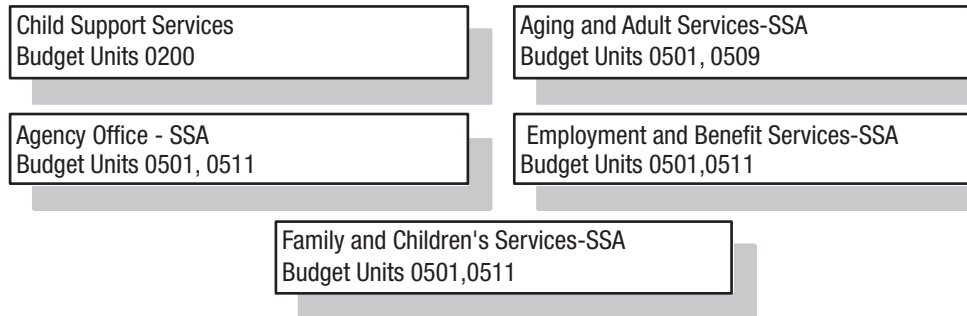
Departments

➤ **Child Support Services**

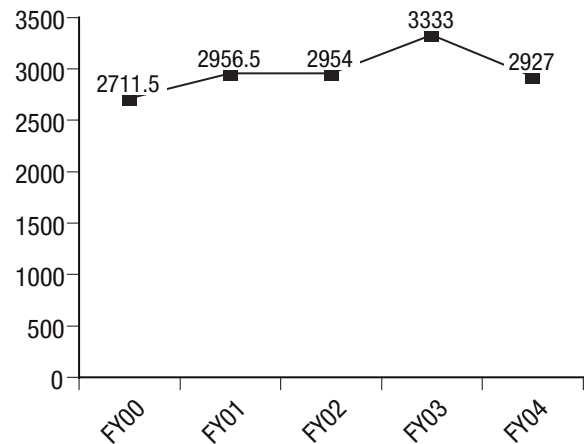
➤ **Social Services Agency**

- Agency Office
- Family and Children's Services
- Employment and Benefit Services
- Aging and Adult Services

Children, Seniors and Families



Appropriation Trend



Staffing Trend

Much of the FY 2003 increase in appropriations and staffing results from this being the first year in which the Department of Child Support Services is an independent County department. These services were previously provided by the District Attorney -Family Support Division.

Section 3: Children, Seniors And Families



Expenditures by Department

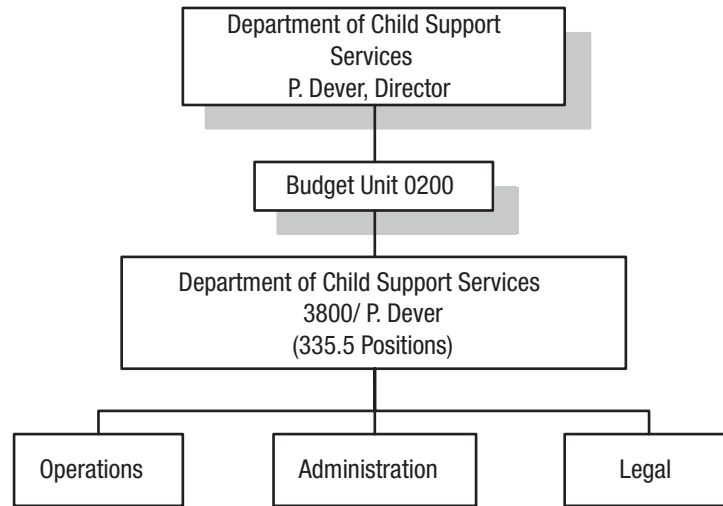
BU	Department Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
0200	Department of Child Support Services	37,578,531	41,009,134	41,435,407	35,511,480	(5,497,654)	-13
0501	Social Services Administration	324,396,604	384,043,458	387,401,091	330,440,678	(53,602,780)	-14
0509	SSA Nutrition Services To The Aged	5,199,723	5,873,277	5,829,816	5,665,518	(207,759)	-4
0511	SSA Categorical Aids Payments	145,824,251	181,145,971	180,690,805	197,778,307	16,632,336	9
Total Expenditures		512,999,109	612,071,840	615,357,119	569,395,983	(42,675,857)	-7%

Revenues by Department

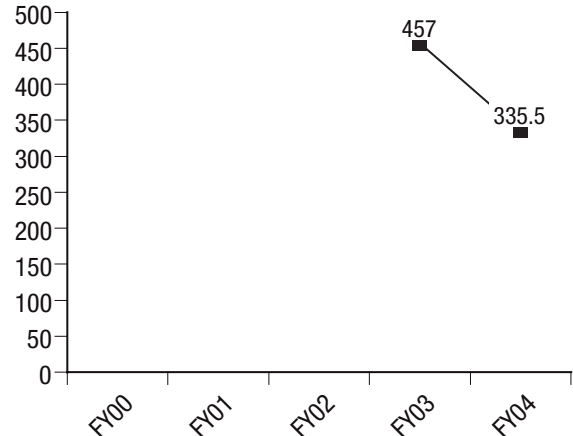
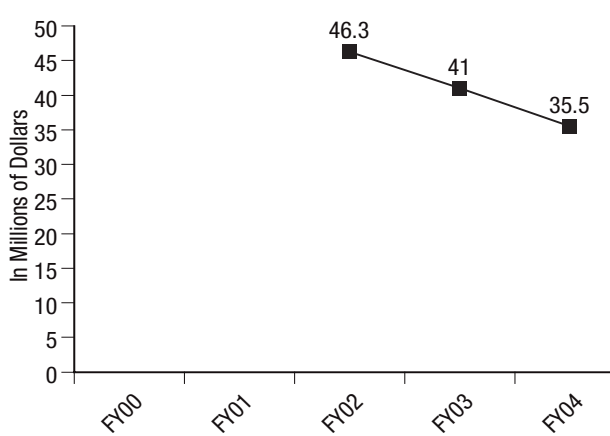
BU	Department Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
0200	Department of Child Support Services	38,725,370	41,009,134	41,440,518	35,511,480	(5,497,654)	-13
0501	Social Services Administration	271,211,492	311,067,948	307,851,747	261,734,293	(49,333,655)	-16
0509	SSA Nutrition Services To The Aged	3,209,036	3,004,807	3,004,807	3,004,807		
0511	SSA Categorical Aids Payments	134,489,578	155,349,450	156,148,942	170,949,430	15,599,980	10
Total Revenues		447,635,476	510,431,339	508,446,014	471,200,010	(39,231,329)	-8%



Department of Child Support Services



Section 3: Children, Seniors And Families



Appropriation Trend

Staffing Trend

FY 2003 was the first year in which the Department of Child Support Services is an independent County department. These services were previously provided as the Family Support Division of the District Attorney's Office.



Public Purpose

- ➔ Recover and Avoid Costs Associated with County Provision of Public Assistance to Single Parents and Caretakers



Federal Performance Measures

Federal Fiscal Year (October 1 - September 30)	FY 2000	FY 2001	FY 2002
Caseload			
Statewide	2,027,676	1,961,721	1,904,822
Statewide without Los Angeles County	1,449,183	1,412,566	1,419,986
Alameda County	56,383	58,230	56,560
Fresno County	71,288	70,083	70,829
Riverside County	117,189	100,088	98,862
Sacramento County	81,084	86,863	97,332
Santa Clara County	72,469	71,272	72,146
Paternity Establishment Percentage			
Statewide	179.7%	139.6%	108.7%
Statewide without Los Angeles County	177.7%	127.3%	107.6%
Alameda County	140.4%	104.8%	84%
Fresno County	140.5%	110.7%	97.2%
Riverside County	212.3%	174.9%	117.9%
Sacramento County	164.9%	94.2%	109.7%
Santa Clara County	148.3%	119.0%	102.9%
Percentages can exceed 100% due to paternities that are established for births in prior years.			
Percentage of Cases with Support Orders			
Statewide	69.1%	71.9%	75.3%
Statewide without Los Angeles County	73.2%	75.5%	76.8%
Alameda County	87.5%	87.5%	87.6%

Federal Performance Measures

Federal Fiscal Year (October 1 - September 30)	FY 2000	FY 2001	FY 2002
Fresno County	83.8%	84.9%	85.1%
Riverside County	61.5%	70.7%	72.5%
Sacramento County	57.3%	56.5%	55.2%
Santa Clara County	69.2%	72.2%	72.7%
Percentage of Collections on Current Support Orders			
Statewide	40.0%	41.0%	42.4%
Statewide without Los Angeles County	42.5%	44.1%	45.7%
Alameda County	53.2%	53.7%	54.2%
Fresno County	40.4%	42.3%	43.8%
Riverside County	36.6%	40.0%	40.9%
Sacramento County	42.9%	45.4%	47.2%
Santa Clara County	46.7%	47.6%	46.0%
Percentage of Collections in Arrears			
Statewide	53.4%	56.3%	54.9%
Statewide without Los Angeles County	55.1%	58.9%	57.7%
Alameda County	66.7%	68.5%	65.5%
Fresno County	62.5%	61.9%	55.9%
Riverside County	52.1%	55.8%	55.9%
Sacramento County	62.7%	63.4%	62.3%
Santa Clara County	59.5%	61.0%	59.6%
Cost Effectiveness			
Statewide	NA	\$2.60	NA
Statewide without Los Angeles County	NA	\$2.58	NA
Alameda County	NA	\$3.91	NA
Fresno County	NA	\$3.39	NA
Riverside County	NA	\$2.69	NA
Sacramento County	NA	\$2.84	NA
Santa Clara County	NA	\$2.24	NA

Cost effectiveness represents the amount of money collected per dollar of expenditure. Higher figures represent higher cost effectiveness.

Analysis: At the present time, Santa Clara County can compare itself to other counties based on the federal performance measures which have been published by the State Department of Child Support Services. For comparison, Santa Clara's performance will be measured against the above counties because they are closest in size to our caseload. It is anticipated that this data will be tracked annually.

Customer Service: A measure of customer service is under development that will be based upon information derived from the newly created state-wide case management system. The measurement will assess the time it takes from the opening of a case to when the first payment is received by the custodial parent. Data for this measurement is not available as of this writing, however, tracking will begin in FY 2004 and results will be included in the FY 2005 Recommended Budget.



State Performance Measures^a

	Fiscal Year 2001	Fiscal Year 2002	Difference
Percent Of Cases With A Court Order For Current Support	31.19%	35.77%	4.58%
Total Number of Cases with Current Support Due	22,438	24,729	1.02%
Total Number Of Cases Open, Excluding Medically Needy Only Cases	71,947	69,130	(3.92%)
Percent Of Cases With Collections Of Current Support	59.68%	65.85%	6.17%
Number Of Cases With Collections Of Current Support	13,390	16,284	21.6%
Number Of Cases With Current Support Due	22,438	24,729	10.2%
Average Amount Collected Per Case	\$4,068.40	\$2,967.60	(\$1,100.80)
Total Amount Distributed as Current Support	\$95,656,235	\$93,675,236	(\$2,980,999)
Number of Cases with Collections	23,512	31,566	8,054
Percent of Cases with an Order for Arrears	58.98%	67.14%	8.16%
Number of Cases with Arrears Due	42,433	46,412	3,979
Percent of Cases with Arrears Collections	44.66%	61.05%	16.39%
Number of Cases Paying Arrears	18,952	28,334	9,382
Percent Of Alleged Fathers Or Obligators Served With A Summons And Complaint To Establish Paternity Or A Support Order	16.97%	14.32%	(2.65%)
Number Of Alleged Fathers Or Obligators Served With A Summons And Complaint To Establish Paternity Or A Support Order	5,069	3,856	(1,213)
Percent of Children for Whom Paternity Has Been Established	17.99%	15.70%	(2.29%)
Total Number of Children in the Caseload for Whom Paternity Was Established or Acknowledged	4,267	2,851	(1,776)
Total Number of Children in the Caseload Born out of Wedlock	23,721	18,165	(5,556)
Percent of Cases that Had a Support Order Established	15.25%	15.85%	0.60
Number of Cases with a Support Order Established	4,461	4,345	(116)
Number of Cases Open Requiring Services to Establish an Order + Number of Cases with a Support Order Established	29,258	27,415	(1,843)
Cost Effectiveness: Total Amount of Child Support Collected and Distributed per \$1.00 Spent	\$2.98	\$2.56	(\$0.42)
Total Amount Expended	\$32,062,247	\$36,573,155	\$4,510,908
Percent of Cases with Orders for Which Medical Support Has Been Ordered	58.29%	51.00%	(7.29%)
Total Number of Cases for Which Medical Support Has Been Ordered	29,837	26,644	(3,193)
Total Number of Cases with a Support Order	51,187	52,246	(1,059)
Percent of Cases With Health Insurance Provided as Ordered	10.95%	13.98%	(3.03%)
Total Number of Cases for Which Health Insurance <i>was Provided as Ordered</i>	3,267	3,724	(457)
Total Number of Cases for Which Health Insurance <i>was Ordered</i>	29,836	26,643	(3,193)

- a. These State measurements were draft indicators developed to supplement the Federal measurements. The California DCSS has abandoned its effort to develop additional measures because they were considered duplicative and lacked consensus agreement as to their qualitative value. These measures are not collected by the California DCSS, and it is recommended that County tracking of these measures be ceased in FY 2004.

Desired Results

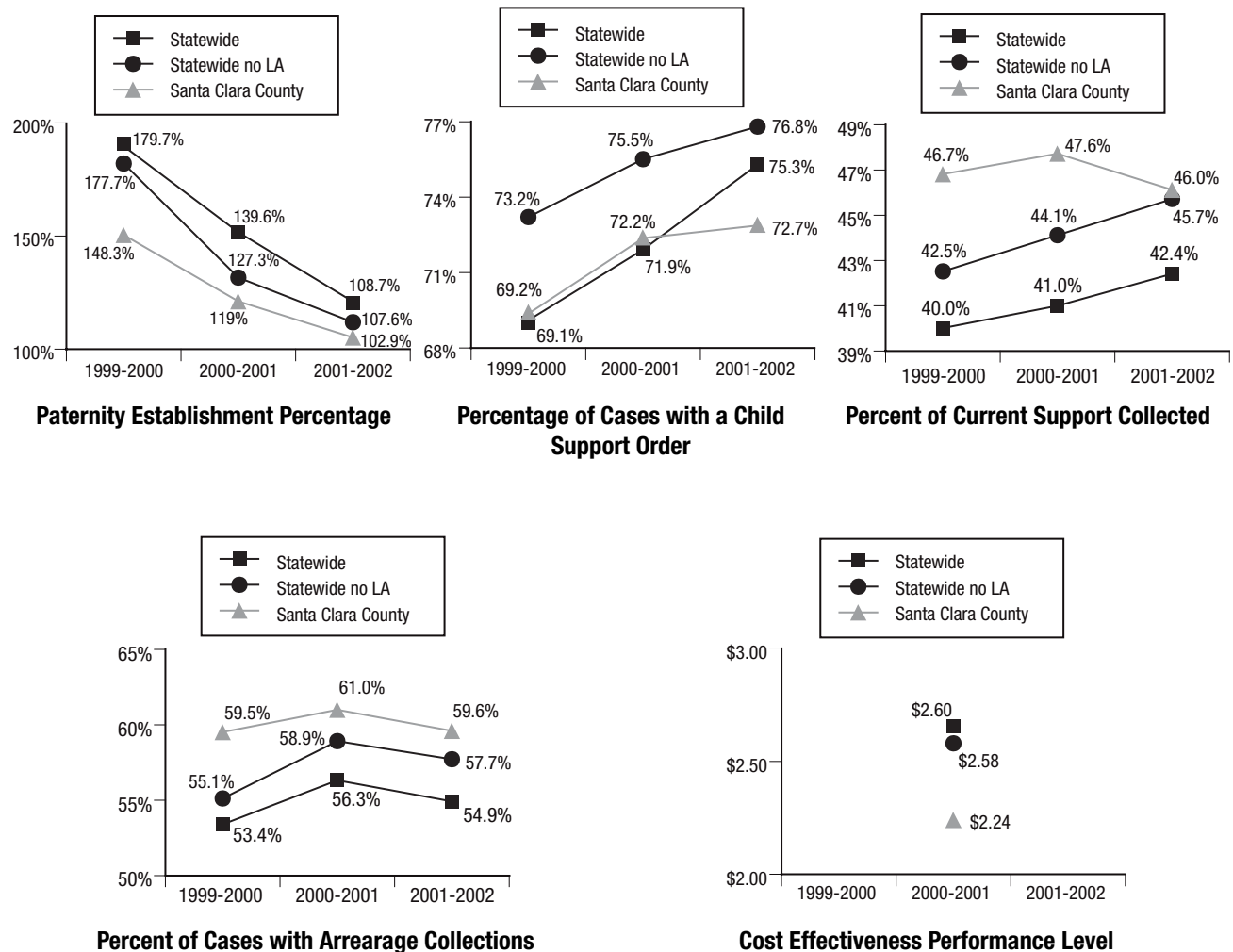
Children Supported by Both Parents.

The department promotes healthy children by working to ensure they receive adequate financial, medical and emotional support from both parents. This is accomplished by ensuring parents provide child support, health insurance and child care as required by law. Measuring the success of this Desired Result is best described through the established Federal reporting statistics, and the draft State reporting measures. These data are provided in the next section.

Need for Welfare Reduced.

The department promotes a reduction in the need to provide Public Financial Assistance to Single Parent Families by distributing 67% of all collections to families and by recouping public assistance; 33% of distributed collections represents public assistance recoupment. The recoupment dollars reduce the need for taxpayer support of the child support program. As previously described, the Federal and State measurements are provided below as indicators of success in this Desired Result.

Federal Measurements The following five measurements are used by the Federal government to assess the performance of local child support collection procedures. Statewide averages are provided for benchmarking purposes.



Description of Major Services

Establishment of Paternity and Court Orders

The desired result of this service is to promote adequate financial and emotional support for healthy children. The first step in obtaining a child support order is to establish paternity, which means determining the legal father and mother of the child. Establishing paternity establishes important legal rights for each parent, such as the right to custody and visitation of their child, and the right to obtain school and health records. It also creates legal responsibilities, such as paying child support, and providing medical coverage for the child where appropriate. Parental involvement in their child support case is important to the well being of children in our community.

Services are free to anyone who applies. A case is opened for anyone who completes an application or who is receiving aid and is referred to us by the Social Services Agency. Once an application or referral is received the department initiates a series of actions designed to establish paternity and obtain court orders for child support and health insurance. Once a case is opened, the non-custodial parent must be located in order to begin the process of obtaining a court order. The department utilizes all available information and various databases to identify the whereabouts of parents.

The legal father of a child must be established before an order for support can be obtained. An alleged father may contest the establishment of paternity by requesting a genetic test if he believes he is not the legal or genetic father. Once paternity is established, legal guidelines are applied to determine the amount of child support to be paid. The guidelines generally consider the ability of both parents to provide appropriate support, the amount of time each parent spends with the child, and the child's financial needs. This department also obtains medical and child care support court orders.

Enforcement of Court Orders

The desired results of this service are to ensure child support payments are timely and properly made which is accomplished by:

- A review of all active cases every 3 years for a possible modification. The modification unit reviews cases to see if they meet the state's criteria for modifications, then proceed to gather income and expense information from the parents.
- Wage assignments that are court-ordered deductions from wages are the primary enforcement tool.
- Increasing the use of automatic funds transfers for individuals.
- Intercepts of Federal and State tax refunds.
- Intercepts of unemployment and disability benefits and lottery winnings.
- License and passport revocations.
- Contempt of court proceedings for willful failure to comply with judgments and orders.

Distribution of Child Support Collections

The Department of Child Support Services minimizes the taxpayer burden by reducing the need for public assistance to single parent families. By collecting and distributing child support payments to families the department helps reduce the need for public assistance. Distribution of child support payments to families is a priority.

- More than half of the money collected comes from wage assignments which are court-ordered deductions from wages for child support. All court orders include wage assignments.
- The next largest collection source is direct payments from self-employed non-custodial parents.
- A third significant collection source is tax intercepts.

The department provides other ways to allow parents or employers to easily make payments:

- Over 95% of payments are sent by mail through a bank lockbox.
- Self-employed parents can make electronic funds transfers from their banks.

- ❑ Employers can electronically transfer monies withheld from wages to the Department of Child Support Services.
- ❑ Persons may make payments to our cashier located in the lobby.

Customer Service

The desired result is to have informed customers and stakeholders by providing timely information about services, having considerate and professional customer interaction, and timely response to requests for assistance. It is the department's goal to assist parents in the child support program to understand their rights and responsibilities under the law.

The California Department of Child Support Services has made customer service a top priority for the State. In Santa Clara County, customer services initiatives are indicative of the importance of customer service. Initiatives cover a wide range of programs, actions, and materials to assist customers to access services.

A number of practices have been initiated to improve customer service. The department provides referrals to customers who are unemployed or in need of services not directly provided by DCSS. The department collaborates with various service agencies and community groups to make referrals for customers needing assistance with significant life problems such as drug and alcohol abuse, lack of job skills or education, prison issues, custody and visitation issues, and domestic violence.

The department has several outreach and education efforts in the community. The goal is to inform stakeholders about services and important issues impacting the child support program. The department focuses outreach efforts toward community groups, schools, county agencies, the jails, and Family Court Services. Staff is also provided to answer questions from the public on the telephone and in the lobby, which promotes considerate customer interaction and helps provide timely response to assistance requests.

County Executive's Recommendation

The Department of Child Support Services (DCSS) did not have a specific budget reduction target, because its expenses are fully reimbursed by revenue from the State. However, the department has had to reduce its expenditures by \$5,127,321 due to reductions in State funding. Commensurate spending cuts are proposed below to maintain the department's fiscal neutrality with regard to the County General Fund. These reductions should also be considered in the context of a previous round of budget reductions done off-cycle in December 2002, that was necessitated by earlier State funding cuts. In FY 2003 the department eliminated 57 vacant positions and \$1.2M from its services and supplies budget. As a result of these previous cuts, this round of reductions impacts personnel and client services more directly than did prior reductions.

Reduce State Revenue for Child Support Enforcement

Recommendation: Reduce State funding for child support enforcement by \$5,127,321.

Background: For FY 2004 the California Department of Child Support Services will reduce the amount it reimburses county child support agencies by 5% from FY 2003 levels. This revenue reduction will be \$2,096,975 for Santa Clara County. Forecasted increases in salary and benefits costs will increase the department's deficit by another \$3,030,346, absent expense reductions by the department. The combined impact is \$5,127,321. In order to maintain a zero net impact on the County General Fund, commensurate reductions in expenditures are also recommended.

Impact on Services: This reduction in state reimbursement necessitates the expenditure reductions and service impacts detailed below.

Total Ongoing Reimbursement Reduction: \$5,127,321

Reduction in reimbursement offset by reduction in expenditure

Delete 63.5 Positions

Recommendation: Delete 5 vacant positions and 58.5 filled positions with a cost of \$4,963,762.



Background: These position deletions are necessitated by State funding reductions to County child support enforcement. The department deleted 57 vacant positions in December 2002 in response to previous State funding cuts; thereby making this round of reductions heavily dependant on the elimination of filled positions. The positions identified for deletion achieve vertical equity with regard to management and labor. The positions identified for deletion are as follows:

FTE	Code	Class Description	Filled/Vacant
2.0	C60	Admin Assistant	Filled
4.0	U71	Attorney IV/III/II/I	Filled
2.0	Y27	Employment Counselor	Filled
21.0	E85	Family Support Officer II/I	Filled
10.5	F14	Legal Clerk/Trainee	Filled
3.0	D66	Legal Secretary II/I	Filled
3.0	B1P	Management Analyst	1 Filled 2 Vacant
6.0	C53	Office Auto Systems Coord	5 Filled 1 Vacant
1.0	B2G	Operations Manager	Filled
8.0	G73	Sheriff Technician	7 Filled 1 Vacant
2.0	E84	Supervising FSO	1 Filled 1 Vacant
1.0	D64	Supv Legal Secretary I	Vacant
63.5	Total Deletions		58.5 Filled 5 Vacant

Impact on Services: Remaining staff will absorb the workload of these positions. Implementation of a new business model will allow for improved efficiencies to accommodate this reduction in staffing; however, increased caseloads may result in longer processing times for claims.

Total Ongoing Reduction: \$4,963,762

Reduction in expenditure offset by loss of state revenue

Reduce Services and Supplies Budget

Recommendation:Reduce services and supplies appropriation by \$163,559, commensurate with staff reductions.

Background: The department has a very lean services and supplies budget with many areas of appropriation required to maintain State-funding levels. Most areas where reductions are possible were reduced during the December 2002 round of reductions. Areas of significant reduction include the following:

- Equipment Maintenance
- Small Tools and Equipment
- PC Hardware
- PC Software
- Business Travel
- External Postage

Impact on Services: The focus of these reductions impact the internal operation of the department, not specific client services. The recommended reduction in personnel will allow for a lower level of expenditure for services and supplies.

Total Ongoing Reduction: \$163,559

Reduction in expenditure offset by loss of state revenue

Establish New Plan of Cooperation with the District Attorney

Recommendation:Establish a new Plan of Cooperation (POC) with the District Attorney (DA) in the amount of \$117,000.

Background: The services of one DA Criminal Investigator are necessary to provide security functions for the department.

Impact on Services: Utilizing a POC allows the county to pay for the cost of a current position with State funding, and as such, provides a net savings to the County General Fund, and prevents the need to reduce staffing further in the Office of the District Attorney.

Total Ongoing Cost: \$117,000

Full cost of the agreement reimbursed by State revenue99999933

Department of Child Support Services — Budget Unit 0200 Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
3800	Department of Child Support Services	37,578,531	41,009,134	41,435,407	34,129,162	(6,879,972)	-17
3802	DCSS Electronic Data Processing				1,382,318	1,382,318	
Total Expenditures		37,578,531	41,009,134	41,435,407	35,511,480	(5,497,654)	-13%

Department of Child Support Services — Budget Unit 0200 Revenues by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
3800	Department of Child Support Services	38,725,370	41,009,134	41,440,518	35,511,480	(5,497,654)	-13
Total Revenues		38,725,370	41,009,134	41,440,518	35,511,480	(5,497,654)	-13%

Department of Child Support Services — Cost Center 3800 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	457.0	41,009,134	41,009,134
Board Approved Adjustments During FY 2003	-58.0	426,273	431,384
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-10.0	1,251,173	
Internal Service Funds Adjustment		(147,008)	
Other Required Adjustments		(6,679,247)	(3,832,063)
	Subtotal	389.0	37,608,455
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
Fleet Reduction		(7,056)	0
New POC - DCSS & DA		117,000	
			(2,096,975)
1. Reduce State Reimbursement for Child Support Enforcement			
For FY 2004 the California Department of Child Support Services will reduce funding for county child support agencies by 5% from FY 2003 levels. This funding reduction will be \$2,096,975 for Santa Clara County.			
	-21.0	(1,576,452)	
2. Delete Family Support Officers			
The following positions are recommended for deletion:			
◆ 10 E85-Family Support Officer II			
◆ 11 E86-Family Support Officer I			
	-11.0	(744,312)	
3. Delete Administrative, Professional, and Technical Staff			



Department of Child Support Services — Cost Center 3800
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
The following positions are recommended for deletion:			
◆ 1 C53-Office Auto Systems Coordinator			
◆ 8 G73-Sheriff Technician			
◆ 2 Y27-Employment Counselor			
4. Delete Clerical Positions	-20.5	(1,284,816)	
The following positions are recommended for deletion:			
◆ 5 D51-Office Specialist I			
◆ 2 D66-Legal Secretary II			
◆ 1 D60-Clerical Office Supervisor			
◆ 3 F14-Legal Clerk			
◆ 7.5 F16-Legal Clerk Trainee			
◆ 2 C60-Admin Assistant			
5. Delete Attorneys	-4.0	(676,336)	
The following positions are recommended for deletion:			
◆ 4 U71-Attorney IV			
6. Delete Management Positions	-6.0	(573,296)	
The following positions are recommended for deletion:			
◆ 3 B1P-Management Analyst			
◆ 1 D64-Supervising Legal Secretary I			
◆ 2 E84-Supervising Family Support Officer			
7. Delete the Operations Manager Position	-1.0	(108,550)	
The following position is recommended for deletion:			
◆ 1 B2G-Operations Manager			
8. Reduce Structural Deficit		3,030,346	
Forecasted increases in salary and benefit costs would require a General Fund subsidy of \$3,030,346 without commensurate expense reductions. In order to maintain the department's fiscal neutrality on the County General Fund this structural deficit must be eliminated.			
9. Realign Administrative Services and Supplies		209,309	
The department has a lean services and supplies budget with many areas of appropriation required to maintain State-funding levels. Areas of significant reduction include the following:			
◆ Equipment Maintenance			
◆ Office Expense			
◆ Small Tools and Equipment			
◆ Business Travel			
◆ External Postage			
One area of significant increase is the following:			
◆ Professional and Special Services for Process Serving Contract			
10. New Plan of Cooperation with DA		(117,000)	
The services of one DA Criminal Investigator are necessary to provide security functions for the department. Utilizing such a plan of cooperation allows the county to pay for the cost of a current position with State funding, and as such provides a net savings to the County General Fund.			



Department of Child Support Services — Cost Center 3800
Major Changes to the Budget (Continued)

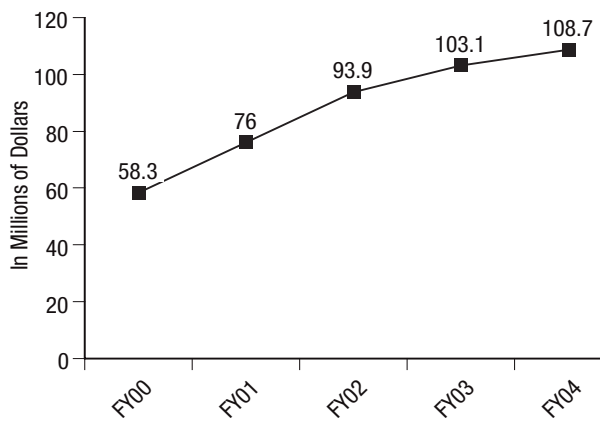
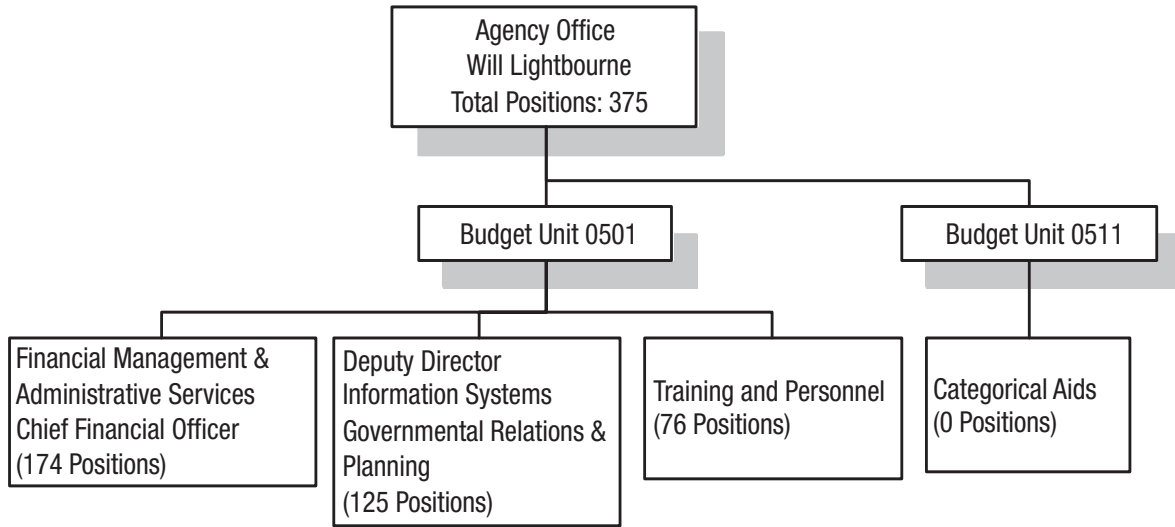
		Positions	Appropriations	Revenues
	Subtotal	-63.5	(1,731,163)	(2,096,975)
Total Recommendation		325.5	34,129,162	35,511,480

DCSS Electronic Data Processing — Cost Center 3802
Major Changes to the Budget

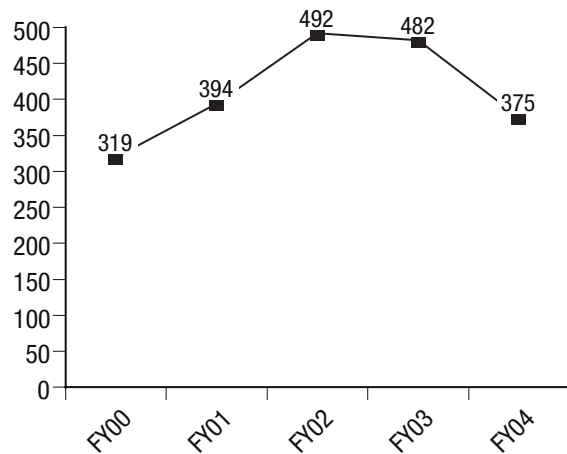
		Positions	Appropriations	Revenues
General Fund (Fund Number 0001)				
FY 2003 Approved Budget				
Board Approved Adjustments During FY 2003				
Cost to Maintain Current Program Services				
	Salary and Benefit Adjustments	10.0	1,061,478	
	Internal Service Funds Adjustment		213,645	
	Other Required Adjustments		473,007	0
	Subtotal	10.0	1,748,130	
Recommended Changes for FY 2004				
Internal Service Fund Adjustments				
	Data Processing Services Reduction		(20,535)	0
			(345,277)	
1. Reduce IT Services and Supplies				
The department has a lean services and supplies budget with many areas of appropriation required to maintain State-funding levels. Areas of significant reduction include the following:				
	◆ Data Processing - (\$128,370)			
	◆ PC Hardware - (\$165,311)			
	◆ PC Software - (\$51,596)			
	Subtotal	0.0	(365,812)	0
Total Recommendation		10.0	1,382,318	



Agency Office - Social Services Agency



Appropriation Trend



Staffing Trend



Public Purpose

- ➔ **Ensure that the policies and priorities established by the Board are implemented in a manner that provides meaningful services to the community.**
- ➔ **Demonstrate responsible and efficient use of public funds.**

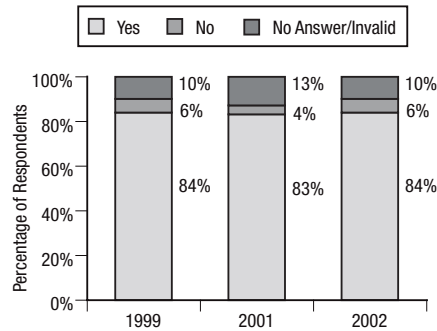


Desired Results

The support provided by the Agency Office (AO) is intended to enhance the three service departments' ability to protect, sustain and enhance the lives of vulnerable individuals in our communities in a culturally sensitive and socially responsible manner. The Client Services Survey gives some insight into our Agency's effectiveness in meeting our goal. The vision itself is reflected in the Public Purposes, Desired Results, and Services of each of SSA's three service departments that follow: Department of Family and Children's Services (DFCS), Department of Employment and Benefit Services (DEBS), and Department of Aging and Adult Services (DAAS).

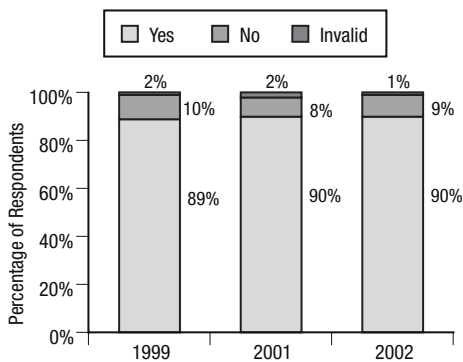
- Demonstrated value** of the services received by Agency clients.
- A consistent message is provided** regarding Agency direction and priorities.
- Staff provides** timely response and follow through.
- Needs of the community** are reflected in the priorities of the Agency.
- Revenue** is maximized.
- Informed conclusions** are drawn from reliable data.

How did we serve you? Social Services Agency clients were asked “How do you feel that you are usually served by the Agency?” to determine whether services were delivered professionally, with respect, and with courtesy. Their 2002 responses, compared with those from 1999 and 2001, are summarized below.

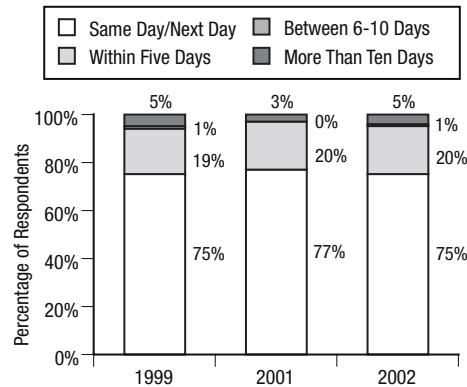


Clients Served Professionally, with Respect, and with Courtesy

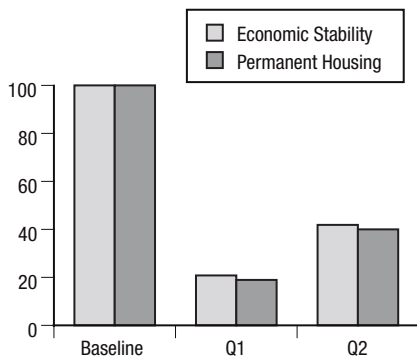
Did the services you receive improve your situation? Social Services Agency clients’ responses indicate whether the services they received improved situations, made them worse, or both improved and worsened aspects of their situations.



Clients Feel Services Received Improved their Situations



Clients Served in a Timely Manner



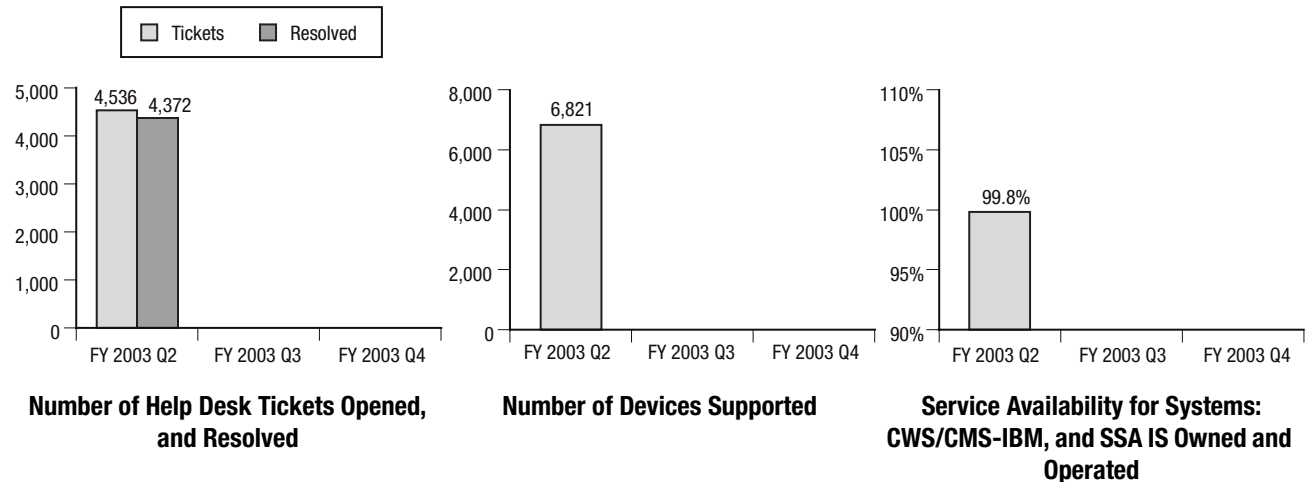
Number of Clients who obtained Economic and Housing Stability

Data under development for FY 2005.

Grant Monies Secured for Provision of Needed Services



Informed conclusions are drawn from reliable data.



Description of Major Services

Agency Office (AO)

The Office of the Social Services Agency Director provides leadership, direction, and administrative support for the three service departments: the Department of Family and Children's Services (DFCS), the Department of Employment and Benefit Services (DEBS), and the Department of Aging and Adult Services (DAAS). These service departments, in partnership with numerous community agencies, provide a wide range of human services for the County's culturally diverse population.

Financial Management Services

Financial Management Services is responsible for collecting Federal and State revenues used to fund the heavily reimbursed major programs of the Social Services Agency. Revenues are received based on prescribed criteria, both as to the manner in which program costs are calculated and how the program is actually administered. The Division is also responsible for processing financial and statistical data, and oversight of the Central Services area. Central Services provides the Agency with facility and telephone services, record retention, mail operations, as well as central supply support.

Information Systems

The Information Systems Division has three purposes to fulfill: (1) to provide leadership, coordination and support in the use of information technology in process design, service delivery, and program administration;

(2) to design, develop, and maintain both the technological infrastructure of the Agency and the Agency's applications; (3) to carry out the purpose of providing information for reporting, decision-making, evaluation, learning, program integrity, and accountability.

Staff Development

This department provides Agency-wide staff development and training. Staff Development activities include course preparation and design, planning, needs assessment, monitoring, and evaluation support. Training activities include offering orientation, induction, professional development, cultural competency, and in-services training for all classifications and levels of staff.

Governmental Relations and Planning

This group is comprised of the Office of Community Development and Relations, the Evaluation and Planning Unit, the Office of Housing Resources and Development, and the Office of Legislative Policy and Development. Together, these offices provide Agency-wide resources to ensure the implementation of initiatives to achieve several important objectives. These include sustaining strong partnerships with our diverse community, ensuring information is obtained concerning the impact of Agency programs on the needy children and families it serves, developing short and long-term housing resources for families and

individuals with special needs being served by SSA programs, and assisting in defining policy direction for the Agency.

Human Resources, Equal Opportunity/Civil Rights

This service area addresses agency recruitment, equal opportunity, and civil rights needs, as well as health and safety. The Equal Opportunity/Civil Rights Office is charged with investigating employee and client complaints of discrimination, and monitoring and maintaining the County's policies on equal employment opportunity, sexual harassment, and diversity.

Social Services Agency FY 2004 Reduction Plan

The Social Services Agency (SSA), which is comprised of three budget units, has met its reduction target. A net total county savings of \$16,048,314 was met, which includes net expenditure of \$15,844,707; a loss of revenue reimbursement of \$5,466,613 and the recognition of new revenues of \$5,670,220 for a net increase of revenue of \$203,607. There are 175 positions

recommended for deletion; 23 are currently filled. In addition to these figures, the County Executive is recommending an additional \$2.5 million of county funds for the Welfare Reform Reserve.

There are two major issues that permeate all three budget units and the four departments that are SSA. SSA provides basic safety net and protective services to vulnerable children, families, and adults. These services, which are in most cases provided through federal and or state mandate are significantly reimbursed by the federal and state government. During times of economic downturns, as is the current situation, caseload and demands for services increase. In this same environment, often federal and state revenues diminish. This places pressure on staff and the delivery system of services. Reduction plans have been developed trying to balance the need to reduce cost, improve operational efficiencies, and maintain basic services. Areas of enhanced services added by the Board in FY 1999, 2000, and 2001 are being eroded in light of this pressure. The next wave of reductions will, in some cases, threaten whole programs.

County Executive's Recommendation

The Social Services Agency Office met its reduction targets by achieving a total budget reduction in the amount of \$5,296,673, and a net General Fund reduction of \$3,553,251. There is a one-time purchase of computer equipment which is offset with revenues of \$891,722. In addition, there is one-time funding of \$270,000 from the Child Abuse Council. The Agency Office (AO) is recommending eliminating a total of forty-eight (48) positions. This includes fifteen (15) vacant positions within the Financial Management Services (FMS) Division, nineteen (19) vacant positions within the Information Systems (IS) Division, and fourteen (14) positions in the Human Resources (HR) Department. Of the 14 positions in Human Resources, 11 positions are filled and 3 are vacant. While the overall economic downturn locally has made it necessary to reduce program funding, the department still strives to achieve its desired results. Every effort has been made to minimize the effect of these reductions.

Staff Reductions

Deletion of Positions in Central Services Division

Recommendation: Eliminate nine (9) vacant positions from the Central Services section in Financial Management Services.

FTE	Code	Class Description	Vacant Filled
3.0	D09	Office Specialist III	Vacant
1.0	Q11	Account Clerk I (U)	Vacant
1.0	D49	Office Specialist II	Vacant
2.0	G82	Stock Clerk	Vacant
2.0	D57	Records Retention Specialist	Vacant
9.0		Total	

Impact on Services: These nine (9) positions are recommended for deletion in Central Services and Procurement. These divisions have assessed their purchasing, publishing, mail, and warehouse services to implement the recommended reduction. They will



continue to consolidate and institute cross-functional efficiencies within the operation. The Department is diligently working to minimize the effects on client services related to these position deletions.

Total Ongoing Net County Reduction: (\$155,555)

Deletion of Positions in Collections, Fiscal, Claims and Budget

Recommendation: Six (6) vacant positions are recommended for deletion in the Collections, Fiscal, Claims and Budget divisions.

FTE	Code	Class Description	Vacant Filled
1.0	V34	Revenue Collections Officer II	Vacant
1.0	V35	Revenue Collections Officer I	Vacant
1.0	D49	Office Specialist II	Vacant
1.0	D62	Revenue Collections Clerk	Vacant
1.0	B1R	Associate Management Analyst	Vacant
1.0	D96	Accountant Assistant	Vacant
6.0	Total		

Impact on Services: These six (6) positions are recommended for deletion in the Financial Management Services Division. These divisions have implemented a plan to absorb the deletions with workload prioritization and redistribution. Specifically, entry caseload was re-divided to include revenue collections clerks, which resulted in caseload reductions for each revenue collector. The impact of this recommended reduction would be minimized by continuing to focus existing resources on critical work priorities.

Total Ongoing Net County Reduction: (\$273,100)

Deletion of Positions in Human Resources

Recommendations: The Human Resources Department is recommending a deletion of eleven (11) filled staff positions and three (3) vacant positions to contribute to the countywide FY 2004 budget deficit reduction effort.

FTE	Code	Class Description	Vacant Filled
1.0	W1N	Senior Management Analyst (U)	Filled
1.0	C60	Administrative Assistant	Vacant
1.0	B1P	Management Analyst	Filled
3.0	D49	Office Specialist II	Filled
1.0	Y25	Employment Program Supervisor	Filled
3.0	E42	Staff Development Specialist	Filled
1.0	D49	Office Specialist II	Vacant
2.0	C53	Office Automation Systems Coordinator	Filled
1.0	C53	Office Automation Systems Coordinator	Vacant
14.0	Total		

Impact on Services: As anticipated hiring in the Social Services Agency will be significantly curtailed for the foreseeable future, it is necessary to trim Staff Development and Training resources within Human Resources to align staff resources to the anticipated demands for services in FY 2004. In anticipation of a reduction in workload in the Training unit, the Department is recommending the reduction of office professionals who support the Staff Development and Training area. The remaining workload will be redistributed to the existing administrative staff. Recognizing that there will be a reduction in the workload in the Training and Staff Development units, the department is planning to reduce staff in the Generic and Clerical Training units. These recommendations will be managed by distributing the positions' responsibilities among the remaining staff in the department. Every effort is being made to minimize the effects of these reductions upon critical human resource, training, and staff development services for the Agency.

Total Ongoing Net County Reduction: (\$640,889)

Staff Reductions in Information Systems

Recommendation: The Information Systems (IS) Division is eliminating nineteen (19) vacant positions as part of their reduction plan. Most of these positions have been vacant for some time and have lost their opportunity to be filled through the freeze process.



FTE	Code	Class Description	Vacant Filled
2.0	B1W	Management Aide	Vacant
1.0	D09	Office Specialist III	Vacant
3.0	G11	Information Systems Manager III	Vacant
2.0	G12	Information System Manager II	Vacant
2.0	G28	Information Systems Analyst II	Vacant
2.0	G55	Business Consulting Project Manager	Vacant
1.0	L97	Associate Operations Research Analyst	Vacant
1.0	P65	SSA Appl. Decision & Support Spec. - Eligibility II	Vacant
2.0	P72	SSA Appl. Decision & Support Spec. - Employment Services II	Vacant
2.0	V65	SSA Appl. Decision Support Manager	Vacant
1.0	W1N	SSA Information Technician Specialist (U)	Vacant
19.0	Total		

Impact on Services: The deletion of these nineteen (19) vacant codes will require the IS Division's current staff to take on additional responsibilities and for managers to oversee a larger number of staff. Every effort will be made to maintain effective service delivery within the Information Systems Division and the Social Services Agency. Most staff will be committed to CalWIN (CalWORKS Information Network) related activities. The increased demand of CalWIN activities and other major regulatory changes will consume available resource time and preclude the majority of local priorities. Though core services will be maintained, the ability to develop new applications and to provide ongoing support for these new applications will be reduced. Specifically, projects such as upgrades to the workstations for users of the Child Welfare System (CWS), migration to an SSA standard e-mail and security system, and systems to improve agency productivity and use of information will be slowed.

Total Ongoing Net County Reduction: (\$874,800)

Reduction in Services and Supplies in Information Systems

Recommendation: This recommendation reduces the services and supplies budget in the IS Division by a total of (\$1,972,846), for a net County reduction of (\$676,894).

Impact on Services: The reduction to the non-salary costs for the IS Division incorporates all adjustments required to support the Agency's infrastructure and projects. The costs for services and supplies decrease as

projects like CalWIN (CalWORKS) Information Network), Integrated Document Management (IDM) and other smaller projects are getting close to being implemented. Management and professional consulting contracts that were purchased to begin the implementation of CalWIN and IDM are expiring in FY 2003, while other smaller consulting contracts are being reduced. The hardware and software for CalWIN were purchased primarily in FY 2002 and FY 2003. With the deployment of CalWIN equipment, rental agreements for personal computers and peripherals are being eliminated.

Total Ongoing Net County Reduction: (\$676,894)

Reduction in Discretionary Program Contracts

SSA manages for the Board a group of contracts that are not federal or state mandated services. Up until this FY 2004 reduction target of \$16 million, SSA had been able to minimize cuts in this area. SSA is recommending a 16% cut for these programs with the exception of the Food Bank, the primary safety net contract for the County. There are 16% cuts recommended to the General Fund, the Immigration, Status Offender Services (SOS), and Domestic Violence Advocates contracts. These total \$812,104.

Recommendation: Reduce General Fund Contracts by \$384,001.

Impact on Services: This action will reduce the General Fund Contracts by 16%. The General Fund Contracts provide funding to qualified community-based organizations, educational institutions, and governmental jurisdictions for the delivery of human services to the residents of Santa Clara County. The four service categories are: Services to Children, Youth, and Families with Children; Services for Adults, Seniors, and Disabled Adults; Housing and Shelter-Based Services; and Services for Immigrants. Services will be reduced in proportion to the target reduction.

Total Savings: (\$384,001)

Reduce General Fund Inventory Contracts

Recommendation: Reduce General Fund Inventory Contract account by \$43,984.

Impact on Services: This action will not impact the current level of services being provided.

Total Savings: (\$43,984)

Reduce General Fund Immigration Contracts

Recommendation: Reduce General Fund Immigration Contracts by \$63,725.

Impact on Services: This action will reduce the General Fund Immigration contracts by 16%. The General Fund Immigration contracts provide naturalization services and immigration services to residents of Santa Clara County. Services will be reduced in proportion to the target reduction.

Total Savings: (\$63,725)

Reduce General Fund Status Offender Services (SOS) Contracts

Recommendation: Reduce General Fund Status Offender Services (SOS) Contracts by \$272,074.

Impact on Services: This action will reduce the Status Offender Services (SOS) contracts by 16%. The SOS contracts provide a valuable service to those children who are neither Probation or Child Welfare children. The Social Services Agency (SSA) asked the Child Abuse Council for access to one-time funds from the County's Children's Trust Fund to cover the SOS contract reductions. The Child Abuse Council has recommended to the Board of Supervisors that one-time funds be made available to the Agency, to be used at its discretion, to help meet the Council's goals of child abuse prevention. SSA has evaluated the need of the Agency, its programs, and the Board's priorities and has determined that the best use of these funds would be with the SOS Program. The SOS Program is able to provide preventive child abuse services to children who would otherwise be possible referrals to child welfare and placement into the Children's Shelter without these

services. Due to the funding made available by the Child Abuse Council, the impact on services to this program will be minimal.

Services and Supplies	Reduction
Status Offender Services (SOS) Contracts	(\$272,074)
Child Abuse Contracts One-time	\$270,000
Child Abuse Revenue One-time	\$270,000
Net Ongoing Reduction	(\$2,074)

Total Savings: (\$2,074)

Reduction to the General Fund Domestic Violence Contracts

Recommendation: Reduce General Fund Domestic Violence Contracts by \$48,320.

Impact on Services: This action will reduce the General Fund Domestic Violence Contracts by 16%. A total of five service providers participate in the program and provide a network of services/support for victims of domestic violence in Santa Clara County. This money also provides one-time assistance to victims of domestic violence for such things as rental/housing assistance, moving costs, utility down payments, transportation, legal services, and child care. Services will be reduced in proportion to the target reduction.

Total Savings: (\$48,320)

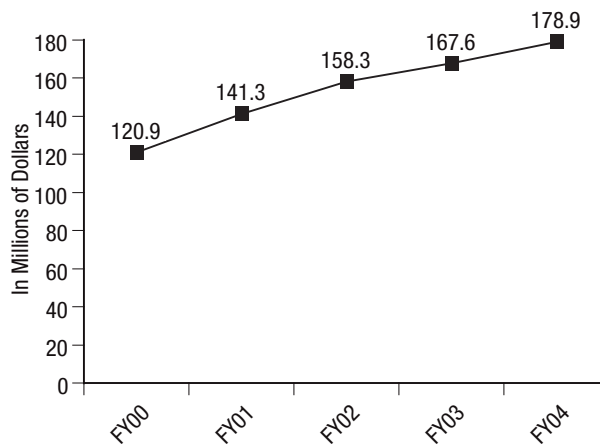
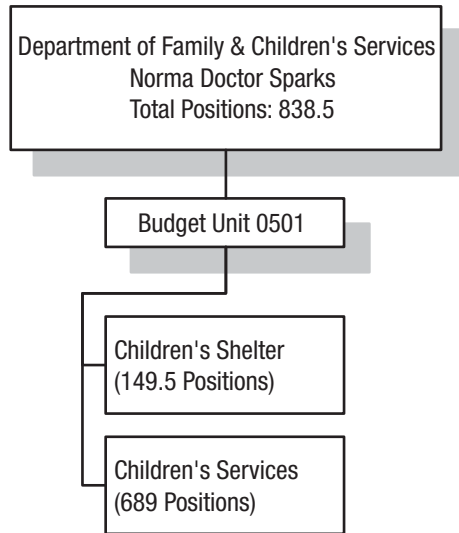
Reduce County Counsel Services

Recommendation: Reduce County Counsel services in DFCS by \$482,000.

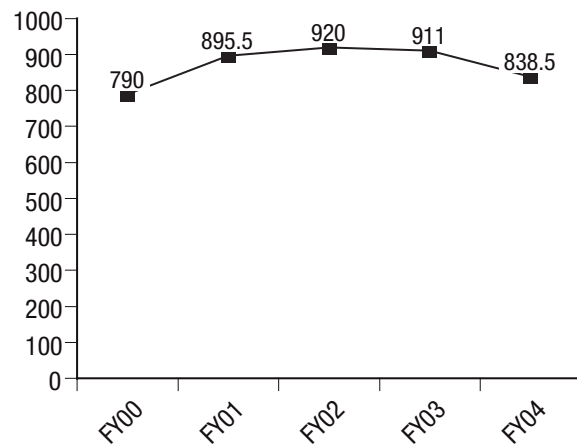
Impact on Services: County Counsel is reducing its support for DFCS by 1.6 Attorney FTEs and .2 FTE of paralegal services. Existing work will be redistributed to the balance of the County Counsel staff.

Total Ongoing Net County Reduction: (\$119,909)

Department of Family and Children's Services - Social Services Agency



Appropriation Trend



Staffing Trend



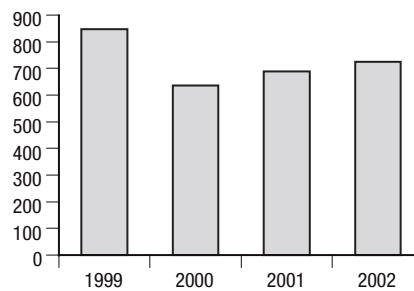
Public Purpose

- Children's Lives Protected
- Basic Needs Met for Children in the Child Welfare Services System
- Families Strengthened and Restored
- Community Participation in Child Well Being
- Permanency for Children



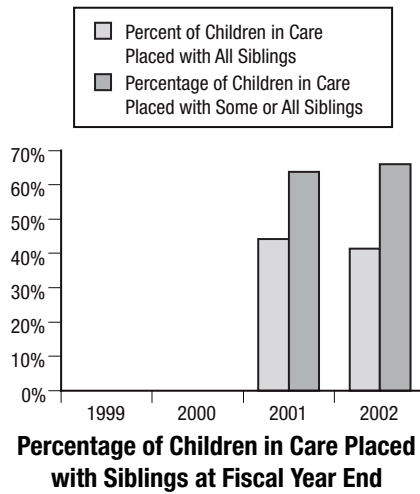
Desired Results

Ensure children's safety by removing them from unsafe homes.

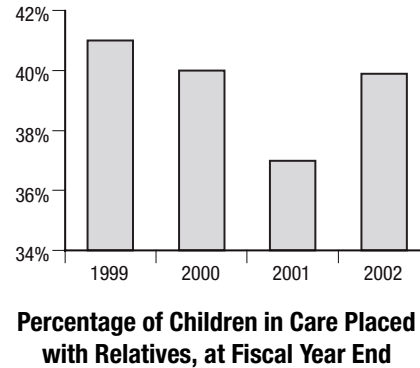


Number of Children Removed from Unsafe Homes of Parents or Guardians

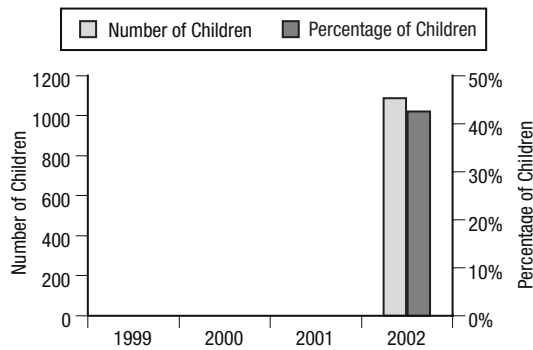
Protect children’s sibling relationships by keeping them together in placement, by keeping children together in placement, and by placing children with relatives.



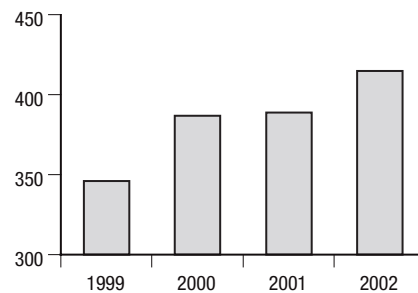
Protect the continuity of the family by placing children with relatives.



Ensure the continuity of children’s growth by increasing the number of foster homes and placing children in culturally sensitive homes.



Number of Children in Care Placed with Relatives or Non-Relative Extended Family Members



Number of Foster Care Homes Available



Ensure that children’s basic and social development needs are met, by arranging for medical and dental care, and ensuring that individual and special educational needs of children are addressed.

Data under development for FY 2005.

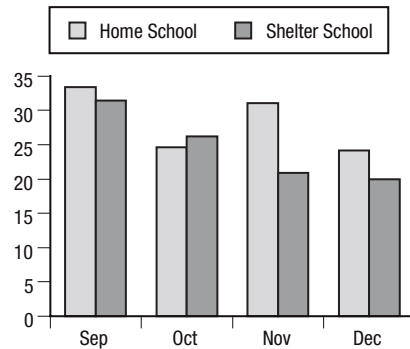
Number of Children Served by the Children’s Health and Disability Prevention Program for Medical and Dental Care

Data under development for FY 2005.

Number of Special Needs Children in Foster Care Receiving Educational Services

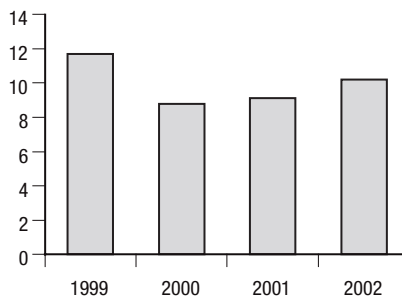
Data under development for FY 2005.

Ratio of Number of Children with a Completed Individualized Education Plan (IEP) to Number Needing an IEP, among Children with Special Education Referrals



Number of Children Who Attend their Home School versus the Children’s Shelter School

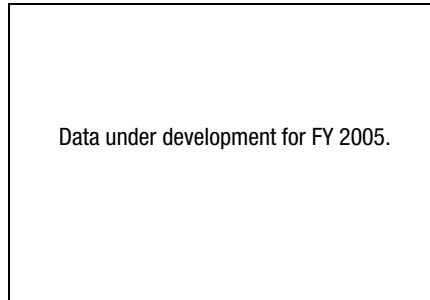
Ensure that parents acquire needed parenting skills and an ability to protect their children, by offering appropriate services for the timely resolution of issues related to their children’s well-being, thereby decreasing the time between child removal and reunification with the parents.



Time between Removal and Reunification (Months)

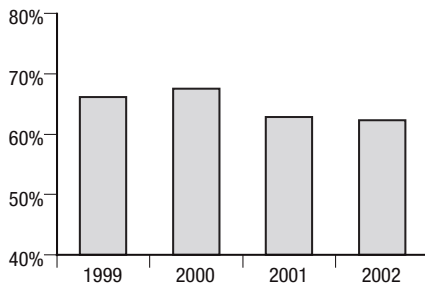


Limit the need for out-of-home placement by increasing the number of children and families that are diverted from the Child Welfare Services (CWS) system through early intervention.

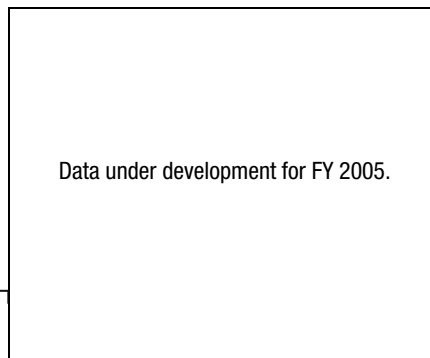


Number of Children and Families Diverted from Child Welfare Services (CWS)

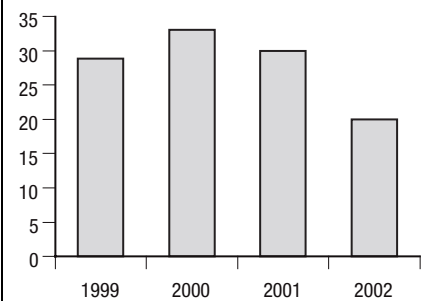
Safely reunite children with their parents as soon as possible by increasing the percentage of children reunifying with their families, reducing the number of placement moves, and reducing the average length of stay for children at the Children's Shelter.



Percentage of Children Reunified during the Fiscal Year.



Average Number of Placement Moves per Child

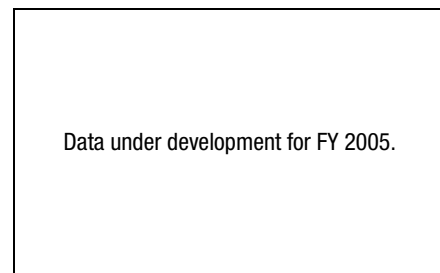


Average Length of Stay in Days for Children at the Children's Shelter, by Fiscal Year

Children's ties to their community maintained by establishing family-to-family connections and adding foster homes in communities where the children reside.



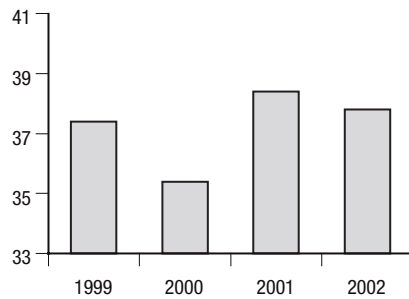
Data on Five Targeted Family-to-Family Demonstration Neighborhoods



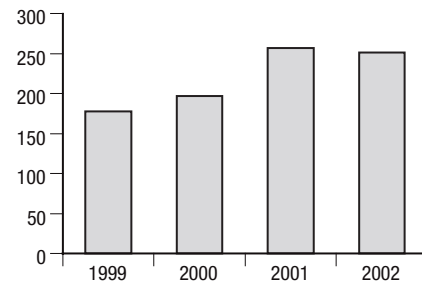
Number of Licensed Foster Homes in Children's Community



Alternative permanent family placements provided by decreasing the length of time a case is open before adoption is finalized, and by attaining the California Department of Social Services' annual standard of 209 adoptions for children in our County for whom adoption has been identified as the permanent plan.



Average Number of Months a Case was Open before Adoption was Finalized



Annual Number of Adoptions for Children for whom Adoption has been Identified as the Permanent Plan

Description of Major Services

The Department of Family and Children's Services (DFCS) collaborates with families, community agencies, and the juvenile court to ensure that every child is provided a home environment free of abuse, neglect, and exploitation. The Department's mandated services include 24 hour coverage to receive reports of child maltreatment, emergency response to investigate allegations of maltreatment, family maintenance services, family reunification services, and permanent placement services (including adoption). DFCS is also responsible for working closely with public and private agencies and the court for establishing preventive services, expanding public education and engaging community partners in planning to meet children's needs.

DFCS Reorganization

The Department will be reorganized beginning in FY 2004 to ensure that high quality services are delivered more efficiently and expediently. The guiding principles for this reorganization call for maintenance of front-end diversion, family focused services delivered seamlessly, strengthened in-person investigation and monitoring, joint decision-making, continuity for children's placements and their relationships with social workers, prompt provision of culturally appropriate community services in necessary languages, extended service hours, equity in workloads and increased supervisory support. The reorganization incorporates a number of child welfare best practice methods, including reduced

caseloads, stronger supervision, and cross training to bridge general and specialized areas of practice to strengthen social workers' skills and competence.

Family-to-Family

The Department is integrating Family-to-Family concepts and strategies into its operations and philosophical approach. This approach mobilizes families, community partners, placement resource families, and the Department in collaborative efforts in four strategic areas: team decision-making; placement resource family recruitment, training and support; community partnerships to maximize services and community support; and self-evaluation to measure child and family service outcomes and the need for policy and practice changes.

In 2001 DFCS began building community partnerships in key neighborhoods and communities with the greatest child welfare needs, including South County, parts of North County, the Mayfair neighborhood of San Jose, the Asian and Pacific Islander communities, and the African-American community. DFCS workgroups and community action teams developed strategic plans for each community.

Implementation of community partnerships is proceeding. In February 2003, DFCS in collaboration with Kids in Common showcased the new Resource Family Recruitment and Support Plan at three simultaneous "Everyone is a Resource" celebrations held in different parts of the County. The plan

encourages resource families to team with birth families to enhance the likelihood of reunification. Other key provisions of the plan include: identification, assessment and support for relative caregivers; team decision-making to ensure quick, strong placement decisions and support for placements; improved communication about children's needs to caregivers; recruitment and support for families by new community partners; and encouragement to all Social Services Agency staff to share responsibility for ongoing recruitment. Team Decision-Making facilitators will be deployed with implementation of the Department's reorganization in early FY 2004. DFCS is also reviewing progress on joint response with local law enforcement and how to use Family-to-Family strategies to reduce the over-representation of children of color in the child welfare system. Additionally, baseline information is being gathered for self-evaluation. The goal is to integrate the Family-to-Family philosophy in all aspects of social work practice.

Adoption and Safe Families Act (ASFA)

In an effort to achieve full compliance with the Federal Adoption and Safe Families Act (ASFA), DFCS assembled teams of social work and eligibility work staff to review necessary policy and procedure changes, and to make recommendations to integrate federal mandates throughout all aspects of the foster care delivery system. Several procedures have been updated, including reassessment of existing relative home placements in accordance with standards set by the State of California, based on federal guidelines.

Domestic/Family Violence Intervention Services

DFCS is expanding best practice methods for working with families impacted by child maltreatment and family violence through the Greenbook Project. This is a federally funded initiative partnering social workers, domestic violence advocates, community domestic violence services and preventive programs, the Probation Department, Office of the District Attorney, juvenile court judges, and law enforcement to coordinate efforts to reduce and respond to family violence.

Performance Improvement

DFCS has implemented a variety of performance based measurement outcomes to improve the quality of services provided to children and families, including Cross Systems Evaluation, Performance Based Budgeting (PBB), and Family-to-Family Self-Evaluation.

The Department participates in Cross Systems Evaluation to enable policy makers and agency leaders to determine the effectiveness of County-funded services provided to children and families. Cross Systems Evaluation publishes an annual Children and Family Services Investment Profile, and maintains a data warehouse accessed by County staff for program analysis.

The DFCS PBB plan was developed in recognition of the concept that funding recommendations should be based on what is accomplished. Most DFCS outcome measures have data back to FY 1999, while some measures are still under development for data extraction for FY 2004 and FY 2005.

As previously mentioned, the Family-to-Family strategy of self-evaluation is underway with the gathering of baseline information. When fully operational, self-evaluation will help determine service and program performance, and guide improvements.

Out-of-Home Placement Initiatives

The County's investment in a variety of Out-of-Home Placement Initiatives has resulted in significant reductions in the daily population and length of stay for children in the Children's Shelter. These initiatives include Foster Care Supplement payment, Respite and Child Care Programs for foster parents; Group Home Supplements to strengthen and expand local group home resources for County children; financial support for the Foster Parent Resource Center; Family Strength-Based Services for families diverted from DFCS, start-up funding for a Supportive Living Model placement resource for adolescents needing a supervised independent living situation, and several DFCS operational improvements to better focus placement planning and services for children in the Shelter.

Standardized Contracts

Contracts administered by DFCS have been reviewed for their relevance and benefit to DFCS clients, and standardized in regards to provisions detailing scope of services and other terms. This has resulted in contractors' services being more integrated with and responsive to what is required in case plans for children and families.



County Executive's Recommendation

The Department of Families and Children's Services (DFCS) will reduce expenditures by \$4,486,006 with the deletion of eighty-two positions, of which twelve are filled, loss of revenue reimbursement of \$1,623,302, and one-time revenues of \$4,205,498, for a net county savings of \$6,968,202. DFCS programs are covered in two budget units. The Categorical Aid Budget target of \$3.4 million impacts only the DFCS programs. DEBS programs within Categorical Aids are all mandated entitlement programs and cannot be reduced.

DFCS experienced an infusion of resources and staff from FY 2000 to FY 2002. A priority of both the State and the County, children service programs were expanded and newly created. With current deficits at both the state and county level, DFCS programs are vulnerable because of their increased service level and cost. The Board has invested heavily in the Out-of-Home Placement Initiatives and the Children's Shelter. As a result of this investment, the population at the Children's Shelter has decreased by over half. A strategy of the DFCS reduction plan was to recoup some savings resulting from the Shelter population decrease, but protect the programs that provide alternative placements. In addition to the above strategy, a major reorganization of the department is underway that will help to mitigate many of the proposed reductions by redirecting resources and staff from non-mandated programs and activities.

The Department is undergoing a major reorganization that will increase the number of case-carrying social workers by reassigning workers who have not been carrying cases to case-carrying assignments. This is expected to accomplish a goal of assigning approximately fifteen children to each social worker who will provide ongoing case management services (significantly less children than are currently assigned). This reorganization will allow DFCS to perform basic, mandated child welfare services, achieve core program goals, integrate Family-to-Family principles and strategies, and distribute other operational tasks among remaining staff.

The recommendations support the budget priorities established by the Board to pursue cost saving measures that do not significantly impact service levels and minimize layoffs. The recommendations also

support the department's objectives to address fiscal restraints while maintaining effective child welfare services for children and families.

Staff Reductions

Deletion of Social Work Trainee Positions

Recommendation: Deletion of twenty (20) vacant Social Worker III Trainee positions.

FTE	Code	Class Description	Vacant Filled
20.0	Y3C	Social Worker III	Vacant
20.0		Total	

Impact on Services: Deletion of twenty (20) Social Worker III positions would impact the Department's ability to provide a six-week, pre-service induction training program for newly hired social workers. These positions were part of a formal training program implemented four years ago to prepare newly hired social workers for child welfare practice free of concurrent caseload responsibilities. In view of the new economic situation and restrictions on hiring new social workers, the agency will return to its prior training model that required newly hired workers to concurrently train while building a caseload.

Total Ongoing Net County Reduction: (\$418,551)

Deletion of Positions in the Administrative Support Bureau

Recommendation: Deletion of two (2) vacant positions in the Administrative Support Bureau.

FTE	Code	Class Description	Vacant Filled
1.0	Y49	Social Work Coordinator II	Vacant
1.0	D49	Office Specialist II	Vacant
2.0		Total	

Impact on Services: Deletion of these two (2) positions would impact the department's capacity to prepare reports for the Board of Supervisors and procedures for staff, and reduce administrative resources for quality



assurance and audits. The department's reorganization and redistribution of staff should minimize the impact of these deletions.

Total Ongoing Net County Reduction: (\$79,211)

Deletion of Positions in Juvenile Court Services Bureau

Recommendation: Deletion of six (6) vacant positions in the Juvenile Court Services Bureau.

FTE	Code	Class Description	Vacant Filled
2.0	Y3A	Social Worker I	Vacant
2.0	Y3B	Social Worker II	Vacant
1.0	D49	Office Specialist II	Vacant
1.0	D09	Office Specialist III	Vacant
6.0	Total		

Impact on Services: Without the department's plan to redeploy staff, this would impact the ability of the department to provide supervised visits between children and parents, administer random and scheduled drug tests, conduct home visits to monitor children's safety, and divert children from the Children's Shelter.

Total Ongoing Net County Reduction: (\$237,610)

Deletion of Positions at the Children's Shelter

Recommendation: Deletion of twelve (12) filled positions and twelve (12) vacant positions at the Children's Shelter.

FTE	Code	Class Description	Vacant Filled
1.0	X24	Senior Children's Counselor	Filled
2.0	X31	Children's Counselor	Filled
9.0	E49	Day Care Aide	Filled
1.0	B6L	Deputy Director - Children's Shelter	Vacant
2.0	X24	Senior Children's Counselor	Vacant
1.0	H21	Facility Services Worker	Vacant
1.0	C60	Administrative Assistant	Vacant
3.0	D49	Office Specialist II	Vacant
1.0	B2R	Administrative Support Officer I	Vacant
1.0	X21	Cottage Manager	Vacant
1.0	Y22	Social Work Training Specialist	Vacant
1.0	Y3C	Social Worker III	Vacant
24.0	Total		

Impact on Services: The County's investment in a variety of Out-of-Home Placement Initiatives has resulted in a significant reduction in the daily population and length of stay for children at the Shelter, leading to the elimination of one cottage manager and the deletion of twelve filled cottage positions. Deletion of these filled positions would require redistribution of remaining cottage staff to serve a reduced number of children and youth remaining in the cottages.

Also, because of the reduction in population and length of stay for children at the Shelter, twelve (12) vacant non-cottage positions at the Shelter will be eliminated. These deletions would require top administrators to assume additional responsibilities, slow down the Shelter's data tracking system, provide fewer experienced Children's Counselors, leave fewer staff to handle cleaning and laundry services, reduce social work staff in the Admission Center, and reduce staff resources for conducting training to Children's Shelter staff. Continuation of the Out-of-Home Placement Initiatives is expected to keep the population and length of stay for children at the Shelter at lower levels and allow the Shelter to absorb the loss of these positions.

Total Ongoing Net County Reduction: (\$1,614,987)



Reduce Custody Health Funding for the Children's Shelter

Recommendation: Reduce funding equivalent to 2.5 FTE support services staff from Custody Health at the Children's Shelter, resulting in a total savings of (\$168,590). Please refer to the County Executive's recommendation for Custody Health - Budget Unit 414.

Total Savings: (\$168,590)

Impact on Services: Due to the decline in the Children's Shelter population, the elimination of the positions would have no impact on service delivery.

Recommendation: Deletion of six (6) vacant codes in the Adoptions Bureau.

FTE	Code	Class Description	Vacant Filled
4.0	Y3C	Social Worker III	Vacant
1.0	Y48	Social Work Coordinator II	Vacant
1.0	D09	Office Specialist III	Vacant
6.0	Total		

Impact on Services: Without the department's reorganization plan to redeploy staff, this would result in fewer social workers available to service families involved with Dependency Drug Court, fewer Spanish-speaking social workers, and fewer staff available to assess relatives for placement. The Department's reorganization and redistribution of staff should minimize the impact of these deletions.

Total Ongoing Net County Reduction: (\$274,099)

Deletion of Positions in the South County Bureau

Recommendation: Deletion of four (4) vacant positions at the South County Bureau.

FTE	Code	Class Description	Vacant Filled
1.0	B3P	Program Manager I	Vacant
1.0	Y49	Social Work Coordinator I	Vacant
1.0	D49	Office Specialist II	Vacant
1.0	D11	Transcriptionist	Vacant
4.0	Total		

Impact on Services: The deletion of these positions would result in reduced management and administrative staff at the Gilroy Family Resource Center (GFRC) and the Monterey Road Child Welfare Office, reduced clerical support for South County staff, and reduced staff to collaborate with community partners at GFRC.

Total Ongoing Net County Reduction: (\$158,565)

Deletion of Positions in the Prevention, Education and Community Services Bureau

Recommendation: Deletion of two (2) vacant positions in the Prevention, Education and Community Services Bureau.

FTE	Code	Class Description	Vacant Filled
1.0	Y3B	Social Worker II	Vacant
1.0	C60	Administrative Assistant	Vacant
2.0	Total		

Impact on Services: The deletion of these positions will impact the collaboration between Family-to-Family community partners, and community organizing through the Family Resource Centers. The Department's reorganization and redistribution of staff should minimize the impact of these deletions.

Total Ongoing Net County Reduction: (\$77,889)

Deletion of Positions in the Emergency Response Bureau

Recommendation: Deletion of six (6) vacant positions in the Emergency Response Bureau.

FTE	Code	Class Description	Vacant Filled
3.0	Y3C	Social Worker III	Vacant
1.0	C76	Office Management Coordinator	Vacant
1.0	D49	Office Specialist II	Vacant
1.0	D09	Office Specialist III	Vacant
6.0	Total		

Impact on Services: Without the department's reorganization plan to redirect staff the impact of deleting three Social Worker III positions would be fewer staff available to investigate child abuse and

neglect reports. This impact should be offset under the Department's reorganization plan by reassignment of non-case-carrying staff to case carrying positions. The impact of deleting the remaining positions would mean less clerical support services for social worker staff.

Total Ongoing Net County Reduction: (\$246,708)

Deletion of Positions in the Supportive Services Bureau

Recommendation: Deletion of four (4) vacant positions in the Support Services Bureau.

FTE	Code	Class Description	Vacant Filled
1.0	Y3A	Social Worker I	Vacant
1.0	C23	Prevention Analyst II	Vacant
1.0	X36	Transportation Officer	Vacant
1.0	Y3C	Social Worker III	Vacant
4.0		Total	

Impact on Services: Deletion of these positions would impact the ability of the Department to provide social workers to assist in the identification of placement resources, assistance with transportation of children to visits at Clover House, and promote Family-to-Family initiatives within DFCS.

Total Ongoing Net County Reduction: (\$174,366)

Deletion of Positions in the Child Welfare Services Bureau

Recommendation: Deletion of five (5) vacant positions in the Child Welfare Services Bureau.

FTE	Code	Class Description	Vacant Filled
1.0	Y23	Social Work Supervisor	Vacant
3.0	Y3C	Social Worker III	Vacant
1.0	D51	Office Specialist I	Vacant
5.0		Total	

Impact on Services: Without the department's reorganization plan of redirecting staff, the deletion of these positions would impact the Department's

provision of federal and state mandated child welfare services by reducing the level of case-carrying social worker staff, and their supervisory and clerical support.

Total Ongoing Net County Reduction: (\$225,952)

Deletion of Positions in the Specialized Youth Planning Services Bureau

Recommendation: Deletion of three (3) vacant positions in the Specialized Youth Planning Services Bureau.

FTE	Code	Class Description	Vacant Filled
2.0	Y3C	Social Worker III	Vacant
1.0	Y3B	Social Worker II	Vacant
3.0		Total	

Impact on Services: Without the department's reorganization plan of redirecting staff, the deletion of these positions would impact the provision of federal and state mandated child welfare services by reducing the level of case-carrying social worker staff.

Total Ongoing Net County Reduction: (\$140,127)

Reduction in Out-of-Home Placement Initiatives

The Out-of-Home Placement Initiatives have provided additional County-only funding to develop new placement resources such as the Matrix Program, to recruit and retain Foster Parents and Group Homes, and to provide up front intensive services to avoid out-of-home placement. These programs have been successful in reducing the Children's Shelter population significantly and in retaining group homes and foster parents. The proposed reduction attempts to alleviate the cuts in this program in two ways. In the majority of cases all unallocated or unspent funds have been eliminated or new revenue pursued. There is also a proposed reduction in the \$50 Per Month Supplement to the Foster Parent program. The overall net savings for all these programs is \$1,048,798.

Reduction to the Mental Health Patch Program

Recommendations: Reduce the Mental Health Patch budget by \$180,000.

Impact on Services: It is anticipated that mental health services to children in Foster Care will not be reduced. Funding for the same services will be paid for by Medi-Cal instead of the County General Fund through the development of contracts between the Mental Health Department and the service provider.

Total Ongoing Net County Savings: (\$180,000)

Reduction to the Foster Parent \$50 Supplement Program

Recommendation: Reduce the Foster Parent Supplement budget by \$80,000.

Impact on Services: This program will be phased out of the Department of Family and Children's Services (DFCS). When a foster child exits their current foster care home placement, the subsidy will be eliminated. The majority of foster children qualify for additional special payments under the "special care increment" program, therefore increasing the foster child's aid payment and reducing the need for this program. The number of children who qualify for additional payments under the "special care increment" program has increased over the last two years, due to DFCS's ongoing efforts to ensure that children who qualify for additional payments receive them. The "special care increment" payment provides a greater subsidy than the \$50 month supplement.

Total Ongoing Net County Savings: (\$80,000)

Reduction to the Intensive Intervention Program

Recommendation: Reduce the Intensive Intervention budget by \$284,798.

Impact on Services: It is anticipated that services provided under the Intensive Intervention Program will not be reduced. This reduction includes funds that have not fully been expended in previous years. Fiscal Year 2003 was the first full year of implementing the Family-Strength Based Program. The actual cost of the program is less than what was anticipated. Any additional up-front services needed by the program will be administered by the Department of Family and Children's Services.

Total Ongoing Net County Savings: (\$284,798)

Reduction to the Group Home Subsidy Budget

Recommendation: Reduce the Group Home Subsidy budget by \$504,000.

Impact on Services: This action will reduce the budget to the actual expenditures of this program. It will not reduce the current level of subsidized beds. Some group homes have dropped out of the program and new ones have not replaced them.

Total Ongoing Net County Savings: (\$504,000)

Bridge Funding for Out-of-Home Placement Services

Recommendation: Recognize one-time revenues of \$4,705,498 and a one-time reserve of \$2,102,749 for FY 2005 out-of-home placement services, leaving a net savings of \$2,102,749.

Impact on Services: The Social Services Agency has a tier three target for Budget Unit 511 of \$3,409,429. It met \$1,048,798 in program costs savings. Budget Unit 501 absorbed a portion of the cut, but left a balance of \$2,102,749. In order to save discretionary out-of-home placements programs from further cuts, a plan has been developed that should bridge these programs from cuts for two years using one-time revenue. It is anticipated that by FY 2006, the statewide sales tax revenue will have made a partial recovery and ongoing realignment revenue will be available to replace the one-time revenue source. The Social Services Agency caseload growth has already earned significant realignment revenues above this amount.

Net One-Time Savings: (\$2,102,749)

Costs of Family and Children's Services and Aid Programs

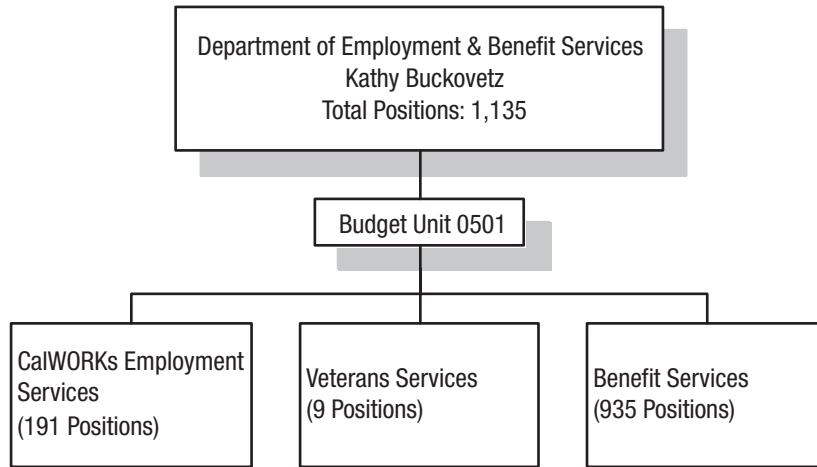
Programs	Total \$	County \$	County %
Adoptions Assistance Eligibility	\$759,294	\$86,811	11.4%
Adoption Services	\$3,388,133	\$0	0.0%
Child Abuse Prevention (AB 1733 and AB 2994)	\$1,344,466	\$0	0.0%
Child Development Program (Dept. of Education)	\$3,060,530	\$87,221	2.8%
Children's Shelter Program	\$13,856,255	\$5,359,666	38.7%
Child Welfare Services	\$79,063,942	\$28,865,559	36.5%
Domestic Violence Advocates	\$253,680	\$253,680	100.0%
Domestic Violence Contracts (Marriage License Fees)	\$200,000	\$0	0.0%
Emancipated Youth Stipend	\$130,392	\$0	0.0%
Emergency Funds For Relatives	\$47,380	\$0	0.0%
Family to Family Casey Foundation	\$185,146	\$0	0.0%
Federal Drug Grant	\$443,355	\$0	0.0%
Federal Family Preservation Support Program	\$1,439,725	\$0	0.0%
Foster Care Eligibility	\$3,884,827	\$870,807	22.4%
Foster Home Licensing	\$3,587,354	\$1,254,376	35.0%
Foster Home Recruitment (AB 2129)	\$200,000	\$83,088	41.5%
Green Book Grant	\$384,689	\$0	0.0%
Independent Living Skills Program	\$923,533	\$0	0.0%
Kin-Gap Eligibility	\$180,784	\$0	0.0%
Kinship Supportive Services Grant	\$117,000	\$0	0.0%
State Family Preservation Program	\$1,376,825	\$462,863	33.6%
Status Offender System Contracts	\$1,428,389	\$1,428,389	100.0%
Supportive and Therapeutic Options (STOP)	\$510,870	\$153,261	30.0%
DFCS Subtotal	\$116,766,570	\$38,905,720	33.3%
BU 511 DFCS Categorical Aids	\$97,549,071	\$13,438,658	13.8%
DFCS Total	\$214,315,641	\$52,344,378	24.4%

The table above lists the programs administered by the Department of Families and Children's Services (DFCS), their FY 2004 Recommended Budget costs, and the County's share of costs. The financial assistance payments administered by the Social Services Agency are budgeted in Budget Unit 511 (BU 511) and are

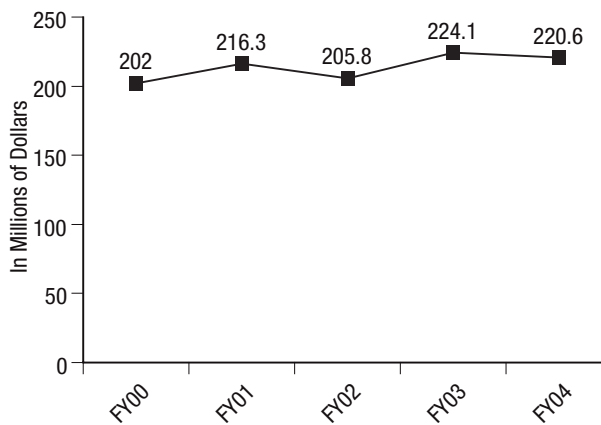
tabulated in the next section on the Department of Employment and Benefit Services (DEBS). The overall amount of categorical aid payments going to DFCS recipients (Foster Care and Out-of-Home Placement are examples) are included in this table.



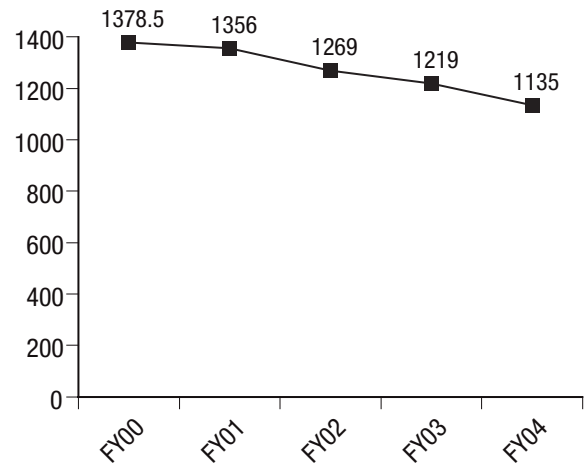
Department of Employment and Benefit Services - Social Services Agency



Section 3: Children, Seniors And Families



Appropriation Trend



Staffing Trend



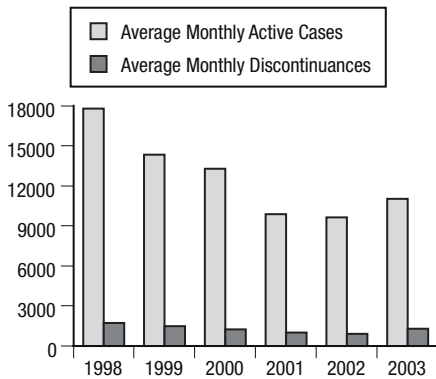
Public Purpose

- ➔ Recipients of cash assistance transition from welfare to work and self-sufficiency.
- ➔ Eligible individuals and working poor receive necessary health, nutrition, vocational and veteran's services.

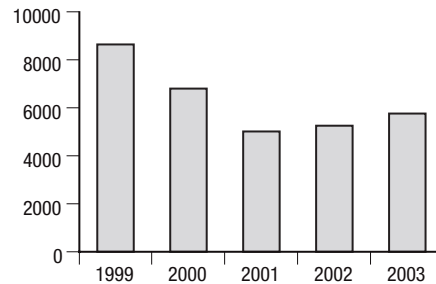


Desired Results

Attainable and Stable Employment through a commitment to assist cash assistance recipients to obtain and retain employment, and to help them advance in their careers so that individuals and families eventually become self-sufficient. Declines in caseloads and wage increases indicate success in moving toward self-sufficiency.

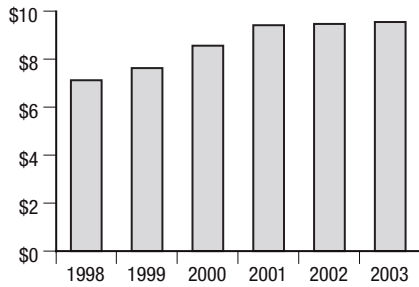


CalWORKs Average Active Cases and Discontinuances

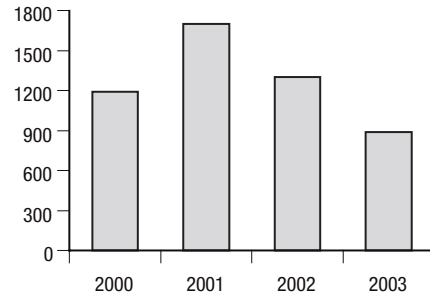


CalWORKs Cases Required to Participate in Employment Services



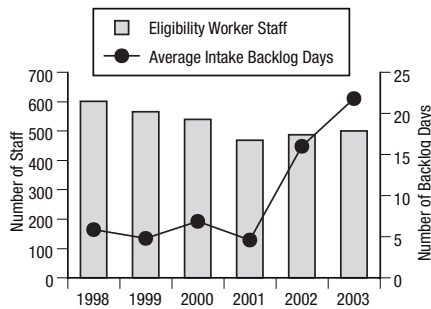


CalWORKs Average Wage at Placement

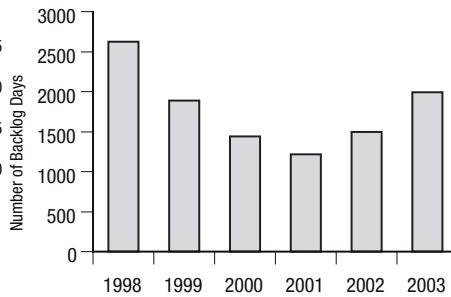


Working Clients who are Receiving Services but are Not Receiving Cash Assistance

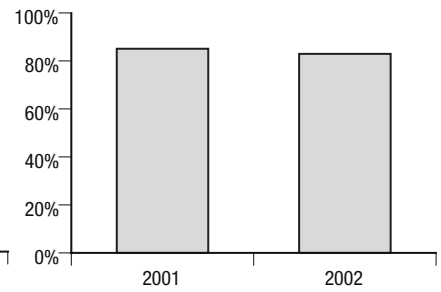
Basic Needs Met through the accurate and timely issuance of Cash Assistance, Food Stamps, and Medi-Cal to eligible families and individuals.



Average Intake Backlog Days and Average Number of Eligibility Worker Staff on the Job

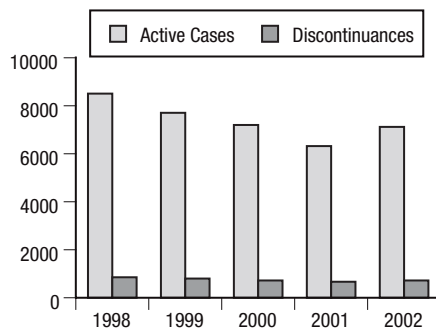


Average Number of General Assistance Cases Paid Monthly

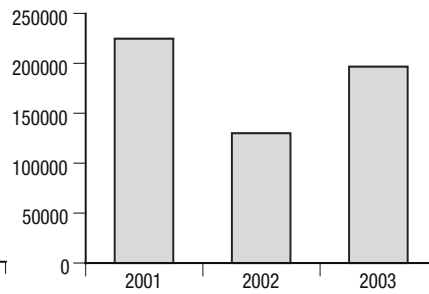


Overall DEBS Customer Satisfaction

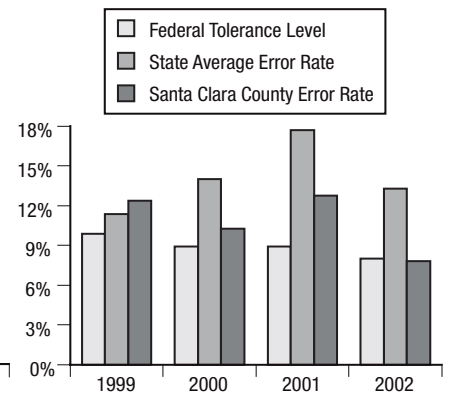
Fewer Hungry Families and Individuals by outreaching and conducting community-wide food/nutrition campaigns to make nutrition services more accessible and available to more Food Stamp and Food Bank clients.



Average Monthly Number of Non-Assistance Food Stamp Cases and Discontinuities



Number of Food Resource Guides Distributed

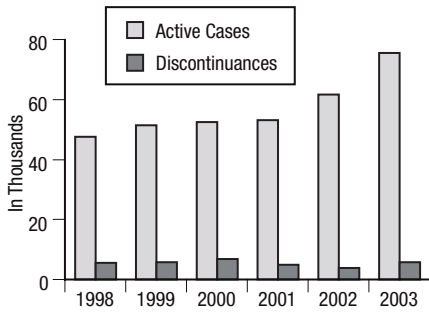


Federal, State and County Food Stamp Error Rate and Tolerance Level

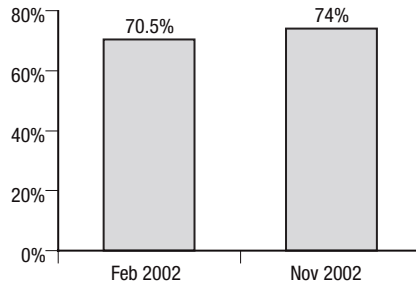
Section 3: Children, Seniors And Families



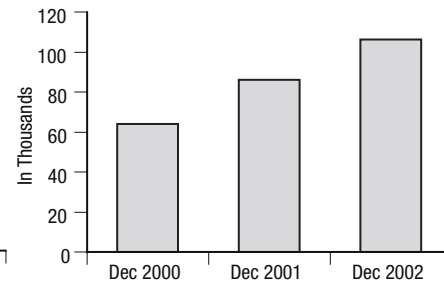
Healthy Families and Individuals by promoting strategies to increase the number of eligible children/adults/families who receive health coverage.



Average Monthly Number of Active Medi-Cal Cases

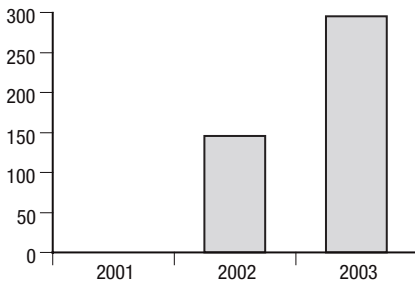


Percentage of Employed Post-aid Clients Receiving Medi-Cal Benefits

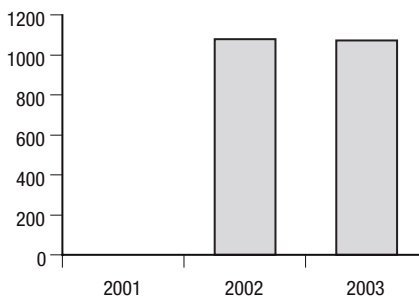


Number of Children Under Age 19 Enrolled in Medi-Cal, Healthy Families, and Healthy Kids through the Children's Health Initiative (CHI)

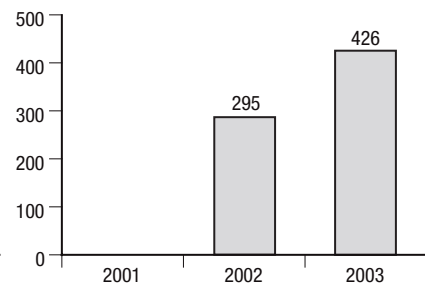
Affordable Housing by promoting various Housing Assistance programs to assist eligible and working poor families transitioning into permanent housing.



Number of Participants in the First/Last Deposit Program (8/01-2/02)

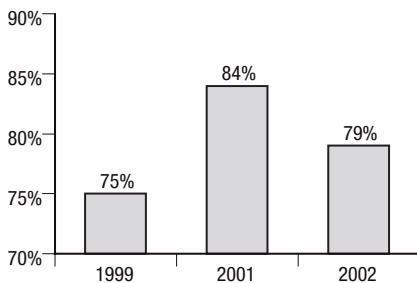


Number of Households in the Welfare-to-Work Section 8 Housing Program

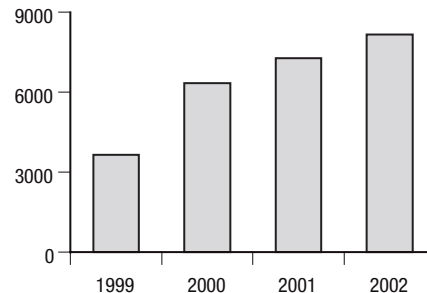


Number of Participants in the Rental Assistance Program

Accessible Services for Veterans by assisting the veteran and/or family member in completing applications for benefits, claims, and appeals to the Veterans Administration, plus any follow-up services as needed.



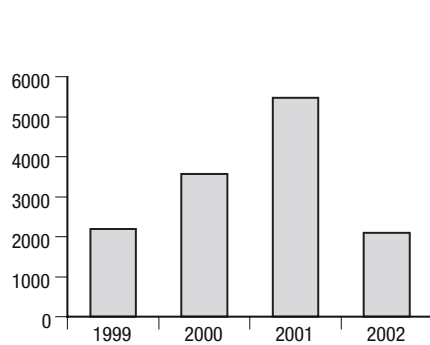
Overall Veterans' Customer Satisfaction



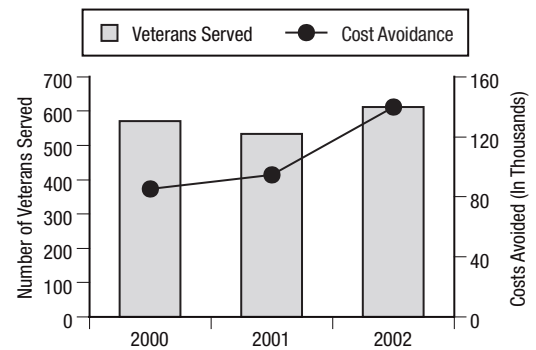
Annual Number of Veterans Seen



Accessible Services for Veterans by assisting the veteran and/or family member in completing applications for benefits, claims, and appeals to the Veterans Administration, plus any follow-up services as needed.



Annual Number of Veterans Claims Filed



Number of Veterans Served who were Eligible for Medi-Cal and Cost Avoided due to Enrollment of Veterans in Medi-Cal

Description of Major Services

The services provided by the Department can be divided into three core segments: Health Insurance, Employment and Training Programs, and Benefit and Aid services.

Health Insurance

The Department's major focus is to ensure affordable medical coverage for low and modest income clients. In collaboration with the Santa Clara Valley Health and Hospital Systems (SCVHHS) and its community partners, the Department continues streamlining the process of enrolling all of the County of Santa Clara's children within 300% of poverty level into one of three Children's Health Initiative (CHI) insurance plans: Medi-Cal, Healthy Families, and Healthy Kids.

Medi-Cal Program:

The Medi-Cal program provides health coverage to eligible low-income families and individuals. The income and property limits vary according to family size and category of Medi-Cal linkage. Income is used to determine eligibility for free Medi-Cal or Medi-Cal with a share of the cost.

The Department has been very successful in increasing the number of families and the number of children enrolled in the Medi-Cal program. There are currently 83,000 Medi-Cal cases, up from 67,500 last year. It is likely to increase in FY 2004, due in part to outreach

and retention efforts, implementation of AB 59 (legislation that provides for automatic temporary eligibility for children enrolled in the free school lunch program), and the state of the economy.

Children's Health Initiative (CHI)

The desired result of CHI is that 100% of the children residing in Santa Clara County shall have access to quality health care through comprehensive health insurance. To achieve that result, staff work closely with community partners and the Santa Clara Valley Health and Hospital System (SCVHHS) to increase outreach efforts to ensure that children, the eligible working poor, and former CalWORKs cash assistance recipients have, or retain access to, affordable medical care. The Department's diligent efforts to enroll children under 19 years of age into Medi-Cal paid off in calendar year 2002. The total enrollment for that age group went from 65,958 in January 2002, to 75,601 in December 2002. This trend is expected to continue in FY 2004.

Employment and Training Programs

The message the Department communicates to clients and staff is that "employment is the focus and cash assistance is temporary." The desired result of Employment and Training Services is to facilitate attainable and stable employment for cash assistance recipients and working poor families so they can successfully transition into self-sufficiency.

CalWORKs Employment Services Program (CWES)

CWES program's goal is to provide employment services, as well as career retention and advancement services, to prepare clients for self-sufficiency. To ensure continuous and stable employment, eligible clients are also provided with supportive services ranging from transportation and child care, to access to work clothes, tattoo removal, and criminal record expungement services, to name a few.

As a result of the economic downturn, the CWES caseload has grown 21% compared to January FY 2001. The program continues to offer a menu of services to 8,724 participants, which include mandatory and voluntary participants. This year, CWES also served 750 clients who are CalWORKs timed out, working, and are still eligible to receive one additional year of supportive services. Despite the slump in the economy, the employer community continues to respond to employment staff's outreach efforts. During the current fiscal year, CalWORKs and Refugee programs have sponsored three job fairs, including a special effort for clients who will go off aid due to time limit. Another job fair for youth is planned in the spring.

Due to reduction in CalWORKs Incentive funds, several programs are being phased out or severely reduced. Three programs were discontinued in December 2002. They are: "Workplace Rights", "Deposit/First/Last (DFL)", and "Emergency Assistance Network" programs. The Rental Assistance Program, which offers up to three years of a shallow rental subsidy to needy clients, is also phasing out.

Despite funding reductions, the CWES program continues to refine and develop new services for the multi-barrier population. The program for the learning-disabled is fine-tuned, new specialized services are offered to assist clients who lag behind in their assigned activities, and services for families involved in both the Department of Family and Children's Services (DFCS) and CalWORKs are to be expanded.

Other innovative and effective programs continue to operate successfully. The CalWORKs Career Advancement Program (CalCAP), has shown impressive results. Its goal is to assist working families on aid to increase their income, and also to embrace the concept of life-long learning. A new RFP is underway with a reduced level of funding. Additionally, Give Kids a Lift, a para-transit program for school age children

done in partnership between CalWORKs, Outreach, and Valley Transportation Authority (VTA), will be entering its third year.

Refugee Employment Services Programs

For Federal Fiscal Year (FFY) 2002 (10/01/01 to 09/30/02), with a budget of \$1,154,127, the Refugee Program provided employment and training services to 767 clients. This number includes refugees who are on Refugee Cash Assistance (RCA), or CalWORKs, and who are low-income; the majority of whom are in the U.S. less than 5 years. Among those served, 372 obtained employment (285 full-time and 87 part-time). With the continued downturn in the local economy, the employment outlook for refugees in FY 2003 and even in FY 2004 is very challenging.

The Refugee Program also received \$180,467 in a Discretionary Grant to serve elderly refugees age 60 and over. The program outreached to elderly in the Bosnian, Vietnamese, Russian, Chinese, and Cambodian communities and was able to provide comprehensive case management services to 248 eligible elders. The services included citizenship, ESL, naturalization, social activities, legal and energy assistance, as well as referral to mainstream senior services such as health and mental health referrals, nutrition, and crisis intervention.

Benefit Services and Aid Programs

The desired result of Benefit Services is to meet basic needs of eligible families and individuals through the accurate and timely issuance of cash assistance, Food Stamps, and Medi-Cal. Over the past fiscal year, there has been a caseload increase for most of the major benefit programs. It is anticipated that this trend will continue in FY 2004. In addition to benefit issuance, the Department also provides outreach and other services for Veterans and their dependents, housing assistance services, and SSI Advocacy services.

The replacement of the Welfare Case Data System (WCDS), which issues the above benefits, with the new mandated system known as CalWORKs Information Network (CalWIN), continues to progress. However, the implementation date has been pushed back to August 2004. This new system will bring further improvements in standardization, business integration, accountability, and performance measurement so that more focus can be placed on clients' needs.



Cash Assistance Programs

CalWORKs

CalWORKs is California's Temporary Assistance to Needy Families (TANF) program. This federal program is intended to provide temporary assistance to families by strengthening low-income parents' access to resources they need to care for their children through employment and other related services. These benefits are time-limited for adults.

There are currently 12,100 CalWORKs cases. This is up from 11,400 last year. It is anticipated that the number of CalWORKs cases will continue to climb due to the poor economy and more streamlined program requirements. Because CalWORKs is a block grant, it is anticipated that Federal/State revenue for this program will not keep pace with the costs associated with these caseload increases.

In December 2002, the Department successfully implemented Electronic Benefit Transfer (EBT) for cash aid and Food Stamp clients. In the next fiscal year, EBT will result in improved administrative efficiencies, cost savings, and easier access to benefits for clients.

General Assistance

The County of Santa Clara established the General Assistance (GA) program to meet the State requirement that each county has a program to assist its indigent population not aided by other state and/or federal programs. The GA program is 100% county funded and provides a loan to those individuals legally and lawfully residing in the county who have no other means of support. For the third year in a row, there has been an increase in the GA caseload. There are currently 2,100 GA cases, up from 1,800 last year.

Cash Assistance Program for Immigrants

The Cash Assistance Program for Immigrants (CAPI) is a 100% State-funded program that was designed to provide benefits to immigrants who were legal residents prior to 08/22/96, and who would have qualified for SSI if not for their immigrant status. Most of the services are provided to individuals over 65 years of age. Unlike other benefit programs, the CAPI program has seen a decrease in caseload, from 920 last year, to 810 currently.

Non-Cash Programs

Food Stamps

The Food Stamp Program is designed to raise the levels of nutrition among low-income households. Eligibility for Food Stamps is based both on financial and non-financial factors. The maximum amount for Food Stamps is set by Congress and is based on the number of people in a household. The number of Food Stamp cases has also increased over the past year. There are currently 8,200 Non-Assistance Food Stamp cases, up from 7,500 last year. This trend is anticipated to continue due to the state of the economy and streamlined program requirements.

During the past fiscal year, the Department was successful in reducing the Food Stamp error rate to 7.81%, which is below the Federal Tolerance Level, thereby avoiding Federal/State financial sanctions for Santa Clara County.

Food Stamp Outreach Services

The Employment Support Initiative (ESI) continues to work with community partners to strengthen the safety net for the poor within our community.

Additional work was done to expand the food distribution infrastructure and the summer school nutrition sites. An additional \$400,000 was awarded to the Food Bank to further provide safety net services to the working poor.

For FY 2003, efforts will focus on nutrition education and the expansion of summer nutrition programs, as well as adding a mobile van. The van will be fully equipped to function as a mobile district office, traveling to various locations and community events. This will allow for greater client access in applying for benefits.

Housing Assistance Services

The CalWORKs/Housing Authority Welfare-to-Work (WtW) Section 8 voucher program continues to provide support and career advancement services to 1,066 housed clients. HUD released a limited number of additional vouchers for this successful program. Of this release, our county received 82 new vouchers. The two CalWORKs housing programs created last year with Incentive Funds met with success. The "Deposit, First, Last" program served 561 families from July 2001 to December 2002, when funding was exhausted. The

Rental Assistance Program (RAP) served 721 families from July 2001 through December 2002. Due to reduction in Incentive Funds, new enrollments for RAP stopped effective January 1, 2003.

Supplemental Security Income (SSI) Advocacy Services

Through the General Assistance (GA) Bureau's SSI Advocacy Program, Social Workers knowledgeable about disabilities and Social Security regulations assist disabled GA and CalWORKs recipients to apply for and be approved, or appeal, for Federal SSI benefits. SSI approval means a larger monthly benefit, as well as Medi-Cal coverage for the recipients.

Veterans Services

The Veterans Service office was established by the County of Santa Clara to assist veterans and their families in obtaining benefits and services. Veterans

Services representatives assist the veteran and/or family members in completing applications for benefits, claims, and appeals to the Veterans Administration, plus provide any follow-up services as needed.

The Veterans Services office also provides a host of other services through its One Stop Veterans Center, through collaboration with the Emergency Housing Consortium, and by co-locating at the San Jose VA Clinic, the Gilroy One-Stop Center, the San Martin District Office, and the Palo Alto VA Hospital. As in previous years, the office again helped sponsor the fourth annual Veterans Resource Fair in FY 2003. For FY 2004, this office remains committed to expanding its service network through the community to ensure easy access for all its clients.

County Executive's Recommendation

The County Executive's recommendation for the Department of Employment and Benefit Services (DEBS) is a reduction in ongoing costs of \$4,881,089, a loss of revenue reimbursement of \$683,917, for a net savings of \$4,127,172. In addition, the recommended budget proposes to increase the Welfare Reform Reserve by \$2.5 million and convert it from ongoing to a one-time \$5 million reserve. The recommendation includes the elimination of twenty-eight (28) vacant positions as well as reducing services. In addition, the recommendation includes the only augmentation in the Agency of a one-time funding for CalWIN Equipment of \$891,722, which is 100% reimbursed.

The Department of Employment and Benefit Services (DEBS) administers the most reimbursed programs within SSA because of the entitled, mandated programs they administer (basic safety net benefits of Food Stamps, Medi-Cal, and Cash Assistance). The state's deficit starting in FY 2002 has had a telling effect on this Department's revenue reimbursement, particularly in light of increased demands for services and resulting caseload growth. The department's ability to sustain a continuing reduction in staff will have an impact on the timeliness of clients being served and the amount of services that can be delivered.

Staff Reductions

Deletion of Vacant DEBS Administrative Positions

Recommendation: Delete three (3) vacant positions in DEBS administration, and one (1) Account Clerk II from the Contract Auditing Unit.

FTE	Code	Class Description	Vacant Filled
1.0	C60	Administrative Assistant (U)	Vacant
1.0	D97	Account Clerk II	Vacant
1.0	P65	SSA Appl. Decision & Support Spec. - Eligibility II	Vacant
1.0	P72	SSA Appl. Decision & Support Spec.- Employment Services II	Vacant
4.0		Total	

Impact on Services: The first three positions have been vacant for some time and are not needed at this time. The Account Clerk position can be deleted due to reduced audit workload when a number of incentive contracts phased out.

Total Ongoing Net County Reduction: (\$237,152)

Deletion of Vacant Positions throughout the Department

Recommendation: Delete eleven (11) vacant administrative overhead positions throughout DEBS.

FTE	Code	Class Description	Vacant Filled
9.0	D49	Office Specialist II	Vacant
1.0	D09	Office Specialist III	Vacant
1.0	Y20	Employment Program Manager	Vacant
11.0		Total	

Impact on Services: It is anticipated that these deletions will affect the support that is currently provided to other staff and therefore cause a delay in client services.

Total Ongoing Net County Reduction: (\$482,849)

Deletion of Vacant Employment Services and Benefit Positions

Recommendation: Delete five (5) vacant positions from the Benefit program, and six (6) vacant positions from the Employment Services program, for a total of eleven (11) positions under DEBS.

FTE	Code	Class Description	Vacant Filled
4.0	E44	Eligibility Work Supervisors	Vacant
1.0	E45	Eligibility Worker III	Vacant
1.0	Y27	Employment Counselor	Vacant
4.0	Y28	Employment Technicians	Vacant
1.0	Y3C	Social Worker III	Vacant
11.0		Total	

Impact on Services: Limitations on categorical program revenue prevented the hiring of eligibility and employment line staff. There will be a delay in eligibility services and the possibility of increased error rates. Employment staff will have larger caseloads and less support for victims of domestic violence.

Total Ongoing Net County Reduction: (\$777,811)

Deletion of Vacant Positions from the General Assistance (GA) Bureau

Recommendation: Delete two (2) vacant positions from the General Assistance (GA) Bureau.

FTE	Code	Class Description	Vacant Filled
1.0	X09	Senior Office Specialist	Vacant
1.0	Y3B	Social Worker II	Vacant
2.0		Total	

Background: This recommendation deletes two (2) positions from within the SSI Advocacy Unit under the GA Bureau. The Senior Office Specialist position is funded with 100% General Funds. The Social Worker position is funded with 50% General Funds.

Impact on Services: Due to the increase in GA cases, the waiting period before a client can be seen for a new Intake appointment is currently 47 working days. There are currently 2,100 GA cases up from 1,800 last year. Although this has caused a delay in client services, clients who have urgent or immediate needs are seen within one to three days.

Total Ongoing Net County Reductions: (\$81,963)

Reduction in Contracts and Other Services

Adjustments in the CalWORKs Welfare-to-Work Direct Service Accounts and In-Service Training Account

Recommendation: Adjust the three CalWORKs Welfare-to-Work (WtW) direct service accounts and the In-Service Training account by a net budget reduction of \$1,084,000.

Services and Supplies	Reduction
Welfare-to-Work Contract Account	(\$1,140,000)
Welfare-to-Work Transportation Account	\$40,000
Welfare-to-Work Ancillary Account	\$124,000
W-t-W In-Service Training Account	(\$108,000)
Total	(\$1,084,000)

Impact on Services: The program will no longer fund short-term vocational training for CalWORKs clients. An anticipated reduction in CalWORKs revenue coupled with increases in client transportation costs necessitate a reduction in “non-basic” direct services.

Total Ongoing Net County Reduction: (\$1,084,000)

Reduce Welfare Fraud Budget

Recommendation: Reduce the contracted amount for Welfare Fraud by a total of \$1,951,197, yielding a net savings of \$1,463,397.

Impact on Services: This recommendation will reduce the contracted amount with the District Attorney’s Office for Investigation and Prosecution services related to Welfare Fraud by \$1,951,197. This reduction is based on a 54% caseload decrease in both the CalWORKs and Food Stamp programs since Fiscal Year 1996. The service impact is expected to be minimal.

Total Ongoing Net County Reduction: (\$1,463,397)

Augmentation of Fixed Asset

Calwin Equipment One-Time Augmentation

Recommendation: Augment CalWIN equipment with a one-time increase of \$891,722.

Impact on Services: The CalWIN System will need to complete the purchase of the remaining equipment needed to implement the new CalWIN Application. This system is expected to be implemented in August 2004. This is offset with 100% revenue reimbursement.

Total One-time Net County Cost: \$0

Welfare Reform Reserve Augmentation

The Welfare Reform Reserve, a Board discretionary reserve, is used to provide safety net and immigration services. This reserve was established to provide resources, as needed, as a result of federal and state actions that adversely impact safety net services.

Recommendation: It is recommended by the County Executive’s Office to convert the current \$2.5 million ongoing reserve to a one-time \$5 million reserve starting FY 2004.

Impact on Services: No immediate impact on services. Each year the Board will need to re-establish this reserve as part of the budget process.

Total One-time Augmentation: \$2,500,000



Employment and Benefit Services and Aid Programs

Employment and Benefits Programs	Total \$	County \$	County %
CalLEARN Program	\$404,160	\$0	0.0%
CalWORKs Eligibility	\$25,315,716	\$12,102,618	47.8%
CalWORKs Employment (WtW)	\$31,075,180	\$30,000	0.1%
CalWORKs Substance Abuse Program	\$3,106,335	\$0	0.0%
Cash Assistance Program For Immigrants (CAPI)	\$1,100,256	\$0	0.0%
Child Care Programs	\$17,942,093	\$0	0.0%
County Maintenance of Effort Adjustment	(\$805,982)	\$0	0.0%
County Maintenance of Effort	\$805,982	\$805,982	100.0%
Food Stamp Employment and Training Program	\$581,309	\$123,153	21.2%
Food Stamps	\$30,508,597	\$7,852,166	25.7%
General Assistance Eligibility	\$2,617,138	\$2,617,138	100.0%
General Assistance Vocational Services	\$891,979	\$891,979	100.0%
Incentive Program	\$2,431,018	\$0	0.0%
Medi-Cal Program	\$54,857,115	\$1,099,928	2.0%
Refugee Employment Services	\$842,867	\$0	0.0%
Refugee Programs Eligibility	\$307,333	\$0	0.0%
Statewide Automation Welfare System Project (CalWIN)	\$8,700,483	\$0	0.0%
Targeted Assistance Program	\$616,991	\$0	0.0%
Veterans Services	\$934,356	\$861,647	92.2%
Employment and Benefits Program Total	\$182,232,925	\$26,384,611	14.5%
BU 511 DEBS Categorical Aid	\$100,229,237	\$13,390,220	13.4%
DEBS Total	\$282,462,162	\$39,774,831	14.1%

Categorical Aids (BU511)

The financial assistance payments administered by the Social Services Agency are budgeted in Budget Unit 511 (BU 511). The total amount of financial assistance going to California Work Opportunities and Responsibilities to Kids (CalWORKs) participants and other Department of Employment and Benefit Services (DEBS) related programs is 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 previous 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. The table also includes the Welfare Reform Reserve, and Out-of-Home Placement Reserve.

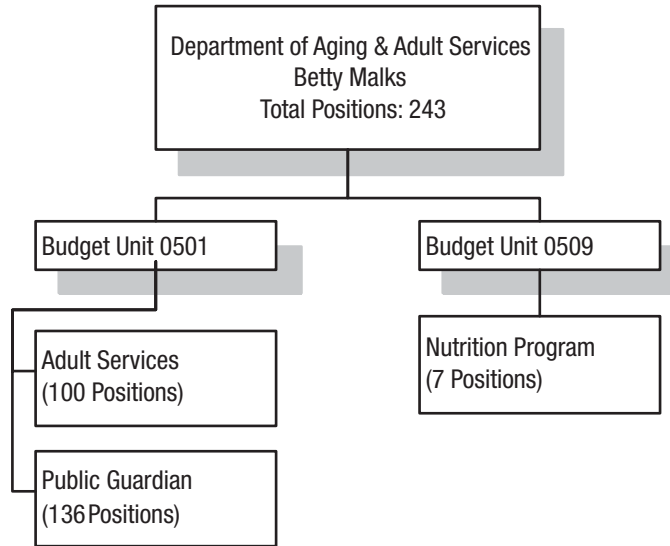


Categorical Aid Payment Programs

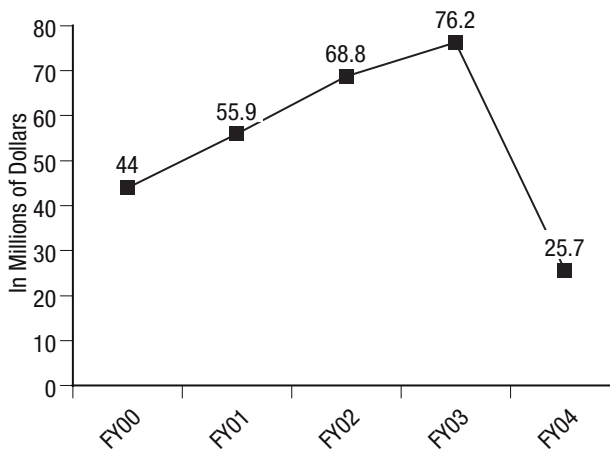
Categorical Aids Programs	Total \$	County \$	County %
Adoptions	\$16,149,400	\$2,327,739	14.4%
CalWORKs	\$79,103,899	\$1,274,561	1.6%
Cash Assistance Program For Immigrants (CAPI)	\$8,342,156	\$0	0.0%
Director's Exception	\$945,042	\$945,042	100.0%
Emergency Assistance Foster Care	\$3,327,511	\$998,253	30.0%
Foster Care	\$57,239,834	\$25,193,189	44.0%
General Assistance	\$7,115,659	\$7,115,659	100.0%
Kin-GAP	\$1,295,298	\$204,386	15.8%
Out-Of-Home Initiatives	\$4,003,710	\$4,003,710	100.0%
Realignment Trust Abatement	\$0	(\$26,315,741)	0.0%
Refugee	\$667,522	\$0	0.0%
Seriously Emotional Disturbed (SED) Children	\$10,711,937	\$6,427,162	60.0%
Special Circumstances - FC	\$15,924	\$0	0.0%
One-Time Revenue Offset	\$0	(\$4,205,498)	0.0%
Net Subtotal	\$188,917,893	\$17,968,464	9.5%
Welfare Reform Reserve	\$5,000,000	\$5,000,000	100.0%
Out of Home Placement Reserve	\$3,860,415	\$3,860,415	100.0%
Categorical Aids Total	\$197,778,308	\$26,828,879	13.6%



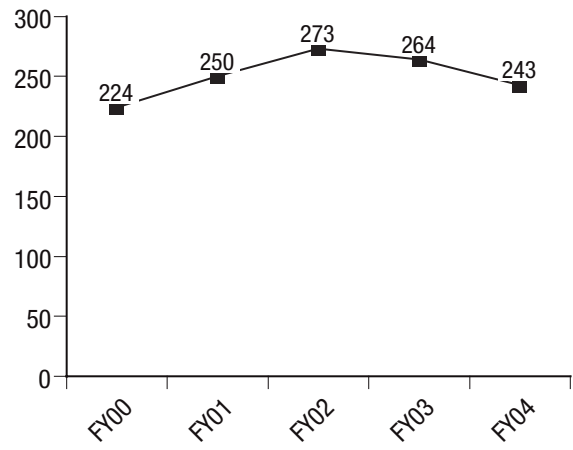
Department of Aging and Adult Services - Social Services Agency



Section 3: Children, Seniors And Families



Appropriation Trend



Staffing Trend

* See narrative for explanation.



Public Purpose

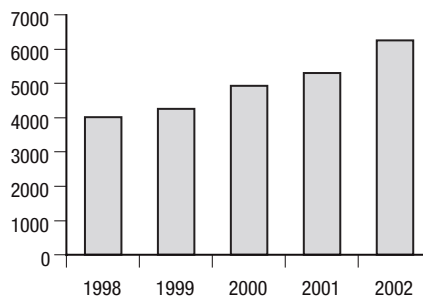
- **Supportive In-Home Services Delivered.**
- **Safe and Independent Life-style Promoted.**
- **Senior Nutrition Improved.**
- **Conservatee/Decedent Property Safeguarded.**



Desired Results

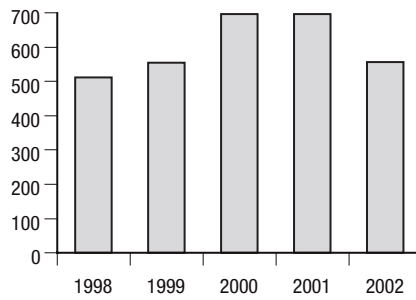
In FY 2004, emphasis will be placed on refining all performance measures in order to move toward more outcome-driven measures that will more accurately define the effectiveness of attaining desired results.

Independent living which this department promotes by providing supportive services to the blind, disabled, and frail elderly which ensure that clients can remain independently in their homes and in control of their lives.



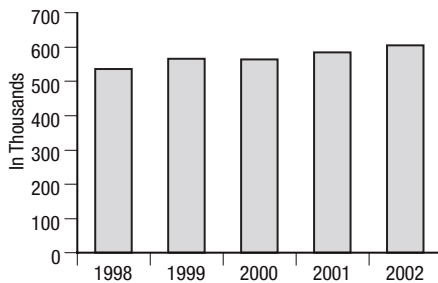
Number of In-Home Supportive Services (IHSS) Authorized Cases Managed

Safe Seniors which this department promotes by 24-hour-a-day, 7-day-a-week intervention and case management in response to reports of imminent threat to life and endangerment of elders and dependent adults.

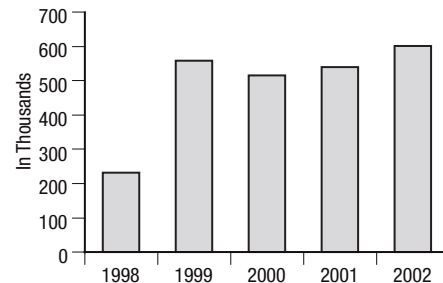


Average Number of Adult Protective Services (APS) Monthly Active Cases

Quality Nutrition which this department promotes by ensuring that seniors in this County have access to daily congregate meals and weekly home delivered meals.

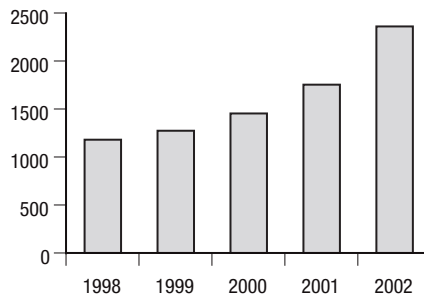


Senior Nutrition Program (SNP)- Annual Number of Congregate Meals Served (in Thousands.)



Senior Nutrition Program (SNP)- Annual Number of Home-Delivered Meals (in Thousands.)

Elders and Adults Protected which this department promotes by providing a range of services to mentally challenged and probate conservatees to defer institutionalization and facilitate independent living.

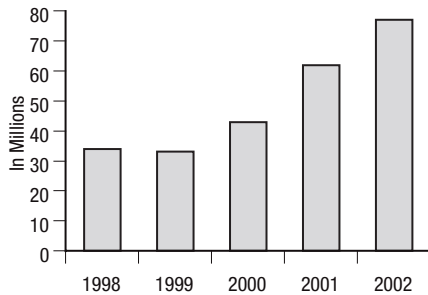


Average Number of Public Administrator/Guardian (PA/G) Cases Managed Monthly

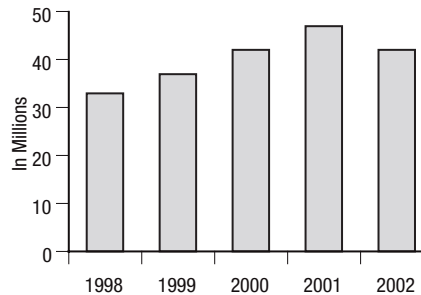
Section 3: Children, Seniors And Families



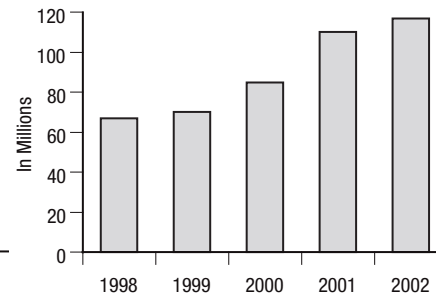
Conservatee/Decedent Property Safeguarded which this department provides by marshalling, managing, and maximizing assets of conservatees and decedent estates and protecting these assets according to California Probate Code 7000.



Clients' Non-Cash Assets Managed in Conservatorship and Estate Administration (\$Millions)



Clients' Cash Assets Managed in Conservatorship and Estate Administration (\$Millions)



Total Client Assets Managed in Conservatorship and Estate Administration (\$Millions)

Description of Major Services

In-Home Supportive Services (IHSS)

The In-Home Supportive Services (IHSS) program provides domestic and personal care services to eligible aged, blind, and disabled persons who require assistance to remain safely in their homes. Nearly 73% of total expenditures and nearly 68% of all cases are now federally eligible. IHSS caseload growth has continued with a notable increase of 19% over the past year. This increase in applications for services continues to stretch the existing supervisory and services support staff. Services will likely be impacted in addition to placing fiscal pressure on County resources. Continued caseload growth is anticipated due to the increasing aging population and the strong desire of individuals to remain in their home environment for as long as possible. IHSS works collaboratively with its primary contractor, the Council on Aging (COA) of Silicon Valley, to improve communication and enhance overall client services to our mutual consumers. IHSS continues to work closely with the Public Authority to enhance the services to both IHSS recipients and their providers. IHSS continues to maintain a leadership role at the state level with the County Welfare Directors Association's (CWDA) Long Term Care Operations Committee and the Adult Services Committee. Working closely with SSA Information Systems staff to further automate and improve core business processes,

IHSS will implement an automated Integrated Document Management (IDM) System which will reduce paperwork and streamline workflow.

Adult Protective Services (APS)

Adult Protective Services (APS) investigates reports of abuse and neglect of elders and dependent adults, assesses their needs, and provides short-term comprehensive case management services to eliminate further risk. APS also provides quality emergency response 24/7 to reports of imminent threat to life endangerment due to abuse and/or neglect, and emphasizes preventive measures. In addition, the Financial Abuse Specialist Team (FAST), in which APS is a partner, participates in loss prevention and recovery of millions of dollars in assets for the elders of our community. Future plans include completion of a protocol for reporting abuse with local financial institutions; ongoing implementation of and procedural improvements for the Law Enforcement Protocol; an enhancement of services for the second year of the Supportive Services Housing Model Program implemented at Lenzen Gardens where residents receive coordinated and comprehensive service delivery on site; implementation of the At Home Elderly Project, in collaboration with Valley Medical Center (VMC), to ensure that hospital-based discharge planning includes a prevention component and post-discharge follow-up for elders at risk as a component of the Long Term Care

Integration Project; the formation of an Elder Death Review Team which would include potential partners such as the District Attorney's Investigative staff, the Medical Examiner, and the Crime Lab staff; and continued enhancement of existing public and private community partnerships.

Senior Nutrition Program (SNP)

The Senior Nutrition Program (SNP) seeks to promote better health for persons 60 years of age and older by providing hot meals at congregate sites and frozen and fresh home delivered meals to those seniors who, because of ill health or other medical reasons, are unable to prepare their own meals. The SNP is provided through the local partnership of the Social Services Agency (SSA) and the Council on Aging (COA) of Silicon Valley and is currently contracting with 21 community based organizations or municipalities to deliver these services. The mission of the Senior Nutrition Program is to provide high quality, cost efficient, nutritious meals to seniors and to promote the role of nutrition in preventive health and long term care. Continuing nutrition education sessions and linkages to other support services are provided at senior and community centers throughout Santa Clara County to support this effort. All meals are planned to meet one third of the daily-recommended dietary allowances for adults. The meal plans are administered and monitored by a staff of Registered Dietitians, and the Senior Nutrition Program plans to maintain service levels and continue promoting the role of nutrition and social well being of seniors in FY 2004.

Public Administrator/Guardian/Conservator (PA/G/C)

In FY 2003, PA/G/C has continued to develop and strengthen its relationships with the community. Interagency collaboration continues with City and County agencies, such as law enforcement, the District Attorney's Office, and County Counsel's Office. The continued partnership with the Mental Health Jail Diversion Task Force has ensured that conservatees are diverted from the criminal justice system. The ongoing collaboration with the Starlight Program to work with and advocate for severely mentally ill conserved youth has ensured that a range of psychiatric and mental health services are made available to them.

Estate Administration

The Public Administrator is mandated to marshal, manage, maximize, protect the rights, and distribute assets of decedents' estates according to California

Probate Code 7000. The function of the Estate Administrator is to provide for the administration of decedents' estates and burial of persons who die within the County of Santa Clara and have no one to act on their behalf, as well as to administer the real and personal property of conservatees.

Conservatorship

The duty of the Conservatorship Division is to safeguard the lives and property of conservatees who cannot care for themselves, with the least possible restriction on their lives. In providing these client services, the division interacts with many agencies within the County and State systems, as well as other community-based agencies. The Conservatorship program is divided into four sections, based on the type of client Conservatorship: 1) Lanterman-Petris-Short (LPS) Investigations Unit, 2) LPS Ongoing Unit, 3) Probate Investigations Unit, and 4) Probate Ongoing Unit.

Financial Services

The Financial Services Division of the Public Administrator/Guardian/Conservator provides financial, accounting, and fiduciary support services for conservatees, decedent estates, and trusts. The division manages more than \$47 million in cash assets in the client trust fund account, comprised of 3,700 sub-accounts, and also monitors non-cash assets of more than \$62 million. The division is organized into three functional sections: Accounts Payable, Accounts Receivable, and Court Accounting/Tax. Future goals will be to: administer decedent estates in a more efficient and effective manner; distribute the assets in a timely manner to appropriate beneficiaries consistent with provisions of the Probate Code; keep our conservatees in the most independent, least restrictive environment by optimal utilization of all available resources; and protect, defend, represent, and advocate for our clients best interest.

Long Term Care

The Long Term Care unit specializes in the administration of continuing eligibility for Medi-Cal for individuals residing in skilled nursing facilities while their spouses remain in their home. The resource and income eligibility descriptions are governed by Federal, State and County statutes. The Long Term Care unit provides determinations for a monthly average caseload of 3,000 individuals. Case management services include

updating cases for changes in income and property, health coverage, mailing and facility address changes, and annual redeterminations.

County Executive's Recommendation

The County Executive's recommendation for the Department of Aging and Adult Services (DAAS) is a total ongoing reduction in cost of \$1,351,939; a loss of \$255,250 revenue reimbursement, and new PA/G ongoing revenues of \$303,000. This equates to a net savings of \$1,399,689. There are 17 vacant positions recommended for deletion. In the spring of 1999, DAAS implemented two enhanced program initiatives as a result of changes in state law: the Public Authority for In-Home Supportive Services (IHSS), (04/01/99) and a state mandated Adult Protective Services (APS) program (05/01/99).

The cost of the Public Authority IHSS program has been consolidated into a new Budget Unit 116, under Special Programs and Reserves for FY 2004. The growth and complexity of this program will be easier to understand with all the associated IHSS client service costs and Public Authority administrative costs in one area. This change reduces expenditures dramatically for this department from FY 2003 to FY 2004.

The state mandated APS program is an early victim of the state budget deficit. As a new mandate and increased expenditure for the state, it has already seen the mandate for APS reduced and state revenues cut as a result of the deficit. This reduction of state support has had an impact on the County's APS program, which continues with this reduction plan for FY 2004. For this department, many of these positions were vacated or never filled due to reductions for two consecutive years in State funding in Adult Protective Services (APS) and County Services Block Grant (CSBG). Some of these positions were held vacant as a result of the countywide hiring freeze, and will now be eliminated for budget reduction purposes in FY 2004.

While the overall national economic downturn has made it necessary to locally reduce program funding, the Department still strives to achieve its desired result of Independent Adults which this department promotes by providing supportive services to the blind,

disabled, and frail elderly. This ensures that the clients can remain independently in their homes and in control of their lives to the greatest possible degree.

Staff Reductions

Deletion of Positions in Adult Protective Services (APS)

Recommendation: Eliminate five (5) vacant positions from Adult Protective Services (APS).

FTE	Code	Class Description	Vacant Filled
1.0	Y32	Social Services Program Manager	Vacant
1.0	D49	Office Specialist II	Vacant
1.0	Y23	Social Work Supervisor	Vacant
2.0	Y3B	Social Worker II	Vacant
5.0		Total	

Impact on Services: The deletion of five (5) positions in Adult Protective Services (APS) will make early response and prevention of abuse more problematic in APS. The Financial Abuse Specialist Team (FAST) will likely receive less emphasis with reduced staff response resources. Some consolidation of duties among the remaining staff will minimize the effect of this reduction. While it is necessary to reduce funding in times of nationwide economic hardship, the Department still strives to achieve its desired result of Safe Seniors which this department promotes by 24-hour-a-day, 7-day-a-week intervention and case management in response to reports of imminent threat to life and endangerment of elders and dependent adults.

Total Ongoing Net County Reduction: (\$298,788)



Deletion of Positions in In-Home Supportive Services (IHSS)

Recommendation: Eliminate two (2) vacant positions from In-Home Supportive Services (IHSS).

FTE	Code	Class Description	Vacant Filled
1.0	Y23	Social Work Supervisor	Vacant
1.0	E65	Program Services Aide	Vacant
2.0		Total	

Impact on Services: These positions were held vacant as a result of the countywide hiring freeze, and will now be eliminated for budget reduction purposes in FY 2004. Within the In-Home Supportive Services (IHSS) Department, the span of control for supervision will not be optimal. Emphasis on development of caseworker resources will stretch the existing supervisory and services support staff further. While this recommendation reduces the number of staff that would be available for supervision and caseworker administrative support, every effort will be made to minimize its effect on services to clients. Every effort will be made to preserve the safety net.

Total Ongoing Net County Reduction: (\$60,650)

Deletion of Positions in the Public Administrator/Public Guardian's Office

Recommendation: Eliminate nine (9) vacant positions in the Public Administrator/Public Guardian's Office.

FTE	Code	Class Description	Vacant Filled
1.0	V38	Estate Administrator Assistant	Vacant
1.0	V42	Estate Property Technician	Vacant
1.0	V45	Supervising Deputy Public Guardian	Vacant
3.0	V62	Deputy Public Guardian Investigator	Vacant
2.0	S50	Public Health Nurse	Vacant
1.0	E65	Program Services Aide	Vacant
9.0		Total	

Background: These positions were kept vacant due to the countywide hiring freeze and the reduction in state funding in the County Services Block Grant (CSBG). Six of these positions were approved in the FY 2002 budget.

Impact on Services: Services affected by the loss of these positions will include direct services to clients in terms of service delivery goals. Their achievement will likely be compromised. Efforts will be ongoing to minimize the effects of these reductions to client services. While the overall national economic downturn has made it necessary to locally reduce program funding, the department still strives to achieve its desired result of protecting vulnerable elders and adults by providing a range of services to mentally challenged and probate conservatees to defer institutionalization and facilitate independent living. The department is diligently working to minimize the effects on client services related to these position deletions.

Total Ongoing Net County Reduction: (\$600,617)

Deletion of a Position in the Senior Nutrition Program

Recommendation: Eliminate one (1) vacant Dietitian II position from the Senior Nutrition Program (SNP) in the Department of Aging and Adult Services (DAAS).

FTE	Code	Class Description	Vacant Filled
1.0	R20	Dietitian II	Vacant
1.0		Total	

Impact on Services: In order to achieve the Agency's budget reduction target, the Senior Nutrition Program (SNP) is recommending the elimination of one vacant Dietitian II position. The elimination of the Dietician II will reduce the professional support provided to the nutrition sites in their meal planning and nutritional education provided to seniors. While the economic downturn has made it necessary to reduce program funding, the Department still strives to achieve its desired result of "Quality Nutrition." The Department promotes this by ensuring that seniors in this County have quality access to daily congregate meals and weekly home delivered meals.

Total Ongoing Net County Reduction: (\$79,459)

Eliminate Senior Nutrition Program Lease Subsidy

Recommendation: Reduce the expenditures in the Senior Nutrition Program by eliminating the lease subsidy on behalf of the Home Delivered Meals

program vendor. The vendor will provide their own kitchen facility in the next fiscal year, and consequently the rent subsidy is no longer needed.

Impact on Services: The County has provided a lease subsidy for the Home Delivered Meals vendor to utilize a kitchen at Moffett Field in Sunnyvale for the past few years. It has become increasingly difficult for the contractor to continue to use this facility due to changes in the utilization of space at the Base. The vendor will provide alternative kitchen facilities for

meal preparations for the Home Delivered Meals program. There will be no service impact as a result of this change.

Total Reduction: (\$57,175)

Costs of Aging and Adult Services Programs

The following table lists the programs administered by the Department of Aging and Adult Services (DAAS), their FY 2004 Recommended Budget costs, and the County's share of costs.

Aging and Adult Programs

Program	Total \$	County \$	County %
Adult Protective Services	\$5,412,420	\$2,135,646	39.5%
Council On Aging (COA) Contract for Title III Match	\$176,502	\$176,502	100.0%
Estate Administration	\$2,231,501	\$916,501	41.1%
In-Home Supportive Services (IHSS) Administration	\$7,130,402	\$1,396,146	19.6%
PA/G/C Non-Health Related Services	\$3,594,831	\$2,312,057	64.3%
PA/G/C Health Related Services	\$5,952,503	\$2,256,722	37.9%
DAAS Subtotal	\$24,498,159	\$9,193,573	37.5%
BU 509 Senior Nutrition	\$5,665,518	\$2,660,711	47.0%
DAAS Total	\$30,163,677	\$11,854,284	39.3%



Summary of Social Services Departments' Position Deletions

Description	FTEs	Position Title
Agency Office		
Financial Management Services	-1.0	Associate Management Analyst (B1R)
	-1.0	Accountant Assistant (D96)
Collections	-1.0	Revenue Collections Clerk (D62)
	-1.0	Revenue Collections Officer II (V34)
	-1.0	Office Specialist II (D49)
	-1.0	Revenue Collections Officer I (V35)
Central Services/Purchasing	-3.0	Office Specialist III (D09)
	-1.0	Office Specialist II (D49)
	-2.0	Record Retentions Specialist (D57)
	-2.0	Stock Clerk (G82)
	-1.0	Account Clerk U (Q11)
Subtotal:	-15.0	
Information Systems	-2.0	Management Aide (B1W)
	-1.0	Office Specialist III (D09)
	-3.0	Information Systems Manager III (G11)
	-2.0	Information Systems Manager II (G12)
	-2.0	Information Systems Analyst (G28)
	-2.0	Business Consulting Project Manager (G55)
	-1.0	Associate Operations Research Analyst (L97)
	-1.0	SSA Application Dec Sup SP Elig II (P65)
	-2.0	SSA Application Dev Spc Empl Sv II (P72)
	-2.0	SSA Application Dec Sup Mgr (V65)
	-1.0	SSA Information Technology Spec U (Z20)
Subtotal:	-19.0	
Human Resources/Training	-1.0	Management Analyst (B1P) Filled
	-3.0	Office Automation Systems Coord. (C53) 2 Filled
	-1.0	Administrative Assistant (C60)
	-4.0	Office Specialist II (D49) 3 Filled
	-3.0	Staff Development Specialist (E42) Filled
	-1.0	Employment Program Supervisor (Y25) Filled
	-1.0	Senior Management Analyst U (W1N) Filled
Subtotal:	-14.0	
AO Department Subtotal:	-48.0	
Department of Family and Children's Services		
Children's Shelter Program	-9.0	Day Care Center Aide (E49) Filled
	-1.0	Facilities Services Worker (H21)
	-1.0	Cottage Manager (X21)
	-3.0	Senior Children's Counselor (X24) 1 Filled
	-2.0	Children's Counselor (X31) Filled
	-1.0	Deputy Director Children's Shelter
	-1.0	Social Work Training Specialist (Y22)
	-1.0	Social Worker III (Y3C)
	-1.0	Administrative Support Officer I (B2R)
	-1.0	Administrative Assistant (C60)
	-3.0	Office Specialist II (D49)
Subtotal:	-24.0	
Social Worker Trainee Program	-20.0	Social Worker III (Y3C)



Summary of Social Services Departments' Position Deletions

Description	FTEs	Position Title
DFCS Administration and Support Services		
	-1.0	Program Manager I (B3P)
	-1.0	Prevention Program Analyst II (C23)
	-2.0	Social Work Coordinator II (Y48)
	-1.0	Social Work Coordinator I (Y49)
	-1.0	Office Management Coordinator (C76)
	-1.0	Administrative Assistant (C60)
	-3.0	Office Specialist III (D09)
	-4.0	Office Specialist II (D49)
	-1.0	Office Specialist I (D51)
	-1.0	Transcriptionist (D11)
Subtotal:	-16.0	
DFCS Case Worker/Client Support		
	-1.0	Social Work Supervisor (Y23)
	-15.0	Social Worker III (Y3C)
	-2.0	Social Worker II (Y3B)
	-3.0	Social Worker I (Y3A)
	-1.0	Transportation Officer (X36)
Subtotal:	-22.0	
DFCS Department Subtotal:		
	-82.0	
Department of Employment and Benefit Services		
Welfare-to-Work Positions		
	-4.0	Employment Technician I (Y28)
	-2.0	Office Specialist II (D49)
	-1.0	Account Clerk II (D97)
	-1.0	Employment Counselor (Y27)
	-1.0	Social Worker III (Y3C)
	-1.0	Employment Program Manager (Y20)
Subtotal:	-10.0	
SSI Advocacy Services Position		
	-1.0	Social Worker II (Y3B)
Eligibility Programs Positions		
	-1.0	Office Specialist III (D09)
	-7.0	Office Specialist II (D49)
	-4.0	Eligibility Work Supervisor (E44)
	-1.0	Eligibility Worker III (E45)
	-1.0	SSA Application Dec Sup SP Elig II (P65)
	-1.0	SSA Application Dev Spc Empl Sv II (P72)
	-1.0	Administrative Assistant U (U38)
	-1.0	Senior Office Specialist (X09)
Subtotal:	-17.0	
DEBS Department Subtotal:		
	-28.0	
Department of Aging and Adult Services		
Adult Protective Services		
	-1.0	Social Services Program Manager I (Y32)
	-1.0	Social Work Supervisor (Y23)
	-2.0	Social Worker II (Y3B)
	-1.0	Office Specialist II (D49)
Subtotal:	-5.0	
In-Home Support Services		
	-1.0	Program Services Aide (E65)
	-1.0	Social Work Supervisor (Y23)
Subtotal:	-2.0	
Public Guardian/Estate Administration		
	-1.0	Program Services Aide (E65)



Summary of Social Services Departments' Position Deletions

Description	FTEs	Position Title
	-2.0	Public Health Nurse (S50)
	-1.0	Estate Administrator Assistant (V38)
	-1.0	Estate Property Technician (V42)
	-1.0	Supervising Deputy Public Guardian (V45)
	-3.0	Deputy Public Guardian Investigator (V62)
Subtotal:	-9.0	
Senior Nutrition Program	-1.0	Dietitian II (R20)
DAAS Department Subtotal:	-17.0	
Social Services Agency Deletion Total	-175.0	

Social Services Administration — Budget Unit 0501 Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
4700	Aging and Adult Administration	6,011,707	6,451,316	6,396,368	6,480,623	29,307	
4710	Aging and Adult Program	24,799,781	61,101,813	65,110,337	10,774,394	(50,327,419)	-82
4715	Aging and Adult Support Staff	1,405,992	1,644,622	1,644,622	1,566,878	(77,744)	-5
4755	Adult Programs Eligibility	980,333	1,138,903	1,314,781	1,169,786	30,883	3
4800	Agency Administration	81,265,277	87,393,498	85,257,263	88,525,609	1,132,111	1
4810	Program Support	15,726,906	16,273,839	17,133,375	17,411,082	1,137,243	7



Social Services Administration — Budget Unit 0501
Expenditures by Cost Center (Continued)

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
4831	South County Family Conference	279,785	400,476	400,476	314,090	(86,386)	-22
4860	Additional Staff Development	504,124	683,210	683,210	671,779	(11,431)	-2
4861	Staff Development	2,685,488	3,193,551	2,877,319	2,210,312	(983,239)	-31
4862	Benefit Services Trainees	2,125,252	2,075,665	2,024,661	3,162,096	1,086,431	52
4870	Children's Shelter	12,831,247	13,920,698	13,704,989	13,856,255	(64,443)	
4871	Children's Shelter Social Services	92,104					
4874	Children Services Trainees	423,413	906,084	906,084		(906,084)	-100
4903	Electronic Data Processing	28,063,280	27,096,539	26,247,099	26,666,752	(429,787)	-2
4904	EDP Reserve Codes	1,355					
4999	Veterans Services Program	119,009	767,367	703,033	739,965	(27,402)	-4
5000	Child Development Services	2,174,200	2,095,002	2,095,002	2,716,221	621,219	30
5010	Family Conference	848,703	1,070,820	1,070,820	846,285	(224,535)	-21
5040	Social Services Contracts	7,911,761	8,082,551	8,698,551	7,701,930	(380,621)	-5
5100	Refugee Targeted Assistance Program	1,380,839	1,455,420	1,455,420	1,207,268	(248,152)	-17
5200	Employment Services Program	21,474,880	25,982,873	24,709,495	22,775,602	(3,207,271)	-12
5202	Employment Services Support Staff	3,184,065	4,137,941	3,817,047	3,908,475	(229,466)	-6
5203	Employment Services Office Professional Staff	936,212	1,375,508	1,326,428	1,308,902	(66,606)	-5
5300	Benefit Services Program	65,605,945	71,033,076	74,258,505	70,960,715	(72,361)	
5400	Children's Services Programs	43,564,986	45,762,686	45,566,206	45,465,659	(297,027)	-1
Total Expenditures		324,396,604	384,043,458	387,401,091	330,440,678	(53,602,780)	-14%



Social Services Administration — Budget Unit 0501
Revenues by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
4700	Aging and Adult Administration	1,623,309	1,090,000	1,090,000	1,315,000	225,000	21
4710	Aging and Adult Program	4,794,947	38,008,162	41,314,165	750,000	(37,258,162)	-98
4800	Agency Administration	230,151,084	244,775,858	238,253,654	234,946,664	(9,829,194)	-4
4810	Program Support	1,059					0
4831	South County Family Conference	50,000					0
4861	Staff Development	3,199					0
4870	Children's Shelter	90,851	196,771	196,771	196,771		0
4903	Electronic Data Processing	13,815,699	6,856,010	6,856,010	8,700,486	1,844,476	27
4904	EDP Reserve Codes	50,362					0
4999	Veterans Services Program		72,709	72,709	72,709		0
5000	Child Development Services	2,743,326	2,521,513	2,521,513	2,973,310	451,797	18
5040	Social Services Contracts	262,485	2,209,002	2,209,002	2,557,656	348,654	16
5042	DEBS Unfunded Reserve Codes						0
5100	Refugee Targeted Assistance Program	1,585,659	1,881,851	1,881,851	1,459,858	(421,993)	-22
5200	Employment Services Program	3,021,964	3,106,335	3,106,335	3,106,335		0
5300	Benefit Services Program	7,924,700	7,121,968	7,121,968	2,431,019	(4,690,949)	-66
5400	Children's Services Programs	5,092,848	3,227,770	3,227,770	3,224,486	(3,284)	0
	Total Revenues	271,211,492	311,067,948	307,851,747	261,734,293	(49,333,655)	-16%



Aging and Adult Administration — Cost Center 4700

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	87.0	6,451,316	1,090,000
Board Approved Adjustments During FY 2003	-1.0	(54,948)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	474,764	
Internal Service Funds Adjustment			
Other Required Adjustments		(166,392)	0
Subtotal	85.0	6,704,740	1,090,000
Recommended Changes for FY 2004			
1. Delete One Social Services Program Manager in Adult Protective Services	-1.0	(88,505)	
This action deletes one (1) vacant Social Services Program Manager I position in Adult Protective Services. This position is being deleted due to funding reductions for two consecutive years in the Adult Protective Services Program at the State level.			
2. Delete Two Estate Administrative Positions	-2.0	(135,612)	
This action deletes one (1) vacant Estate Administrator Assistant, and one (1) vacant Estate Property Technician in Estate Administration within the Public Administrator's Office. This will reduce the county general fund expenditures in the Department of Aging and Adult Services.			
3. SSA Revenues			225,000
Interest revenues have increased consistently for the past few years due to the fact that the value of customer liquid assets has grown. As the number of clients served has increased, revenue from bond fees has grown. The size and value of the estates managed by the Public Guardian has resulted in an increase in estate fee revenue.			
Subtotal	-3.0	(224,117)	225,000
Total Recommendation	82.0	6,480,623	1,315,000



Aging and Adult Program — Cost Center 4710

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	124.5	61,101,813	38,008,162
Board Approved Adjustments During FY 2003	-2.0	4,008,524	3,306,003
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		716,959	
Internal Service Funds Adjustment			
Other Required Adjustments		(54,236,474)	(40,642,165)
Subtotal	122.5	11,590,822	672,000
Recommended Changes for FY 2004			
1. Delete One Social Work Supervisor Position in IHSS	-1.0	(88,161)	
This action deletes one (1) vacant Social Work Supervisor from In-Home Supportive Services. This will enable the department to contribute to the Social Services Agency's budget reduction efforts.			
2. Delete Six Conservatorship Positions in PA/G	-6.0	(495,730)	
This action eliminates one (1) vacant Supervising Deputy Public Guardian position, three (3) vacant Deputy Public Guardian Investigator positions, and two (2) vacant Public Health Nurse positions in the Public Guardian Office. These positions were added in the FY 2002 budget, and due to reductions in the County Services Block Grant funding from the State, they were not filled.			
3. SSA Revenues			33,000
Tax preparation and conservatorship fees have increased because of the larger number of Lanterman-Petris-Short (LPS) clients conserved in the Public Guardian.			
4. Delete Three Social Work Positions in Adult Protective Services	-3.0	(232,537)	
This action deletes one (1) vacant Social Work Supervisor and two (2) vacant Social Worker III positions from Adult Protective Services (APS). These positions were approved in the FY2002 budget augmentation, and will be eliminated due to lack of State funding for APS.			
5. Public Guardian Revenues			45,000
This revenue account has increased due to the higher number of Probate Conservatorship clients who are paying conservatorship fees, and due to the larger number of annual tax filings prepared for fee by the Public Guardian.			
Subtotal	-10.0	(816,428)	78,000
Total Recommendation	112.5	10,774,394	750,000

Aging and Adult Support Staff — Cost Center 4715 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	29.5	1,644,622	
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		(65,534)	
Internal Service Funds Adjustment			
Other Required Adjustments		162,550	0
Subtotal	29.5	1,741,638	
Recommended Changes for FY 2004			
1. Delete One Clerical Position in Adult Protective Services	-1.0	(47,832)	
This action deletes one (1) vacant Office Specialist III position in Adult Protective Services. This position is being deleted due to funding reductions for two consecutive years in the Adult Protective Services Program at the State level.			
2. Delete One Program Services Aide Position in IHSS	-1.0	(63,464)	
This action deletes one (1) vacant Program Services Aide in In-Home Supportive Services. This will reduce the county general fund expenditures in the Department of Aging and Adult Services.			
3. Delete One Public Guardian Program Services Aide Position	-1.0	(63,464)	
This action deletes one (1) vacant Program Services Aide position in the Public Guardian Office. This will reduce County general fund expenditures in the Department of Aging and Adult Services (DAAS), and support the overall budget reduction effort in the County of Santa Clara.			
Subtotal	-3.0	(174,760)	0
Total Recommendation	26.5	1,566,878	

Adult Programs Eligibility — Cost Center 4755 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	15.0	1,138,903	
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		78,322	
Internal Service Funds Adjustment			
Other Required Adjustments		(216,409)	0
Subtotal	15.0	1,176,694	
Recommended Changes for FY 2004			
1. Public Administrator/Public Guardian Reduction		(6,908)	
This action recommends reduction in the Public Administration/Public Guardian (PA/PG) services and supplies expenditures except for some remaining maintenance costs for computers and peripherals.			
Subtotal	0.0	(6,908)	0
Total Recommendation	15.0	1,169,786	



Agency Administration — Cost Center 4800

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	475.0	87,393,498	244,775,858
Board Approved Adjustments During FY 2003	-9.0	(2,136,235)	(6,522,204)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-55	1,673,460	
Internal Service Funds Adjustment		2,614,949	
Other Required Adjustments		1,447,084	2,111,048
Subtotal	460.5	90,992,756	240,364,702
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
Fleet Reduction		(31,416)	0
Lease Increase		170,819	
1. Delete Two Purchasing Clerical Positions	-2.0	(103,716)	
This action eliminates one (1) vacant Office Specialist III position, and one (1) vacant Accounting Clerk I position from the Purchasing Unit. The unit will continue to consolidate tasks, and institute cross functional efficiencies within the operation.			
2. Delete One Vacant Clerical Position in the Mailroom	-1.0	(47,832)	
This action deletes one (1) vacant Office Specialist II from the Mailroom. This unit will continue to consolidate and institute cross functional efficiencies within the operation.			
3. Delete Two Vacant Clerical Positions in the Agency Office Publishing Department	-2.0	(102,960)	
This action deletes two (2) vacant Office Specialist III positions from the Publishing Unit. The division expects to reduce the amount of paper reports by converting to electronic report distribution.			
4. Eliminate Two Clerical and One Records Retention Positions	-3.0	(142,800)	
This action deletes two (2) vacant Stock Clerks, and one (1) vacant Records Retention Specialist from the warehouse. The warehouse at Fifth Street in San Jose is being consolidated with the Julian Street headquarters in order to maximize utilization of staff resources.			
5. Delete One Record Retention Specialist Position	-1.0	(47,136)	
This action eliminates one (1) vacant Record Retention Specialist position from the Agency Record Retention Center. The impact of this recommended reduction will be minimized by continuing to focus existing resources on critical work priorities. Records Retention is actively participating in the Agency's Imaging Project.			
6. Delete Two Fiscal Positions	-2.0	(136,846)	
This action deletes one (1) vacant Associate Management Analyst position from the Budgeting Analysis Support group, and one (1) vacant Accountant Assistant position from the County Expense Claim group. These recommended reductions will be managed by consolidating the applicable financial responsibilities among the remaining accounting and budgeting staff within the department.			
7. SSA Revenues			(5,418,038)
The Social Services Agency's revenues are primarily expenditure based revenues, because the agency receives state and federal government reimbursement based on cost. As program costs are reduced the agency also receives less revenue. The agency budgets most of its revenue in this Cost Center, which reflects the revenue based on the costs of each program including staff, direct program costs and overhead reimbursement.			
8. Reduce County Counsel Services		(482,000)	
County Counsel is reducing its support for DFCS by 1.6 Attorney FTE and .2 FTE of paralegal services. This will reduce cost by \$482,000. Existing work will be distributed to the balance of the County Counsel staff.			
9. Reduce Staff by One Senior Management Analyst Position in Human Resources Administration	-1.0	(105,473)	
This action deletes one (1) filled Senior Management Analyst from the Human Resources Department Director Unit. This recommendation will be managed by distributing the position's responsibilities among the remaining staff within the department.			



Agency Administration — Cost Center 4800

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
10. Delete One Vacant and One Filled Position from Staff Development This action eliminates one (1) vacant Administrative Assistant position, and reduces staff by one (1) filled Employment Program Supervisor position in the Staff Development Manager's office. This workload will be redistributed to remaining administrative staff. This will reduce the county budget deficit.	-2.0	(168,787)	
11. Delete Administrative Assistant Position from DEBS Administration This action deletes one (1) unclassified Administrative Assistant position from the Department of Employment and Benefit Services Administration. This position has remained vacant for some time and is no longer needed.	-1.0	(56,424)	
12. Eliminate One Social Work Coordinator II Position in DFCS Administrative Support Bureau This action deletes one (1) vacant Social Work Coordinator II code in the DFCS Administrative Support Bureau. This position provided office support services that enabled numerous processes necessary to meet client needs and departmental processing responsibilities. The department's reorganization will allow it to distribute the work among the remaining staff.	-1.0	(84,187)	
13. Delete One Social Worker Coordinator II in DFCS Adoptions Bureau This action deletes one (1) vacant Social Work Coordinator II in the Adoptions Bureau. This position provided assistance with relative assessment and permanent placement for youth. The department's reorganization will allow it to distribute the work among the remaining staff.	-1.0	(84,187)	
14. Delete Two Positions in DFCS South County Bureau This action deletes one (1) vacant Program Manager and one(1) vacant Social Work Coordinator I at the South County Office. The positions provided support and coverage at the Gilroy Family Resource Center (GFRC) and Monterey Road Child Welfare Office, and supervision and interaction with community partners at the GFRC. The department's reorganization will allow it to distribute the work among the remaining staff.	-2.0	(163,735)	
15. Delete One Administrative Assistant in the DFCS Prevention and County Services Bureau This action removes one (1) vacant Administrative Assistant in the Prevention and Community Services Bureau. This position provided interaction with Family-to-Family, community partnerships, and community organizing through the resource family centers.	-1.0	(56,424)	
16. Delete One Office Management Coordinator in DFCS Emergency Response Bureau This action eliminates on one (1) vacant Office Management Coordinator in Emergency Response. This position provided office support services that enabled numerous processes necessary to meet client needs and departmental processing requirements. The department's reorganization will allow it to distribute the work among the remaining staff.	-1.0	(69,983)	
17. Delete Two Positions in the DFCS Support Services Bureau This action eliminates one (1) vacant Transportation Officer position and one (1) vacant Social Worker II position in the Support Services Bureau. These positions provided assistance in the identification of placement resources, and with the transportation of children to visit Cloverhouse. The department's reorganization will allow it to distribute the work among the remaining staff.	-2.0	(135,392)	
18. Delete Two CalWIN Positions This action deletes one (1) SSA Application Decision Support Specialist Eligibility II and one (1) SSA Application Decision Support Specialist Employment Services II positions from the CalWIN program. These positions are now vacant and are no longer needed at this stage of the program.	-2.0	(174,416)	
19. Delete One Position from the DEBS Program Bureau. This action deletes one (1) vacant Office Specialist position from the DEBS Program Bureau due to funding shortage. Some delays in the administrative process is expected as a result.	-1.0	(51,480)	
20. Delete One Administrative Position from a DEBS District Office	-1.0	(76,754)	



Agency Administration — Cost Center 4800

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
This action deletes one (1) vacant Eligibility Worker Supervisor position previously used in an administrative function. This deletion is necessary due to funding shortage. Some delays in the administrative process can be expected as a result of this action.			
21. Delete One Employment Program Manager Position.	-1.0	(90,814)	
This action will delete one (1) vacant Employment Program Manager position from the Employment Services program. The functions previously performed by this position will be absorbed by upper management. Some delays in the administrative process are anticipated as a result of this action.			
22. Delete Four Vacant Revenue Collections Positions in FMS	-4.0	(225,204)	
This action deletes four vacant positions from the Collections department in Financial Operations: Delete one (1) vacant Revenue Collections Officer I, one (1) vacant Revenue Collections Officer II, one (1) vacant Office Specialist II, and one (1) vacant Revenue Collections Clerk from the Collections department.			
In the Collections department, a plan has been implemented to absorb four position deletions with workload prioritization and redistribution. Support staff in collections have had their workload prioritized specifically to postpone routine tasks, such as research, and be assigned cases which require no fieldwork.			
Subtotal	-32.0	(2,467,147)	(5,418,038)
Total Recommendation	428.5	88,525,609	234,946,664

Program Support — Cost Center 4810

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	316.0	16,273,839	
Board Approved Adjustments During FY 2003		859,536	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-4.0	103,647	
Internal Service Funds Adjustment			
Other Required Adjustments		1,104,192	0
Subtotal	312.0	18,341,214	
Recommended Changes for FY 2004			
1. Delete Seven Clerical Positions from DEBS District Offices	-7.0	(335,712)	
This action deletes seven (7) vacant Office Specialist positions from various Department of Employment and Benefit Services district offices due to funding shortage. Some delays in client services may occur as a result of this action.			
2. Delete One Clerical Position from the General Assistance Bureau	-1.0	(56,628)	
This action deletes one (1) vacant Sr. Office Specialist position from the General Assistance Bureau. This position is 100% funded with County General Fund and its elimination is necessary due to the budget shortfall. Some delays in client services are expected as a result of this action.			
3. Delete One Office Specialist II in DFCS	-1.0	(47,832)	
This action deletes one (1) vacant Office Specialist II code. This position provided office support services that enabled numerous processes necessary to meet client needs and departmental processing responsibilities. The department's reorganization will allow it to distribute the work among the remaining staff.			
4. Delete One Office Specialist II and One Office Specialist III in DFCS	-2.0	(99,312)	
This action deletes two (2) vacant DFCS position codes. They are one (1) Office Specialist II and one (1) Office Specialist III position. These positions provided office support services that enabled numerous processes necessary to meet client needs and Juvenile Court Service Bureau processing requirements.			



Program Support — Cost Center 4810
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
5. Delete One Office Specialist III in DFCS Adoptions Bureau	-1.0	(51,480)	
This action deletes one (1) vacant Office Specialist III position in the Adoptions Bureau. This position provided clerical support to adoptions social workers and other staff in the Adoptions Bureau.			
6. Delete Two Clerical Positions in DFCS South County Bureau	-2.0	(98,892)	
This action deletes one (1) vacant Office Specialist II and one (1) vacant Transcriptionist at the South County Office. The positions provided support and coverage at the Gilroy Family Resource Center (GFRC) and Monterey Road Child Welfare Office, and clerical support for the South County office.			
7. Delete Two Positions in DFCS Emergency Response	-2.0	(99,312)	
This action deletes one (1) vacant Office Specialist II and one (1) vacant Office Specialist III in Emergency Response. These positions provided office support services that enabled numerous processes necessary to meet client needs and departmental processing requirements.			
8. Delete One Office Specialist I in DFCS CWS	-1.0	(45,300)	
This action will delete one (1) vacant Office Specialist I in the Child Welfare Services Bureau. This position provided clerical support to approximately 170 supervisors and social workers; thereby increasing the time available to work directly with families and youth.			
9. Remove Two Quality Control Support Clerical Positions from the Agency Office	-2.0	(95,664)	
This action eliminates one (1) vacant and (1) filled Office Specialist II position from the Office Professionals Unit in Quality Control Support. In anticipation of a reduction in workload in the Training and Staff Development Units, the department is planning to reduce staff in the Office Professionals Unit.			
Subtotal	-19.0	(930,132)	0
Total Recommendation	293.0	17,411,082	

South County Family Conference — Cost Center 4831
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	5.0	400,476	(1)
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(77,810)	
Internal Service Funds Adjustment			
Other Required Adjustments		(8,576)	0
Subtotal	4.0	314,090	(1)
Recommended Changes for FY 2004			
Total Recommendation	4.0	314,090	(1)



Additional Staff Development — Cost Center 4860 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	8.0	683,210	
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		105,225	
Internal Service Funds Adjustment			
Other Required Adjustments		(28,495)	0
Subtotal	8.0	759,940	
Recommended Changes for FY 2004			
1. Delete One Social Work Training Specialist in DFCS	-1.0	(88,161)	
This action deletes one (1) vacant Social Worker Training Specialist. This position provided required training to Children's Shelter staff. The number of Children's Shelter staff is being reduced thereby negating the need for this position, should the need arise training can be obtained from other sources.			
Subtotal	-1.0	(88,161)	0
Total Recommendation	7.0	671,779	

Staff Development — Cost Center 4861 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	39.0	3,193,551	
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	213,530	
Internal Service Funds Adjustment			
Other Required Adjustments		(180,534)	0
Subtotal	34.0	2,910,315	
Recommended Changes for FY 2004			
1. Delete Four Management Specialist Positions In Staff Development	-4.0	(384,259)	
In anticipation of a reduction in workload in the Training unit, the department is recommending trimming the number of office professionals who support the Staff Development and Training Department. This action deletes one (1) filled Management Analyst position and three (3) filled Staff Development Specialist positions in the Administrative Support unit in the Staff Development Manager's office.			
2. Eliminate Two Clerical Positions in Staff Development	-2.0	(99,240)	
This action deletes two (2) filled Office Specialist II positions from the Office Professionals unit in Staff Development. Due to the expected reduction in workload in the Training and Staff Development Units, the department is planning to reduce staff in this organization.			
3. Eliminate Three Staff Development Office Automation Coordinator Positions	-3.0	(216,504)	
This action eliminates two (2) filled and one (1) vacant Office Automation Systems Coordinator positions from the Training and Staff Development Department. Every effort is being made to minimize the effects of these reductions upon critical human resource, training, and staff development services for the Social Services Agency.			
Subtotal	-9.0	(700,003)	0
Total Recommendation	25.0	2,210,312	



Benefit Services Trainees — Cost Center 4862 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	40.0	2,075,665	
Board Approved Adjustments During FY 2003	-1.0	(51,004)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	12.5	1,123,376	
Internal Service Funds Adjustment			
Other Required Adjustments		14,059	0
Subtotal	51.5	3,162,096	
Recommended Changes for FY 2004			
Total Recommendation	51.5	3,162,096	

Children's Shelter — Cost Center 4870 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	159.0	13,920,698	196,771
Board Approved Adjustments During FY 2003	-2.0	(215,709)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		713,823	
Internal Service Funds Adjustment		192,035	
Other Required Adjustments		862,060	0
Subtotal	157.0	15,472,907	196,771
Recommended Changes for FY 2004			
1. Deletion of Ten Vacant and Twelve Filled Positions at the Shelter	-22.0	(1,448,062)	
		(168,590)	
<p>This recommendation deletes a total of twenty-two (22) positions at the Children's Shelter. The twenty-two (22) positions to be deleted includes the following twelve (12) filled positions: one (1) Senior Children's Counselor, two (2) Children's Counselors, and nine (9) Day Care Aides. The ten (10) vacant positions to be deleted are as follows: one (1) Deputy Director, one (1) Cottage Manager, two (2) Senior Children's Counselors, one (1) Facilities Services Worker, one (1) Administrative Assistant, three (3) Office Specialist II, and one (1) Administrative Support Officer I.</p> <p>The deletion of the twelve (12) filled positions and the vacant Cottage Manager are the result of the County's investment in a variety of Out-of-Home Placement Initiatives that have resulted in significant reductions in the daily population and length of stay for children at the Shelter, eliminating the need for one of the cottages. Because of population decline other supportive vacant staff positions are being eliminated.</p>			
2. Custody Health Funding Reduction for the Shelter		(168,590)	
<p>This action reduces funding equivalent to 2.5 full time equivalent support services from Custody Health at the Children's Shelter. The positions have been deployed to Juvenile Hall. Due to the decline in the Children's Shelter population, the elimination of the positions will have no impact on service delivery. The codes being deleted are delineated in Custody Health's budget.</p>			
Subtotal	-22.0	(1,616,652)	0
Total Recommendation	135.0	13,856,255	196,771



Children Services Trainees — Cost Center 4874 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	20.0	906,084	
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		90,440	
Internal Service Funds Adjustment			
Other Required Adjustments		25	0
Subtotal	20.0	996,549	
Recommended Changes for FY 2004			
1. Delete Twenty DFCS Social Worker III Positions	-20.0	(996,549)	
<p>This action will delete twenty (20) vacant Social Worker III positions in the Department of Families and Children Services (DFCS), Office of the Director. Deletion of these positions may impact the department's ability to provide six dedicated weeks of training for social workers changing jobs and for training of potential new social worker hires. These positions were part of a formal training program that had been implemented two years ago, but in light of the new economic situation and the lack of hiring new social workers, the agency will return to its prior training model.</p>			
Subtotal	-20.0	(996,549)	0
Total Recommendation			

Electronic Data Processing — Cost Center 4903 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	139.5	27,096,539	6,856,010
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.5	1,119,285	
Internal Service Funds Adjustment		(298,196)	
Other Required Adjustments		2,126,208	952,754
Subtotal	124.5	29,194,396	7,808,764
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
General Fund ISD Services Adjustment		38,864	0
1. Delete One SSA Application Decision Support Specialist Eligibility II	-1.0	(87,788)	
<p>This action deletes one vacant SSA Application Decision Support Specialist Eligibility II (P65) position. This position is no longer needed at this stage of the CALWIN implementation process.</p>			
2. Infrastructure and Equipment Maintenance Costs		386,456	
<p>This action by Information Systems Division reflects the deletions, additions and modifications of phone lines and cable installations due to the infrastructure changes to the Social Services Agency Julian buildings and the increase to the maintenance costs due to the addition of more equipment to support the Agency's infrastructure and projects.</p>			
3. Consulting and External Data Processing Services		(1,003,488)	
<p>This recommendation by the Information Systems Division reflects the reduction in the consulting and external data processing services due to the reduction and elimination of service contracts. Most of these management and professional consulting contracts were purchased to start off the CalWIN (CalWORKS Information Network) implementation. These contracts, some multi-year agreements, are expiring in FY 2003 and are not to be renewed.</p>			



Electronic Data Processing — Cost Center 4903

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
4. Rental Agreement for Personal Computers, PC Hardware, and PC Software		(1,490,017)	
This action reflects the elimination of rental/lease agreement for equipment due to the deployment of CalWIN personal computers and peripherals. CalWIN hardware and software were heavily purchased in FY 2002 and FY 2003. With EBT (Electronic Benefit Transfer) being implemented in FY 2003 and projects like CalWIN and IDM getting close to implementation, costs for PC hardware, training, conferences, workshops, and other supplies and services expenditures are also being reduced.			
5. Delete Fifteen Vacant IS Positions	-15.0	(1,292,398)	
This action deletes fifteen (15) vacant positions in the Information Systems Division. Most of these positions have been vacant for some time and have lost their opportunities to be filled through the freeze process. The positions to be eliminated include one (1) Office Specialist Analyst (D09), three (3) Information Systems Managers III (G11), two (2) Information Systems Managers II (G12), two (2) Information Systems Analysts II (G28), two (2) Business Consulting Project Managers (G55), one (1) Associate Operations Research Analyst (L97), two (2) SSA Application Development Specialists Employment Services II (P72) and two (2) Application Decision Support Managers (V65). This action will require current staff to take on additional responsibilities and for managers to oversee a larger number of staff. The service delivery within IS and within SSA will be reduced somewhat. New application development may be delayed and ongoing support in general will be reduced, though core services will be maintained.			
6. Infrastructure and Equipment Maintenance Costs		(118,328)	
This action by Information Systems Division reflects the deletions, additions and modifications of phone lines and cable installations due to the infrastructure changes to the Social Services Agency Julian buildings.			
7. Consulting and External Data Processing Services		644,277	
This action reflects the required adjustment to the external data processing costs for the Computerized Welfare Case Data System.			
8. Rental Agreement for Personal Computers, PC Hardware, and PC Software		32,000	
This recommendation reflects a budget increase due to the organizational changes within Information Systems to better support and manage the external printing and reproduction of documents.			
9. Infrastructure and Equipment Maintenance Costs		(1,200)	
This action reflects the budget adjustment to the equipment maintenance costs due to the implementation of EBT (Electronic Benefit Transfer) project in FY 2003.			
10. Infrastructure and Equipment Maintenance Costs		(91,565)	
This action reflects the decrease to the equipment maintenance costs due to the removal of some maintenance agreements for equipment supporting the organizational changes within the Information Systems Division.			
11. Consulting and External Data Processing Services		(295,632)	
This recommendation by the Information Systems Division reflects a reduction to the service contracts. Most of the management and professional consulting contracts were purchased to start off the CalWIN (CalWORKS Information Network) implementation. These contracts, some multi-year agreements, are expiring in FY 2003 and are not to be renewed.			
12. Rental Agreement for Personal Computers, PC Hardware, and PC Software		(16,000)	
This action reflects the reductions, increases, and modifications to the Agency's budget for lease/rental agreement for personal computers and PC software as various projects are being developed and implemented.			
13. Rental Agreement for Personal Computers, PC Hardware, and PC Software		20,000	
This recommendation is an increase to the transportation and travel costs for the staff involved in the CalWIN (CalWORKS Information Network) development and implementation project.			
14. CALWIN Equipment		891,722	891,722
The CALWIN system will need to complete the purchase of the remaining equipment needed to implement the new CALWIN application. This system is expected to be implemented in August 2004. This is offset with 100% revenue reimbursement.			
15. Delete One Unclassified SSA IS Tech Specialist Position	-1.0		



Electronic Data Processing — Cost Center 4903
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
This action deletes one vacant unclassified SSA Information Tech Specialist (Z20) position. This recommendation will require consolidating the position's responsibilities among the remaining staff in the IS Division which will delay and reduce service delivery provided to SSA.			
16. Infrastructure and Equipment Maintenance Costs		(51,181)	
This action by Information Systems decreases some maintenance costs due to the organizational changes and contract cancellations.			
17. Rental Agreement for Personal Computers, PC Hardware, and PC Software		35,000	
This recommendation by Information Systems reflects the required budget adjustment to their transportation and travel costs.			
18. Infrastructure and Equipment Maintenance Costs		215,120	
This action by Information Systems reflects an increase to the maintenance costs to support the IDM (Integrated Document Management) project .			
19. Consulting and External Data Processing Services		(8,000)	
This recommendation by the Information Systems Division reflects the reduction in the external data processing services for VACS (Ventura Automated Collections System).			
20. Rental Agreement for Personal Computers, PC Hardware, and PC Software		(6,000)	
This recommendation by Information Systems reflects the required budget adjustment to their office expense account.			
21. Infrastructure and Equipment Maintenance Costs		42,556	
This recommendation reflects the increase to the maintenance costs to support the infrastructure changes within CWS/CMS (Child Welfare Services/Case Management System).			
22. Rental Agreement for Personal Computers, PC Hardware, and PC Software		70,495	
This recommendation for budget increase is due to the infrastructure changes and applications support for CWS/CMS (Child Welfare Services/Case Management Services).			
23. Delete Two Management Aide Positions in ISD	-2.0	(112,106)	
This action deletes two (2) Management Aide (B1W) positions in the Information Systems Division. This action will be managed by consolidating responsibilities among the current clerical staff within the organization.			
24. Infrastructure and Equipment Maintenance Costs		(38,700)	
This action by Information Systems Division reflects the deletions, additions and modifications of phone lines and cable installations due to the infrastructure changes to the Social Services Agency Julian buildings and the reduction to the maintenance costs due to maintenance contracts cancellations.			
25. Consulting and External Data Processing Services		85,099	
This recommendation by the Information Systems Division reflects the required budget adjustment to the service contracts with consultants for the application projects supporting CWS/CMS (Case Welfare Services/Case Management Services).			
26. Rental Agreement for Personal Computers, PC Hardware, and PC Software		(376,830)	
This recommendation reflects budget reductions to PC hardware and PC software due to the organizational changes with Information Systems.			
	Subtotal	-19.0	891,722
Total Recommendation		105.5	26,666,752
			8,700,486

EDP Reserve Codes — Cost Center 4904 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	18.5		
Board Approved Adjustments During FY 2003	-1.0		
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-14.0	(40,407)	
Internal Service Funds Adjustment			
Other Required Adjustments		40,407	0
Subtotal	3.5		
Recommended Changes for FY 2004			
Total Recommendation	3.5		

Veterans Services Program — Cost Center 4999 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	10.0	767,367	72,709
Board Approved Adjustments During FY 2003	-1.0	(64,334)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		9,696	
Internal Service Funds Adjustment			
Other Required Adjustments		27,236	0
Subtotal	9.0	739,965	72,709
Recommended Changes for FY 2004			
Total Recommendation	9.0	739,965	72,709

Child Development Services — Cost Center 5000 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget		2,095,002	2,521,513
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		621,219	462,554
Subtotal		2,716,221	2,984,067
Recommended Changes for FY 2004			
1. SSA Revenues			(10,757)
The Social Services Agency's revenues are primarily expenditure based revenues, because the agency receives state and federal government reimbursement based on cost. As program costs are reduced the agency also receives less revenue. The agency budgets most of its revenue Cost Center 4800, which reflects the revenue based on the costs of each program including staff, direct program costs and overhead reimbursement.			
Subtotal	0.0	0	(10,757)
Total Recommendation		2,716,221	2,973,310



Family Conference — Cost Center 5010 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	12.0	1,070,820	
Board Approved Adjustments During FY 2003	1.0		
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.5	(52,331)	
Internal Service Funds Adjustment			
Other Required Adjustments		(16,986)	0
Subtotal	10.5	1,001,503	
Recommended Changes for FY 2004			
1. Delete One Social Worker I and One Prevention Analyst II in DFCS Support Services Bureau	-2.0	(155,218)	
This action deletes one (1) vacant Social Worker I and one (1) vacant Prevention Program Analyst II in the Support Services Bureau. These positions provided assistance in the identification of placement resources and focused on promoting Family-to-Family initiatives within DFCS. The department's reorganization will allow it to distribute the work among the remaining staff.			
Subtotal	-2.0	(155,218)	0
Total Recommendation	8.5	846,285	

Social Services Contracts — Cost Center 5040 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	4.0	8,082,551	2,209,002
Board Approved Adjustments During FY 2003		616,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		34,508	
Internal Service Funds Adjustment		(522)	
Other Required Adjustments		(536,824)	78,654
Subtotal	4.0	8,195,713	2,287,656
Recommended Changes for FY 2004			
1. Reduction of General Funds Contracts		(384,000)	
This action reduces the General Fund contracts by 16%. The General Fund contracts are one of the few 100% discretionary programs within the Social Services Agency. While the community-based organizations provide valuable services to the community, they are not part of the core-mandated delivery system.			
		(43,984)	
2. Reduction in GF Inventory Contracts			
This action brings the budget down to the actual expenditures of this program. This reduction will not have an impact of the current level of services being provided by this program.			



Social Services Contracts — Cost Center 5040 Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
3. Reduction in GF Immigration contracts		(63,725)	
This action reduces the General Fund immigration contracts by 16%. The General Fund Immigration contracts are one of the few 100% discretionary programs within the Social Services Agency. While the immigration services are a valuable resource to the community, they are not part of the core-mandated delivery system.			
4. Reduction of SOS Contracts		(2,074)	270,000
This action will reduce the Status Offender Services contracts by 16%. The Status Offender Services contracts provide a valuable service to those children who are neither Probation or Child Welfare children. The Social Services Agency has asked the Child Abuse Council for access of one-time funds from the County Childrens Trust Fund to cover the SOS reduction. The Child Abuse Council has recommended to the Board of Supervisors that one time funds be made available to the agency, to be used at its discretion, to help meet the Council's goals of child abuse prevention. SSA has evaluated the need of the agency, its programs and the Board's priorities and has determined that the best use of these funds would be with the SOS Program. The SOS program is able to provide preventive child abuse services to children who would otherwise be possible referrals to child welfare, and placement into the Children Shelter without these services.			
	Subtotal	0.0	(493,783)
Total Recommendation	4.0	7,701,930	2,557,656

DEBS Unfunded Reserve Codes — Cost Center 5042 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget			
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	11.0	746,630	
Internal Service Funds Adjustment			
Other Required Adjustments		(746,630)	0
	Subtotal	11.0	
Recommended Changes for FY 2004			
Total Recommendation	11.0		

Refugee Targeted Assistance Program — Cost Center 5100 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget			
		1,455,420	1,881,851
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(248,152)	(407,674)
	Subtotal	1,207,268	1,474,177



Refugee Targeted Assistance Program — Cost Center 5100 Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Recommended Changes for FY 2004			
1. SSA Revenues			(14,319)
The Social Services Agency's revenues are primarily expenditure based revenues, because the agency receives state and federal government reimbursement based on cost. As program costs are reduced the agency also receives less revenue. The agency budgets most of its revenue in Cost Center 4800, which reflects the revenue based on the costs of each program including staff, direct program costs and overhead reimbursement.			
	Subtotal	0	(14,319)
Total Recommendation		1,207,268	1,459,858

Employment Services Program — Cost Center 5200 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	188.0	25,982,873	3,106,335
Board Approved Adjustments During FY 2003	-19.0	(1,273,378)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-11.0	(7,342)	
Internal Service Funds Adjustment			
Other Required Adjustments		(502,279)	0
	Subtotal	24,199,874	3,106,335
Recommended Changes for FY 2004			
1. Delete Five Employment Services Program Positions.	-5.0	(340,272)	
This action deletes five (5) vacant positions under the Employment Services program. They include one Employment Counselor and four Employment Technicians. This reduction is necessary due to reduced state funding. Some delays in client services are expected as a result.			
		(1,084,000)	
2. Adjustments in the CalWORKs Direct Service Accounts and In-Service Training Account			
This recommendation increases the Welfare-to-Work (WtW) transportation account and ancillary account by \$40,000 and \$124,000, respectively. It also reduces the WtW contract account by (\$1,140,000), and the In Service Training account by (\$108,000). The total net saving of this action is (\$1,084,000). The large reduction in the contract account is unavoidable due to reduced state funding. All the other minor adjustments are done to reflect more accurate levels of expenditure.			
	Subtotal	(1,424,272)	0
Total Recommendation	153.0	22,775,602	3,106,335



Employment Services Support Staff — Cost Center 5202 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	47.0	4,137,941	
Board Approved Adjustments During FY 2003	-2.0	(320,894)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	99,589	
Internal Service Funds Adjustment			
Other Required Adjustments		42,011	0
Subtotal	43.0	3,958,647	
Recommended Changes for FY 2004			
1. Delete One Position from the Contract Auditing Unit	-1.0	(50,172)	
This action deletes one vacant Account Clerk II position from the CalWORKs Contract Auditing unit. The service impact is small since a percentage of contracts have phased out, reducing auditing workload.			
Subtotal	-1.0	(50,172)	0
Total Recommendation	42.0	3,908,475	

Employment Services Office Professional Staff — Cost Center 5203 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	27.0	1,375,508	
Board Approved Adjustments During FY 2003	-9.0	(49,080)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	4.0	93,571	
Internal Service Funds Adjustment			
Other Required Adjustments		(15,433)	0
Subtotal	26.0	1,404,566	
Recommended Changes for FY 2004			
1. Delete Two Positions from the Employment Services Program	-2.0	(95,664)	
This action deletes two vacant Office Specialist positions from the Employment Services program due to funding shortage. This reduction may result in clients having to wait longer to be served.			
Subtotal	-2.0	(95,664)	0
Total Recommendation	24.0	1,308,902	



Benefit Services Program — Cost Center 5300

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	639.0	71,033,076	7,121,968
Board Approved Adjustments During FY 2003	-13.0	3,225,429	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-10.5	2,333,052	
Internal Service Funds Adjustment		(258,652)	
Other Required Adjustments		(3,124,389)	(4,690,949)
Subtotal	615.5	73,208,516	2,431,019
Recommended Changes for FY 2004			
1. Delete Three Supervisory Positions from the Benefits Program	-3.0	(230,262)	
This action will delete three vacant Eligibility Worker Supervisor positions under the Benefits program due to funding shortage. These deletions will increase the worker-to-supervisor ratio for existing supervisory staff in affected offices.			
2. Delete One Eligibility Worker Position from the Benefits Program	-1.0	(66,342)	
This action deletes one vacant Eligibility Worker III from the CalWORKs Benefits program.			
3. Reduce Welfare Fraud Budget		(1,951,197)	
This recommendation will reduce the contracted amounts for Investigation and Prosecution related to Welfare Fraud by (\$1,886,062) and (\$65,135), respectively, for a total saving of (\$1,951,197). These reductions are based on a 54% caseload decrease in both the CalWORKs and Food Stamp programs since 1996. The state has significantly reduced funding over the last three years for eligibility-related activities, which include welfare fraud.			
Subtotal	-4.0	(2,247,801)	0
Total Recommendation	611.5	70,960,715	2,431,019

Children's Services Programs — Cost Center 5400

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	462.5	45,762,686	3,227,770
Board Approved Adjustments During FY 2003	-1.0	(196,480)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	7.0	1,913,055	
Internal Service Funds Adjustment			
Other Required Adjustments		(267,649)	20,215
Subtotal	454.5	47,211,612	3,247,985
Recommended Changes for FY 2004			
1. Delete Four Social Worker Positions from DFCS Juvenile Court Services	-4.0	(290,212)	
This action deletes four (4) vacant DFCS position codes. The codes to be deleted are two (2) Social Worker I and two (2) Social Worker III positions. These positions provided supervision for court-ordered visitations between children and parents, administered random and scheduled drug tests, conducted home visits to monitor children's safety, and increased the ability to divert children from the Children's Shelter. The department's reorganization will allow it to distribute the work among the remaining staff.			
2. Delete One Social Worker III from the Children's Shelter	-1.0	(78,764)	
This recommendation deletes one (1) vacant Social Worker III at the Children's Shelter. This position helped the department social work staff to manage their current workload. The department's reorganization will allow it to distribute the work among the remaining staff.			



Children's Services Programs — Cost Center 5400

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
3. Delete Four Social Worker III Positions from DFCS Adoptions Bureau	-4.0	(315,056)	
This action eliminates four (4) vacant Social Worker III codes from the Adoptions Bureau. These positions provided services to clients for drug court, Spanish speaking social workers, and assessment of relatives as to a permanent placement. The department's reorganization will allow it to distribute the work among the remaining staff.			
4. Delete One Social Worker II Position From Prevention, Education, and Community Services Bu	-1.0	(72,188)	
This action deletes one (1) vacant Social Worker II in the Prevention, Education, and Community Services Bureau. This position provided interaction with Family-to-Family, community partnerships, and community organizing through the resource family centers.			
5. Eliminate Three Social Worker Positions from DFCS Emergency Response Bureau	-3.0	(236,292)	
This action deletes three (3) vacant Social Worker III positions in Emergency Response. The positions provided staff to help in the investigation of child abuse and neglect reports. The department's reorganization will allow it to distribute the work among the remaining staff.			
6. Reduce General Fund Domestic Violence Contracts		(48,320)	
This action reduces the contracts related to domestic violence services by 16%. This program is one of the few 100% discretionary programs within the Social Services Agency. While the domestic violence contracts provide a valuable service to the community, they are not part of the core-mandated delivery system.			
7. Delete One Social Work Supervisor and Three Social Worker III Positions in DFCS	-4.0	(324,453)	
This action deletes one (1) vacant Social Work Supervisor and three (3) vacant Social Worker III positions in the Child Welfare Services Bureau. The positions provided staff to monitor compliance with legal and state mandates. The department's reorganization will allow it to distribute the work among the remaining staff.			
8. Delete Three Social Worker Positions From Specialized Youth Planning Services Bureau	-3.0	(229,716)	
This action removes two (2) Social Worker III and one (1) Social Worker II positions from the Specialized Youth Planning Services Bureau. These positions assisted in the management of the current caseload. The department's reorganization will allow it to distribute the work among the remaining staff.			
9. SSA Revenues			(23,499)
The Social Services Agency's revenues are primarily expenditure based revenues, because the agency receives state and federal government reimbursement based on cost. As program costs are reduced the agency also receives less revenue. The agency budgets most of its revenue in Cost Center 4800, which reflects the revenue based on the costs of each program including staff, direct program costs and overhead reimbursement.			
10. Delete One Position From The CalWORKs Domestic Violence Unit	-1.0	(78,764)	
This action deletes one (1) vacant Social Worker III position from the CalWORKs Domestic Violence Unit. This action is necessary due to reduced state funding. The level of service in this unit will be reduced as a result.			
11. Delete One Position from the SSI Advocacy Unit	-1.0	(72,188)	
This action deletes one (1) vacant Social Worker II position from the SSI Advocacy Unit. This position is 50% funded with County General Fund and its elimination is necessary due to the budget shortfall. Clients may have to wait longer to get assistance with filing for SSI as a result of this action.			
Subtotal	-22.0	(1,745,953)	(23,499)
Total Recommendation	432.5	45,465,659	3,224,486



SSA Nutrition Services To The Aged — Budget Unit 0509 Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
4890	SSA Nutrition Services To The Aged	5,199,723	5,873,277	5,829,816	5,665,518	(207,759)	-4
Total Expenditures		5,199,723	5,873,277	5,829,816	5,665,518	(207,759)	-4%

SSA Nutrition Services To The Aged — Budget Unit 0509 Revenues by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
4890	SSA Nutrition Services To The Aged	3,209,036	3,004,807	3,004,807	3,004,807		0
Total Revenues		3,209,036	3,004,807	3,004,807	3,004,807		0%

SSA Nutrition Services To The Aged — Cost Center 4890 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	8.0	5,873,277	3,004,807
Board Approved Adjustments During FY 2003		(43,461)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		13,848	
Internal Service Funds Adjustment		(46,703)	
Other Required Adjustments		5,191	0
	Subtotal	8.0	5,802,152
Recommended Changes for FY 2004			
1. Delete One Dietitian II Position	-1.0	(79,459)	
This action deletes one (1) vacant Dietitian II position in the Senior Nutrition Program. The Senior Nutrition Program budget has been adjusted to accommodate the fiscal necessity of countywide reductions to align expenditures with available funding.			
		(57,175)	
2. Home Delivered Meals Kitchen Facility Lease Modification			
Reduce recommended budget by (\$57,175), the amount allocated for the Moffett Field kitchen facility lease subsidy for Home Delivered meals. Vendor will provide own kitchen facilities for Home Delivered Meals preparations in FY 2004.			
	Subtotal	-1.0	(136,634)
Total Recommendation	7.0	5,665,518	3,004,807



SSA Categorical Aids Payments — Budget Unit 0511 Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
4901	SSA Categorical Aids Payments	145,824,251	181,145,971	180,690,805	197,778,307	16,632,336	9
Total Expenditures		145,824,251	181,145,971	180,690,805	197,778,307	16,632,336	9%

SSA Categorical Aids Payments — Budget Unit 0511 Revenues by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
4901	SSA Categorical Aids Payments	134,489,578	155,349,450	156,148,942	170,949,430	15,599,980	10
Total Revenues		134,489,578	155,349,450	156,148,942	170,949,430	15,599,980	10%

SSA Categorical Aids Payments — Cost Center 4901 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget		181,145,971	155,349,450
Board Approved Adjustments During FY 2003		(455,166)	799,492
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		13,533,551	10,594,990
	Subtotal	194,224,356	166,743,932
Recommended Changes for FY 2004			
1. Reduction in the Group Home Subsidy Program		(504,000)	
This reduction will reduce the budget to the actual expenditures of this program. It will not reduce the current level of subsidized beds.			
2. Reduction to the Mental Health Patch Program		(180,000)	
It is anticipated that Mental Health services to children in Foster Care will not be reduced. The Social Services Agency will work with the Department of Mental Health to develop contracts with service providers in order to draw down Medi-Cal funding for this program to replace county general fund for these same services.			



SSA Categorical Aids Payments — Cost Center 4901
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
3. Reduction in the Foster Parent \$50 Supplement Program		(80,000)	
<p>This program will be phased out of the Department of Family and Children's Services. As the foster child exits their current foster care home placement, the subsidy will be eliminated. The majority of foster children qualify for additional special payments under the "special care increment" program, therefore increasing the foster child's aid payment and reducing the need for this program. The "special care" program had been expanded over the last two years and provides a greater subsidy than the \$50 month supplement.</p>			
4. Reduction to the Intensive Intervention Program		(284,798)	
<p>FY 2003 was the first full year of implementing the Family Strength-Based Program budgeted under this category. Gardner Family Care Corporation was awarded the contract through a Request for Proposal process. The actual cost of the program is less than what was anticipated. This action will reduce the budget to the actual expenditures of this program. Any additional up-front services needed by the program will be administered by the Department of Family and Children's Services.</p>			
5. Bridge Funding for Out of Home Placement Services		2,102,749	4,205,498
<p>The Social Services Agency had a tier three target for this BU of \$3,409,429. It met \$1,048,798 in program costs savings. BU 501 absorbed a portion of the cut, but leaving a balance of \$2,102,749. In order to save the discretionary out-of-home placement programs from further cuts, a plan has been developed that should bridge these programs from cuts for two years using one time revenue. It is anticipated that by FY 2006 that sale tax revenue will have made at least partial recovery and SSA realignment revenue will increase by \$2.1 million. SSA caseload growth has already "earned" significant revenues above this amount.</p>			
6. Welfare Reform Reserve Augmentation		2,500,000	
<p>The Welfare Reform Reserve has been changed from an on going \$2.5 million reserve to a one time \$5 million reserve. This reserve will be available on a yearly basis as determined by the Board. The reserve historically has been used for "safety net services" and immigration services.</p>			
	Subtotal	0.0	
		3,553,951	4,205,498
Total Recommendation		197,778,307	170,949,430





Section 4: Santa Clara Valley Health & Hospital System

Section 4: Santa Clara Valley
Health & Hospital System



Santa Clara Valley Health & Hospital System

Mission

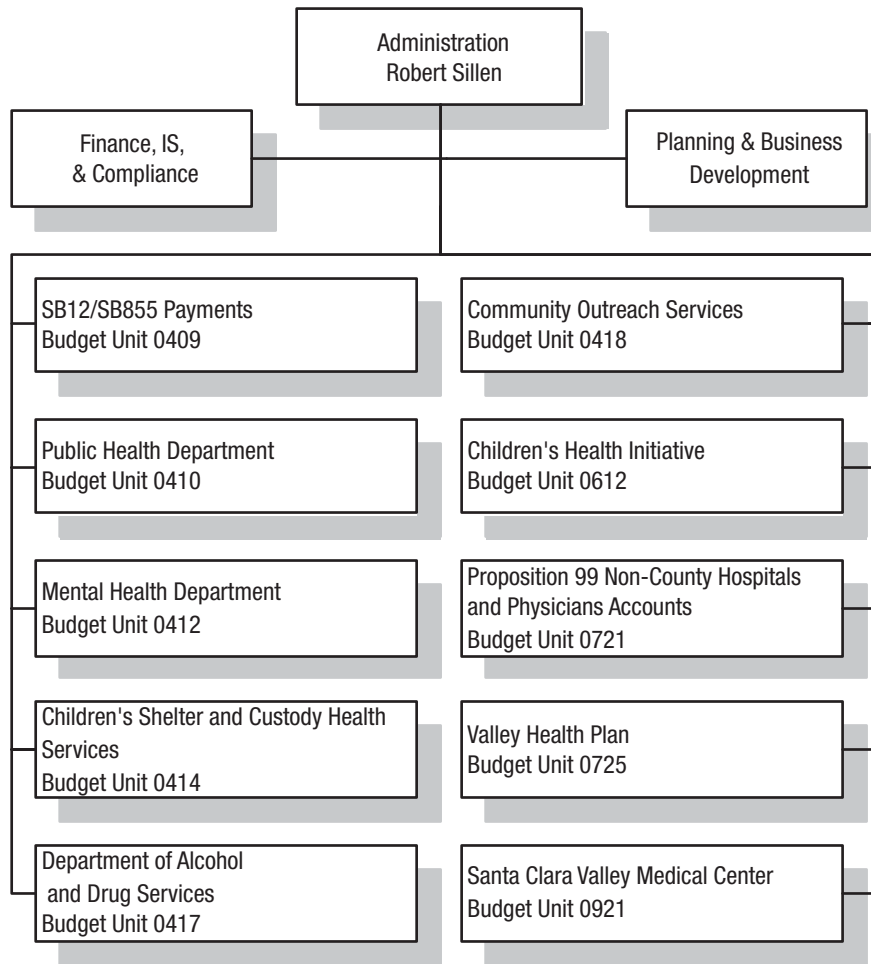
The Santa Clara Valley Health and Hospital System provides leadership in developing and promoting a healthy community through a planned, integrated health care delivery system which offers prevention, education and treatment programs to all residents of Santa Clara County, regardless of ability to pay.



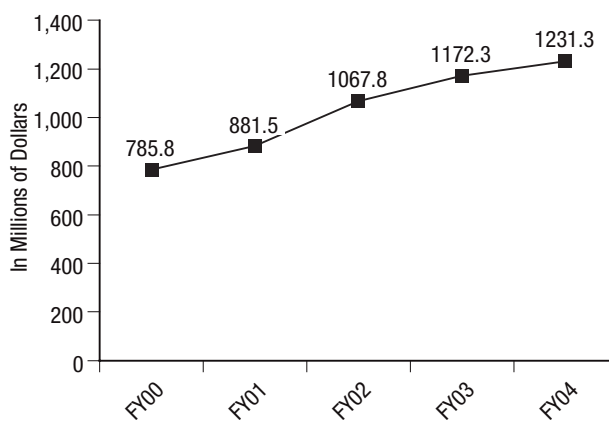
Departments

- **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 Services**
- **Children's Health Initiative**
- **Prop 99 Non-County Hospital and Physician Funds**
- **Valley Health Plan**
- **Santa Clara Valley Medical Center**

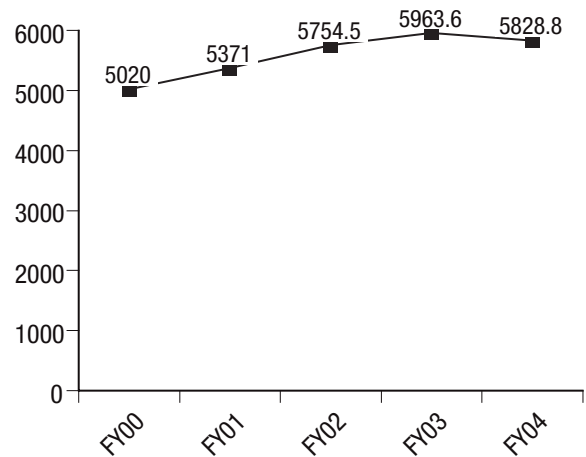
Santa Clara Valley Health & Hospital System



Section 4: Santa Clara Valley Health & Hospital System



Appropriation Trend



Staffing Trend



Expenditures by Department

BU	Department Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
0409	SB12/SB855 Funds	91,287,502	122,250,000	123,979,389	122,250,000		
0410	Public Health	76,528,049	85,197,635	91,158,118	90,596,518	5,398,883	6
0412	Mental Health	168,454,913	177,468,182	176,880,163	179,134,200	1,666,018	1
0414	Children's Shelter & Custody Health Services	1,288,564	2,108,929	2,110,311	700,000	(1,408,929)	-67
0417	Bureau Of Drug And Alcohol Programs	35,857,728	42,123,077	42,942,373	39,518,538	(2,604,539)	-6
0418	Community Outreach Services	5,927,892	8,754,578	8,327,256	8,578,897	(175,681)	-2
0612	Childrens Health Initiative		3,000,000	3,000,000	3,000,000		
0721	Prop 99 Non-County Hospital Fund	2,627,814	2,000,000	3,520,923	1,746,000	(254,000)	-13
0725	Valley Health Plan	54,035,440	56,341,830	66,341,830	71,849,334	15,507,504	28
0921	Valley Medical Center	666,089,950	673,050,467	674,719,728	713,927,945	40,877,478	6
	Total Expenditures	1,102,097,852	1,172,294,698	1,192,980,091	1,231,301,432	59,006,734	5%

Revenues by Department

BU	Department Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
0409	SB12/SB855 Funds	91,094,381	122,250,000	123,979,389	122,250,000		
0410	Public Health	36,642,309	41,588,247	47,191,563	45,814,495	4,226,248	10
0412	Mental Health	121,163,821	122,123,157	116,895,758	117,991,746	(4,131,411)	-3
0414	Children's Shelter & Custody Health Services	1,163					
0417	Bureau Of Drug And Alcohol Programs	22,262,859	23,770,035	25,070,903	22,780,581	(989,454)	-4
0418	Community Outreach Services	2,498,365	1,054,760	1,305,387	1,655,387	600,627	57
0612	Childrens Health Initiative		3,000,000	3,000,000	3,000,000		
0721	Prop 99 Non-County Hospital Fund	2,627,814	2,000,000	3,520,923	1,746,000	(254,000)	-13
0725	Valley Health Plan	55,369,298	56,386,551	66,386,551	71,920,407	15,533,856	28
0921	Valley Medical Center	780,894,066	666,369,156	670,486,929	707,247,194	40,878,038	6
	Total Revenues	1,112,554,076	1,038,541,906	1,057,837,403	1,094,405,810	55,863,904	5%



Health SB12 / SB855 Payments

Overview

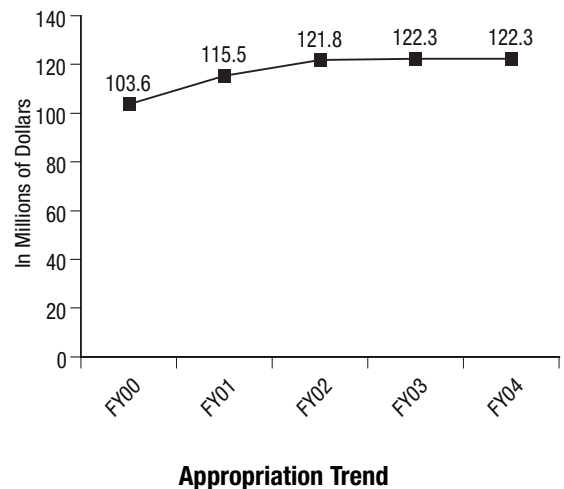
The SB 12 Program is funded by an assessment imposed upon fines, penalties and forfeitures assessed by the Court. The fund is utilized to provide partial compensation to physicians, surgeons and hospitals for patients who do not make payment for emergency medical services and for other emergency medical services purposes as determined by the County.

The SB 855 Program, established by the State in 1991, provides supplemental payments to hospitals that serve disproportionate numbers of low-income individuals. This program requires an expenditure transfer to the State, which then matches the transfer amounts from participating counties with Federal Medicaid funding. The funds are redistributed as supplemental payments to eligible disproportionate share hospitals. Santa Clara County's expenditure transfer is reflected in this budget unit, as required by the State.

The resulting program revenues are received by Santa Clara Valley Medical Center, which reimburses BU 409 and the General Fund for the expenditure transfer. The

net revenues of \$36,127,982 are used to support services at Santa Clara Valley Medical Center and the Mental Health Department.

The current budgeted amount of \$122,250,000 reflects estimated actuals for FY 2004.



SB12/SB855 Funds — Budget Unit 0409 Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
4322	SB12 Payments	1,800,000	2,250,000	3,979,389	2,250,000		
4324	SB 855 Funds	89,487,502	120,000,000	120,000,000	120,000,000		
Total Expenditures		91,287,502	122,250,000	123,979,389	122,250,000	0	0%

SB12/SB855 Funds — Budget Unit 0409 Revenues by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
4322	SB12 Payments	1,606,879	2,250,000	3,979,389	2,250,000		0
4324	SB 855 Funds	89,487,502	120,000,000	120,000,000	120,000,000		0
Total Revenues		91,094,381	122,250,000	123,979,389	122,250,000		0%



SB12 Payments — Cost Center 4322
Major Changes to the Budget

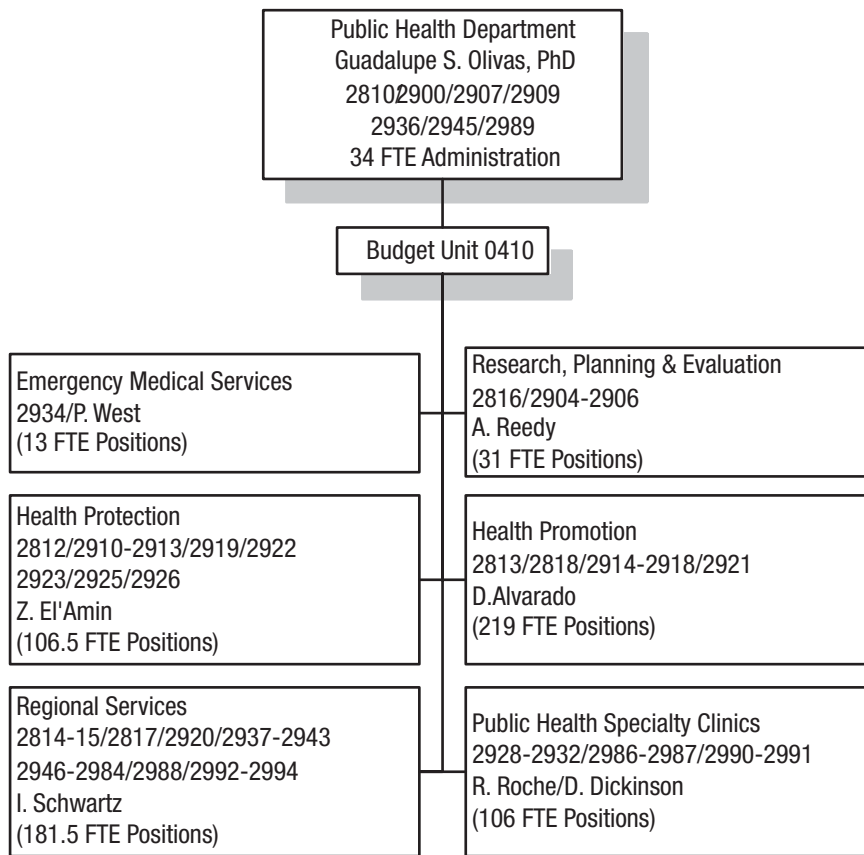
	Positions	Appropriations	Revenues
SB-12 Tobacco Tax Payments (Fund Number 0018)			
FY 2003 Approved Budget		2,250,000	2,250,000
Board Approved Adjustments During FY 2003		1,729,389	1,729,389
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(1,729,389)	(1,729,389)
	Subtotal	2,250,000	2,250,000
Recommended Changes for FY 2004			
Total Recommendation		2,250,000	2,250,000

SB 855 Funds — Cost Center 4324
Major Changes to the Budget

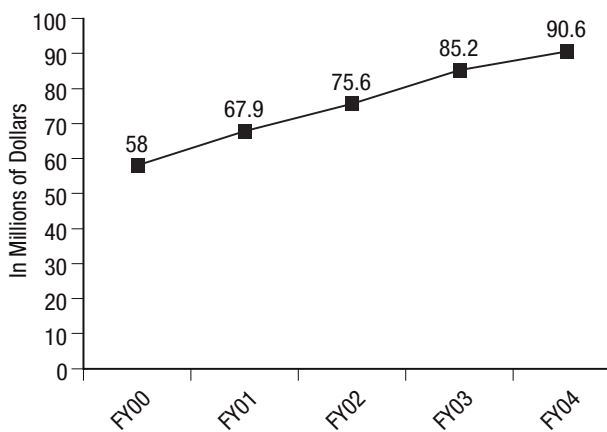
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget		120,000,000	120,000,000
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			0
	Subtotal	120,000,000	120,000,000
Recommended Changes for FY 2004			
Total Recommendation		120,000,000	120,000,000



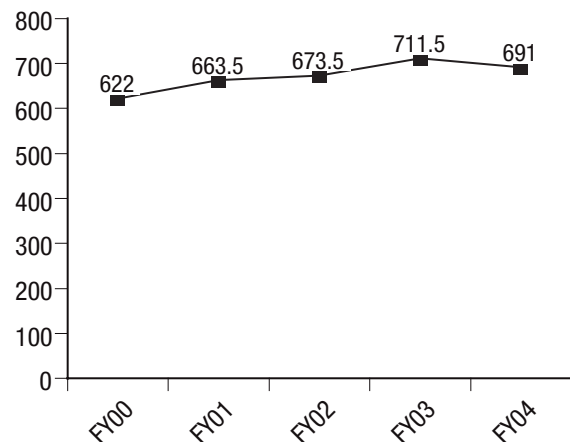
Public Health Department



Section 4: Santa Clara Valley Health & Hospital System



Appropriation Trend



Staffing Trend



Public Purpose

- **Healthy Community**
- **Reduced Health Risk**
- **Solutions to Health Problems**
- **Enhanced Quality of Life**



Desired Results

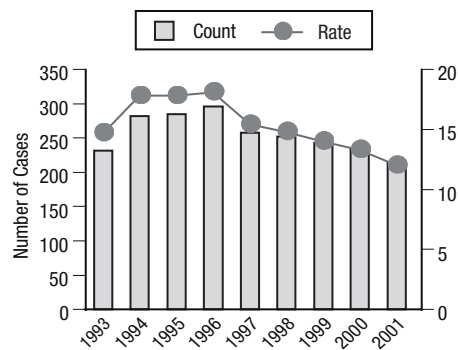
Monitor Health Status through accurate, periodic assessment of the community's health status; utilization of appropriate methods and technology, such as geographic information systems, to interpret and communicate data to diverse audiences; and collaboration with other parts of the health community to establish and use population health information systems, such as disease or immunization registries.

Disease and Health Status Monitoring			
Disease/Condition Type	2000	2001	2002
Leading Communicable Diseases (9 Diseases)	NA	11,467	NA
Leading Sexually Transmitted Diseases (Chlamydia and Gonorrhea)	NA	4,644	NA
Leading Hospitalizations (11 Diseases/Conditions)	156,041	NA	NA
All Hospitalizations	156,041	NA	NA
Teen Births	1,793	NA	NA
AIDS	NA	112	NA
Leading Causes of Death (10 Causes)	8,269	NA	NA
All Deaths	8,687	NA	NA
Behavior Risk Factors - Adolescents	NA	15,984	NA
Behavior Risk Factors - Adults	2500	NA	NA
Bioterrorism Syndromal Surveillance	NA	NA	12 Hospitals (2-3 shifts/day)



Diagnose Health Problems by conducting epidemiological investigations of disease outbreaks, patterns of infectious and chronic diseases and injuries, environmental hazards and other health threats; active infectious disease epidemiology programs; and access to a public health laboratory capable of conducting rapid screening and high volume testing.

Type of Investigation	Number of Investigations
Sexually Transmitted Diseases	1,154
Foodborne Diseases	44
Vaccine-preventable Diseases	95
Respiratory Disease	14
Vector-borne	37
Tuberculosis Pulmonary Source Case	472
Tuberculosis Contacts	278
Tuberculosis Cases	398



Tuberculosis Case Rates and Counts in Santa Clara County

Inform People about Health Issues through health information, health education and health promotion activities designed to empower people and communities to reduce health risk and promote better health; health communication plans and social marketing; accessible health information and educational resources; and health education and promotion programs and partnerships with the community.

Health Education Content	Health Education Method	Quantity
Public Health awareness	Teaching	570,000 listeners
Maternal and child health	Individual health education	2,906
	Group presentations and trainings	4,512
	Media campaign	300,000 media exposures
Tobacco prevention	Individual health education	27,004
Childhood lead prevention	Individual health education	3,445
Violence prevention	Medial campaign and Theater slides	130,830 media exposures
	Outdoor bus shelters	2,415,000 media exposures
Communicable diseases (including HIV and TB)	Individual health education	14,468
Bioterrorism	Health alerts to physicians	3,400

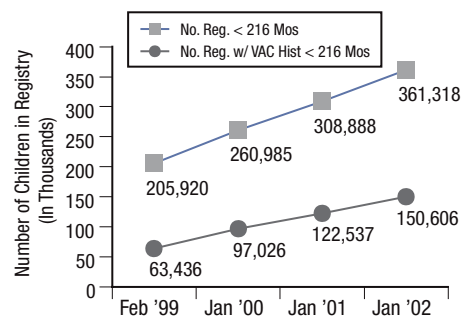
Data will not be available until FY2005.

**Number and Percentage of Clients with
Measured health knowledge or
Behavior Change in FY 2004**



Link People to Services is by assuring effective entry for persons with unmet health care needs into a coordinated system of clinical care; culturally and linguistically appropriate materials and staff to assure linkages to services for special population groups; ongoing "care management" for all and targeted health education, promotion and disease prevention to high risk population groups.

Public Health Area	Service Method	Quantity
Maternal and child health	Regional case management	11,256
	Nutritional case management	14,150
	Adolescent progranacy and pregnancy prevention case management	1,341
	Black infant health case management	106
	California Children's Services (CCS) clinical services	7,663
	Childhood Lead Prevention case management	42
	Medically Vulnerable Infant Program case management	96
	Family Planning clinical services	2,053
HIV	Case Management	90
	PACE clinical services	821
	Needle Exchange	6388 (not unduplicated)
Tuberculosis	Case Management	1,063
	CLatent TB infection case management	1,400
	Clinical Services	25,548 (total visits, not unduplicated clients)
Communicable Diseases	Regional case management	861
Immunizations	Clinical Services	21,657
Refugee Health	Clinical Services	8,800 (total visits, not unduplicated clients)



Santa Clara County Immunization Registry - Children in the Registry

Description of Major Services

The Public Health Department's role is to improve the health of all the people in Santa Clara County through leadership, mobilized community-wide planning, action and advocacy. To accomplish its mission, the Department engages and responds to diverse community partners. In every line of work and within every program, community collaborations are evident. The Department works creatively with the community to plan innovative approaches to improve health and advocate for change.

Disaster Preparedness and Response Services

The desired results for these services are:

- health status monitored
- health problems diagnosed
- informed people
- link people to services

Specific programs and activities under this service area include surveillance, disaster medical planning, Communicable Disease Control and Prevention (CD), Public Health Pharmacy, Emergency Medical Services and Public Health Laboratory. Disaster preparedness and response is a mandated function of the Public Health Department, and the Health Officer plays a lead role in the medical direction for disaster preparedness and response. The Public Health Department is responsible for the establishment of the Department Emergency Operations Center, the Department Emergency Operations Plan, and coordinating preparedness and response functions with other organizations. In addition to natural disasters, the Public Health Department plays a key role in preparedness and response activities related to bioterrorism. The CD program is responsible for preventing and controlling the spread of communicable diseases that may result from a disaster. This involves active surveillance, epidemiological follow-up to disease outbreaks, and education and information to medical providers and the public-at-large. The Public Health Pharmacy manages the distribution of pharmaceuticals for the prevention or treatment of injury or disease. Emergency Medical Services coordinates first responders in the event of a disaster and provides support to the Department Emergency Operations Center. The Public Health Lab provides testing, analysis, and validation of potential disease specimens.

Disease Prevention and Control Services

The desired results for these services are:

- health problems diagnosed
- informed people
- people linked to services

In addition to the CD roles described above, these services include the Sexually Transmitted Disease (STD) Program, the Childhood Lead Poisoning Prevention Program, Tuberculosis Prevention and Control Program, Tobacco Control Program, HIV/AIDS Program, regional communicable disease follow-up, case management services, and injury prevention programs such as Violence Prevention.

Health Promotion Services

The desired results for these services are:

- informed people
- people linked to services

Health Promotion Services develops and implements strategies to improve health in our communities by utilizing individual and community-level methods, such as health education, case management, and community development. Specific programs and services include regional perinatal and chronic disease case management services, health education and outreach services across all programs, e.g., Women Infants and Children Program (WIC), Maternal and Child Health, Black Infant Health, Adolescent Pregnancy Prevention & Services, California Children's Services, and Child Health & Disability Prevention Program (CHDP).

Health Care Services

The desired results for these services are:

- informed people
- people linked to services

Services are provided through a Mobile Health Van, Public Health Clinics, Public Health Pharmacy, and Emergency Medical Services Agency. Mobile Health Van services provide neighborhood-based prevention and early identification services for children, families



and adults. Public Health Clinics include those clinics operated by Ambulatory & Community Health Services - TB Clinic, Refugee Clinic, PACE Clinic, Center for Learning and Achievement and Puentes Clinic, Family Planning; Immunization Clinics; and the Crane Center. These clinics provide specialized services with an emphasis on easy access for targeted populations. The Public Health Pharmacy supplies and distributes pharmaceuticals that are prescribed to clients receiving care in any of these clinics. Emergency Medical Services is responsible for 24-hour oversight, evaluation and improvement of the EMS System in Santa Clara County. The EMS Agency coordinates all pre-hospital activities with system participants, including the fire departments, emergency medical service providers, dispatchers, air medical providers, law enforcement agencies and hospital emergency response staff.

Research, Planning and Evaluation Services

The desired results for these services are:

- monitoring of health status
- informed people

These services include strategic and community action planning; epidemiology, data management and statistics; program evaluation /quality assurance; and applied research.

Strategic and community action planning services include both internal planning efforts and external planning initiatives. Internally, the focus is on organizational development and quality improvement

efforts. In the epidemiology, data management and statistics area, methodologies are implemented to study the distribution of disease and other health conditions across the county and suplications. An annual report is produced that focuses on the health status of a specific population. Additionally, monthly and quarterly statistics are generated that provide planning and reporting data for public health programs and state and federal government agencies. Program evaluation services are aimed at providing resources and technical support to program staff to assist them to evaluate the quality, accessibility, effectiveness and efficiency of the department's programs. Applied research activities focus on collaborative studies that have applicability to the improvement of public health practice and the determination of disease prevalence.

Administrative Services

These services result in enhanced staff capacity and infrastructure to meet all of the desired results.

Administrative Services focuses on staff training and workforce competency. Specific activities in this area include new employee orientation, cultural competency training, training coordination, and content-specific skill building. Marketing and Communications are also included in Administrative Services. Specific activities include creating consistent and effective public health messages, establishing mechanisms for marketing Public Health Department programs and services, and keeping internal and external stakeholders aware of the Public Health Department's major initiatives and services.

County Executive's Recommendation

The Public Health Department has submitted a Fiscal Year 2004 Budget Plan that meets the reduction target of \$6,056,301, and the County Executive is recommending all proposed reductions.

Revenue Enhancement

Recommendation: Increase revenue collection of the following sources:

Revenue Source	Amount
Medicaid Title XIX Targeted Case Management (TCM) revenue	\$1,800,000
Emergency Medical Services (EMS) revenue	\$157,000
Immunization Program revenue	\$50,000
Family Planning Clinic revenue	\$16,000
Total Added	\$2,023,000

Background

TCM Revenue: The increase of \$300,000 in TCM revenue is due to a higher than expected volume of claimable units of Public Health Nursing service



provided to Medi-Cal eligible clients. The Department also proposes to redirect Public Health Nurse (PHN) activities from generalist work to Targeted Case Management-claimable work. This redirection will generate additional TCM encounters per year, resulting in a revenue increase of \$1.5 million annually.

EMS Revenue: EMS proposes to increase individual and corporate fees such as EMT Certification, Paramedic Accreditation, Ambulance Ordinance Penalty fees and Permits. New fees proposed will include identification cards and education program review and approval.

Immunization Revenue: The base Travel Clinic visit fee will be increased from \$20 to \$26, resulting in a projected revenue increase of \$25,000 per year. Several vaccine charges will be adjusted and will generate an additional \$25,000.

Family Planning Clinic Revenue: By creating a more flexible staffing schedule, the number of available appointment slots can be increased, thereby resulting in increased revenue.

Impact on Services: As a result of the redirection of PHNs to Targeted Case Management-claimable work, Public Health Nursing may need to reduce community outreach program efforts in Burbank and North County areas, Van Service and the Agricultural PHN services in South County. In addition, the Department will need to implement service reductions for Latent TB Infection care management patients of the Ambulatory Care System.

The revenue increases do not impact services.

Total Revenue: \$2,023,000

Reduce Appropriations for Refugee and Child Health Clinic

Recommendation: Reduce \$19,601 in funding for services and supplies, and delete the following positions:

FTE	Code	Class Description	Vacant/Filled
1.0		Office Management Coordinator	Vacant
1.0		Health Services Representative	Vacant
0.5		Clinical Nurse III	Vacant
1.0		Public Health Assistant	Vacant
1.5		Clinical Nurse III	Filled
1.0		Public Health Assistant	Filled
1.0		Community Worker	Vacant
7.0		Total Deletion	

Impact on Services: As the influx of refugee clients has declined over the years, the clinic has reduced specialized refugee services and broadened its focus to become a primary care health care center. It is anticipated that remaining staff will be able to meet the service demand. In order to minimize the impact on direct services, the clinic operations will be reorganized.

Total Reduction: (\$495,186)

Reduce Appropriations for Tuberculosis Clinic

Recommendation: Increase revenue by \$60,000 by redesigning the clinical care model, and delete the following positions:

FTE	Code	Class Description	Vacant/Filled
1.0		Community Worker	Filled
1.0		Health Education Specialist	Filled
0.5		Public Health Assistant	Filled
1.0		Clinical Nurse III	Vacant
0.5		Clinical Nurse III	Filled
4.0		Total Deletion	

Impact on Services: The proposed deletions will reduce the clinic's ability to serve low risk TB patients, but the patients will be directed to the new Nurse Practitioners in VMC will be able to bill for services which are not billable by Clinical Nurses.

The Public Health Assistant position is anticipated to be vacant after retirement in Fall.

Total Reduction: (\$296,107)

Total Revenue: \$60,000

Reduce Appropriations for Pace Clinic

Recommendation: Delete 1.0 FTE vacant Administrative Assistant position.

Impact on Services: The position has been vacant, and duties have been absorbed by the remaining staff in the clinic with no impact to direct client services.

Total Reduction: (\$56,364)

Eliminate Community Clinic Cost of Living Adjustments (COLA)

Recommendation: Eliminate 3.5% COLA increase reserved for community clinics.

Impact on Services: The COLA increase recommended for the community clinics for Fiscal Year 2004 will be eliminated. This reduction will impact the staff of the community clinics in that they may not receive a cost of living increase for FY 2004.

Total Ongoing Reduction: (\$80,777)

Reduce Appropriations for Diabetes Center

Recommendation: Reduce \$62,607 in funding for services and supplies.

Impact on Services: Proposed reduction in expenses related to the positions being deleted due to long term vacancy and adjusts the expense budget in line with current level expenditures with no impact on services.

Total Reduction: (\$62,207)

Reduce Appropriations for Emergency Medical Services (EMS)

Recommendation: Reduce \$100,000 in funding for contract services.

Impact on Services: The proposed reduction will increase report turn-around time, and the department will take a lesser role in the implementation of the electronic patient care information project. In addition, the system may not be ready by to operate by October 2003 as originally planned.

Total Reduction: (\$100,000)

Reduce Appropriations for HIV/AIDS Prevention Programs

Recommendation: Delete funding equivalent to 1.0 FTE vacant Senior Health Care Program Manager position and delete the following positions:

FTE	Code	Class Description	Vacant/Filled
1.0		Office Specialist III	Vacant
1.0		Office Management Coordinator	Vacant
1.0		Health Care Program Manager I	Vacant
3.0		Total Deletion	

Background: The positions and funding proposed for deletion are not currently supporting the HIV/AIDS Prevention Programs. The job code of Senior Health Care Program Manager position has been transferred to the Office of Disaster Medical Services (ODMS), which is funded primarily through Federal funding, and will reduce General Funds currently budgeted to support this position.

The remaining positions have been vacant, allowing duties to be absorbed by remaining staff.

Impact on Services: With the elimination of the Health Care Program Manager I position, the Assistant Nurse Manager will have a larger scope of supervision and services, but as a medical professional, will be able to provide improved supervision for the medical aspects of program services.

Total Reduction: (\$313,141)

Reduce Appropriations for Maternal, Children and Adolescent (MCAH) Program

Recommendation: Delete 0.5 FTE vacant Health Education Specialist position and reduce \$20,000 in funding for Audio Visual Aids.

Impact on Services: The deleted position is responsible for developing educational plans for medical providers regarding psychosocial aspects of maternal substance use or abuse. Duties will be reassigned to Public Health Nurses in the unit.

A reduction in funding for Audio Visual Aids and contract services may result in the exclusion of other prevention activities related to infant death.

Total Reduction: (\$103,266)

Reduce Appropriations for Tobacco Control Program

Recommendation: Delete 2.0 FTE vacant Health Education Specialist positions and reduce \$300,000 in funding for contract services.

Impact on Services: Elimination of the two vacant positions will require the department to reorganize the work amongst the remaining staff in the unit. This may decrease services related to community collaboration for tobacco prevention and work with retail outlets to control the sale of tobacco products to minors.

The current Fiscal Year 2004 budget includes \$1.0 million of Tobacco Settlement funds, of which \$602,000 is allocated for contracted community projects. \$300,000 will be reduced. This reduction will result in a decrease in community-based prevention activities aimed at reducing tobacco use.

Total Reduction: (\$479,220)

Reduce Appropriations for Public Health Administration

Recommendation: Delete 1.0 FTE vacant Health Education Specialist position.

Impact on Services: Responsibilities of the vacant position will be redirected to other employees in the department. No impact to direct client services.

Total Reduction: (\$82,266)

Reduce Appropriations for Immunization Program

Recommendation: Reduce \$100,500 in funding for advertising services.

Impact on Services: The proposed reduction will eliminate the current advertising campaign targeting communities with high populations of children ages 0 to 2. This type of campaign has proven to be relatively ineffective in the past years. No impact to direct client services.

Total Reduction: (\$100,500)

Reduce Appropriations for Child Health and Disability Prevention Program (CHDP)

Recommendation: Delete 1.0 FTE vacant Office Specialist III position, and reduce \$50,000 in funding for services and supplies.

Impact on Services: The deleted position has been vacant for several months, and duties have already been distributed among existing staff.

The reduction in services and supplies will decrease the number of newsletters, educational supplies and other publications to pediatric providers throughout the County.

Total Reduction: (\$105,536)

Reduce Appropriations for California Children's Services (CCS)

Recommendation: Reduce \$357,581 in funding for medical care expenses.

Impact on Services: This funding is no longer used to support medical care for children. Due to a recent change by the State in the payment method, this kind of account is no longer necessary. This reduction will not impact the current level of service in this program.

Total Reduction: (\$357,581)

Reduce Appropriations for Regional Services

Recommendation

- Delete 1.0 vacant Office Management Coordinator (OMC) position in the East Valley Office
- Delete 1.0 vacant Public Health Nurse Specialist position in the West Valley Office

Impact on Services: The OMC position has been vacant in the past year due to inability to fill the position. Responsibilities have already been assigned to the other OMCs with no impact to current level of services.

Duties of the vacant Public Health Nurse Specialist will be assigned to the remaining nursing staff to continue support in the Gerontology area and to the Senior Care Commission.

Total Reduction: (\$208,029)

Reduce Appropriations for Data Management Unit

Recommendation: Delete 1.0 FTE vacant Management Aide position.

Impact on Services: This Position provides first line supervision of data entry support and provides routine analytical functions for the monitoring of health status. This function will be absorbed by staff epidemiologists. The health monitoring projects that depend on these services will be delayed but will not impact direct client services.

Total Reduction: (\$56,053)

Reduce Appropriations for Violence Prevention Program

Recommendation: Delete 0.5 FTE vacant Health Education Specialist position.

Impact on Services: The duties of this position will be absorbed by the remaining staff in the program but support for community-wide violence prevention efforts will be reduced.

Total Reduction: (\$42,121)

Reduce Appropriations for Adolescent Pregnancy Prevention and Services

Recommendation: Delete 1.0 FTE vacant Health Care Program Analyst position.

Impact on Services: This position has been vacant, and responsibilities assigned to the Health Care Program Manager and Social Work Supervisor with no impact on direct client services.

Total Reduction: (\$97,420)

Adjust Appropriations in Expenditure Accounts

Recommendation: Reduce funding for the following programs:

- \$244,473 for services and supplies in the Maternal, Children and Adolescent Health (MCAH) Program
- \$35,000 for services and supplies in the Lead Poisoning Services
- \$366,668 for services and supplies in Public Health Administration
- \$135,000 for services and supplies in TB Prevention Services
- \$25,841 for contract services in Communicable Disease Services
- \$20,000 for automobile mileage in Regional Services

Background: The Department and the Management Audit Division have conducted a review of the Department's expenditure accounts. The proposed reduction adjusts services and supplies accounts so they are in line with current spending levels. No impact to the current level of service is anticipated from this action.

Total Reduction: (\$826,982)

Reduce Positions from Salary Ordinance Due to Expired Grants

Recommendation: This action is required to reflect the appropriate change in the salary ordinance due to loss of funding for six grants in Fiscal Year 2004.

Background: With the expiration of the following six grants, revenue collections will decline by \$1,170,905 in Fiscal Year 2004:

- \$76,561 for the Homeless Grant
- \$145,000 for the VaxGen Grant



- \$258,652 for CalWORKS reimbursed by the Social Services Agency
- \$93,795 for the Hepatitis C Grant
- \$125,184 for the South County Collaboration Grant
- \$471,713 for the Traffic Safety Grant

Of the \$1,170,905 in lost revenue, \$992,929 has already been recognized in the base (CLB) budget. 12.5 FTE positions are being identified as expense reductions to offset these grant reductions. The cost of these positions exceed the reduction in revenue for these grants by \$130,073, of which \$41,940 is being reallocated to Vital Registration services, with the remaining \$88,133 being used to meet reduction the department's reduction target.

FTE	Code	Class Description	Vacant/Filled
1.0	S48	Public Health Nurse II	Vacant
1.0	Y03	Medical Social Worker II	Vacant
1.0	J26	Health Education Speicalist	Vacant
1.0	W05	Health Education Specialist - U	Vacant
2.0	J27	Health Education Associate	Vacant
1.0	S75	Clinical Nurse III	Filled
1.0	C84	Health Care Program Manager I	Filled
1.0	J27	Health Education Associates	Filled
1.0	J26	Health Education Specialist	Filled
1.0	B1W	Management Aide	Filled
1.0	D09	Office Specialist III	Filled
0.5	D49	Office Specialist II	Filled
12.5		Total Deletion	

Total Savings: (\$88,133)

Continue Funding for Integrated Health System

Recommendation: Provide one-time funding for the continuance of the integration of multiple databases into a single Public Health Automated System.

Impact on Services: The Public Health project is continuing into the fourth year of five. The project is designed to achieve the integration of multiple, disparate databases into a single source system, to improve the targeting, delivery, efficacy, recording, reporting and evaluation of public health services.

Total One-time Cost: \$295,000

Public Health — Budget Unit 0410
Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
2900	Public Health Administration	18,877,815	18,961,691	21,223,463	21,529,120	2,567,429	14
2909	Central Services	27,551,946	32,409,205	35,180,016	34,967,849	2,558,644	8
2925	Support Services	3,450,325	3,315,853	3,815,781	3,935,444	619,591	19
2928	Ambulatory Care	10,286,382	13,301,403	13,162,741	13,171,334	(130,069)	-1
2934	Emergency medical Services	3,148,873	2,103,520	3,779,623	2,193,270	89,750	4
2936	Region 1	1,531,033	1,918,893	1,827,877	1,335,911	(582,982)	-30
2945	Region 2	3,254,877	3,737,533	3,540,788	3,592,981	(144,552)	-4
2954	Region 3	2,742,772	2,651,900	2,623,564	3,512,977	861,077	32
2962	Region 4	1,416,698	1,482,216	1,482,216	1,317,065	(165,151)	-11
2970	Region 5	3,006,000	3,565,874	3,194,164	3,578,018	12,144	
2978	Region 6	1,261,328	1,749,547	1,327,885	1,462,549	(286,998)	-16
Total Expenditures		76,528,049	85,197,635	91,158,118	90,596,518	5,398,883	6%

Public Health — Budget Unit 0410
Revenues by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
2900	Public Health Administration	5,570,626	6,686,468	6,988,076	6,504,820	(181,648)	-3
2909	Central Services	23,085,947	24,947,052	28,371,070	29,572,763	4,625,711	19
2925	Support Services	2,087,368	2,520,995	2,909,527	2,536,534	15,539	1
2928	Ambulatory Care	3,230,907	5,481,088	5,930,333	6,039,277	558,189	10
2934	Emergency medical Services	2,502,197	867,694	2,343,797	946,101	78,407	9
2936	Region 1	7,075					0
2945	Region 2	8,136					0
2954	Region 3	7,861		308,576			0
2962	Region 4	1,449					0
2970	Region 5	59,341	480,078	215,000	215,000	(265,078)	-55
2978	Region 6	81,402	604,872	125,184		(604,872)	-100
Total Revenues		36,642,309	41,588,247	47,191,563	45,814,495	4,226,248	10%



Public Health Administration — Cost Center 2900

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	61.5	18,961,691	6,686,468
Board Approved Adjustments During FY 2003	6.0	2,261,772	301,608
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.5	422,327	
Internal Service Funds Adjustment		1,608,748	
Other Required Adjustments		(1,804,373)	(640,493)
Subtotal	65.0	21,450,165	6,347,583
Recommended Changes for FY 2004			
Internal Service Fund Adjustments		—	—
General Fund ISD Services Adjustment		930	0
1. Reduce Resources for Public Health Administration	-1.0	(448,934)	
◆ Delete 1.0 vacant Health Education Specialist for a savings of \$82,266.			
◆ Reduce funding of \$366,668 in contract services.			
2. One-Time ITEC Project		295,000	
One-time ITEC funding to continue the Public Health Integrated Health System.			
3. Reduce Resources for Data Management	-1.0	(56,053)	
◆ Delete 1.0 Vacant Management Aide position.			
4. Reduce Resources for Violence Prevention Program	-0.5	(42,121)	
◆ Delete 0.5 Vacant Health Education Specialist position.			
5. Reduce Positions from Salary Ordinance Due to Expired Grants	-4.5	330,133	157,237
<p>The base budget (CLB) for FY 2004 included reductions of \$628,950 in revenue and cost for the Traffic Safety Grant. Subsequently, the department provided more refined data that showed the actual loss of revenue would be only \$471,713. The \$157,237 increase in revenue shown here reflects the difference between the initial adjustment in CLB and the actual of loss of revenue. 12.5 FTE positions are being deleted as offset expenditure to the revenue loss of six expired grants and 4.5 FTE are in this cost center:</p> <ul style="list-style-type: none"> ◆ 1.0 Management Aide ◆ 1.0 Health Education Specialist ◆ 1.0 Health Care Program Manager I ◆ 1.0 Office Specialist III ◆ 0.5 Office Specialist II <p>The increased appropriation shown here reflects the adjustment between the \$628,950 in expenses removed in CLB, the cost savings of positions required for reduction, and the reallocated appropriations of \$41,940. When combined with the deletion of the other 8.0 FTE in cost center 2909, 2936 and 2978, will reflect a net savings of \$88,133.</p>			
Subtotal	-7.0	78,955	157,237
Total Recommendation	58.0	21,529,120	6,504,820



Central Services — Cost Center 2909

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	309.5	32,409,205	24,947,052
Board Approved Adjustments During FY 2003	11.5	2,770,811	3,424,018
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	16.5	3,261,891	
Internal Service Funds Adjustment		258,983	
Other Required Adjustments		(1,439,934)	(571,746)
Subtotal	337.0	37,260,956	27,799,324
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
Fleet Reduction		(2,868)	0
General Fund ISD Services Adjustment		129	
1. Reduce Resources for AIDS Administration	-2.0	(134,409)	
Delete 1.0 vacant Office Specialist III and 1.0 vacant Office Management Coordinator positions.			
2. Reduce Positions from Salary Ordinance Due to Expired Grants	-1.0	(111,996)	
Delete 1.0 Clinic Nurse III position.			
3. Reduce Resources for HIV Education Services	-1.0	(178,732)	
<ul style="list-style-type: none"> ◆ Delete 1.0 Vacant Health Care Program Manager I position for a savings of \$104,060. ◆ Reduce \$74,672 in funding for services and supplies for 1.0 FTE Senior Health Care Program Manager position transferred to Office of Disaster Medical Services (ODMS) which is funded by grant funding. 			
4. Reduce Resources for services and supplies for Disease Control and Prevention Program		(25,841)	
5. Reduce Positions from Salary Ordinance Due to Expired Grants	-1.0	(85,956)	
Delete 1.0 Unclassified Health Education Specialist position.			
6. Reduce Resources for Child Health & Disability Prevention Program	-1.0	(105,536)	
<ul style="list-style-type: none"> ◆ Delete 1.0 vacant Office Specialist III position for a savings of \$55,536. ◆ Reduce funding of \$50,000 in contract services. 			
7. Reduce Resources in Services and Supplies for California Children's Services		(357,581)	
8. Reduce Resources for Maternal, Child & Adolescent Program	-0.5	(347,739)	
<ul style="list-style-type: none"> ◆ Delete 0.5 vacant Health Education Specialist position in MCAH Perinatal Abuse Services for a savings of \$41,166. ◆ Reduce funding of \$306,573 in services and supplies for the MCAH Program. 			
9. Reduce Positions from Salary Ordinance Due to Expired Grants	-1.0	(69,288)	
Delete 1.0 Health Education Associate position.			



Central Services — Cost Center 2909
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
10. Augment Resources for Immunization Program		(100,500)	50,000
◆ Increase Travel Clinic visit fee and Vaccine charges by \$50,000.			
◆ Reduce funding of \$100,500 in advertising expenses.			
11. Reduce Resources for Tobacco Control Program	-1.0	(397,536)	
◆ Delete 1.0 Filled Health Education Specialist position for a savings of \$97,536.			
◆ Reduce funding of \$300,000 in contract services.			
12. Increase Targeted Case Management Revenue			1,800,000
◆ Increase \$300,000 in revenue due to higher than expected volume of claimable units of Public Health Nursing service provided to Medi-Cal eligible clients.			
◆ An additional increase of \$1,500,000 due to redirection of Public Health Nurse activities from generalist work to TCM claimable work.			
13. Reduce funding for automobile services for Nursing Services		(20,000)	
14. Reduce Positions from Salary Ordinance Due to Expired Grants			(76,561)
Loss of HUD Grant in Fiscal Year 2004. Expenditure reduction together with other five grants is being reflected in Cost Center 2906, 2909, 2936 and 2978.			
15. Reduce Resources for Adolescent Pregnancy Prevention and Services	-1.0	(97,420)	
◆ Delete 1.0 Vacant Health Care Program Analyst II position.			
16. Reduce Positions from Salary Ordinance Due to Expired Grants	-4.0	(87,834)	
Calworks revenue expired and 4.0 FTE will be deleted:			
◆ 2.0 Health Education Associate position for a cost savings of \$156,408			
◆ 1.0 Medical Social Worker II position for a cost savings of \$93,214			
◆ 1.0 Health Education Specialist position for a cost savings of \$96,864			
◆ Reduce \$258,652 in reimbursement from SSA for the deletion of positions.			
17. Reduce funding for services and supplies for TB Prevention and Control Program		(135,000)	
18. Reduce funding for contract services for Childhood Lead Poisoning Prevention Program		(35,000)	
Subtotal	-13.5	(2,293,107)	1,773,439
Total Recommendation	323.5	34,967,849	29,572,763



Support Services — Cost Center 2925

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	20.5	3,315,853	2,520,995
Board Approved Adjustments During FY 2003	1.5	499,928	388,532
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-0.5	186,372	
Internal Service Funds Adjustment		(3,728)	
Other Required Adjustments		(62,981)	(372,993)
Subtotal	21.5	3,935,444	2,536,534
Recommended Changes for FY 2004			
Total Recommendation	21.5	3,935,444	2,536,534

Ambulatory Care — Cost Center 2928

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	121.0	13,301,403	5,481,088
Board Approved Adjustments During FY 2003	-5.0	(138,662)	449,245
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	745,013	
Internal Service Funds Adjustment		496,306	
Other Required Adjustments		(141,342)	133,687
Subtotal	115.0	14,262,718	6,064,020
Recommended Changes for FY 2004			
1. Revenue Enhancement for Family Planning Clinic			16,000
Increase in revenue by increasing available appointment slots.			
		(80,777)	
2. Eliminate COLA Increase for CBO			
Eliminate the 3.5% Cost of Living Adjustment (COLA) increase to Gardner, Planned Parenthood and Mayview Contracts.			



Ambulatory Care — Cost Center 2928

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
3. Reduce Resources for Diabetes Center		(62,207)	
Reduce expenses related to the positions deleted due to long term vacancy.			
4. Increase Revenue and Reduce Resources for TB Clinic	-4.0	(340,688)	15,419
◆ Increase \$60,000 in revenue by redesigning care delivery model used by the nurses in TB Clinic.			
◆ Delete 1.0 Filled Community Worker position with a cost savings of \$59,368 and (\$9,300) loss in revenue.			
◆ Delete 1.0 Filled Health Education Specialist position with a cost savings of \$88,504.			
◆ Delete 0.5 Filled Public Health Assistant position with a cost savings of \$31,900 and (\$4,794) loss in revenue.			
◆ Delete 1.5 Filled Clinical Nurse III positions with a cost savings of \$160,916 and (\$30,487) loss in revenue.			
5. Reduce Resources for Refugee and Child Health Services	-7.0	(551,348)	(56,162)
◆ Delete 1.0 Vacant Office Management Coordinator position for a cost savings of \$71,931.			
◆ Delete 1.0 Vacant Health Service Representative position for a cost savings of \$60,088.			
◆ Delete 0.5 Vacant and 1.5 Filled Clinical Nurse III position for a cost savings of \$206,096 and (\$32,853) loss in revenue.			
◆ Delete 1.0 Vacant and 1.0 Filled Public Health Assistant position for a cost savings of \$126,632 and (\$11,985) loss in revenue.			
◆ Delete 1.0 Filled Community Worker position for a cost savings of \$67,000 and (\$11,324) loss in revenue.			
◆ Reduce funding of \$19,601 for services and supplies.			
6. Reduce Resources for PACE Clinic	-1.0	(56,364)	
◆ Delete 1.0 Vacant Administrative Assistant position.			
Subtotal	-12.0	(1,091,384)	(24,743)
Total Recommendation	103.0	13,171,334	6,039,277

Emergency medical Services — Cost Center 2934

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	13.0	2,103,520	867,694
Board Approved Adjustments During FY 2003	-1.0	1,676,103	1,476,103
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	118,590	
Internal Service Funds Adjustment		(51)	
Other Required Adjustments		(1,606,613)	(1,554,696)
Subtotal	14.0	2,291,549	789,101
Recommended Changes for FY 2004			
Internal Service Fund Adjustments		–	–
General Fund ISD Services Adjustment		1,721	0
1. Augment Resources for Emergency Medical Services		(100,000)	157,000
◆ Increase revenue collection of \$157,000.			
◆ Reduce \$100,000 in funding for contract services.			
Subtotal	0.0	(98,279)	157,000
Total Recommendation	14.0	2,193,270	946,101



Region 1 — Cost Center 2936 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	25.0	1,918,893	
Board Approved Adjustments During FY 2003	-1.0	(91,016)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-7.5	(440,122)	
Internal Service Funds Adjustment		(182)	
Other Required Adjustments		56,038	0
Subtotal	16.5	1,443,611	
Recommended Changes for FY 2004			
1. Reduce Positions from Salary Ordinance Due to Expired Grants	-1.0	(107,700)	
Delete 1.0 Public Health Nurse position.			
Subtotal	-1.0	(107,700)	0
Total Recommendation	15.5	1,335,911	

Region 2 — Cost Center 2945 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	48.5	3,737,533	
Board Approved Adjustments During FY 2003		(196,745)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-7.0	(280,561)	
Internal Service Funds Adjustment			
Other Required Adjustments		332,754	0
Subtotal	41.5	3,592,981	
Recommended Changes for FY 2004			
Total Recommendation	41.5	3,592,981	



Region 5 — Cost Center 2970 Major Changes to the Budget

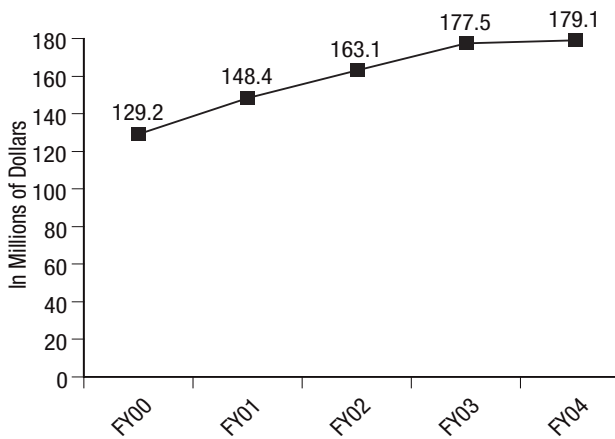
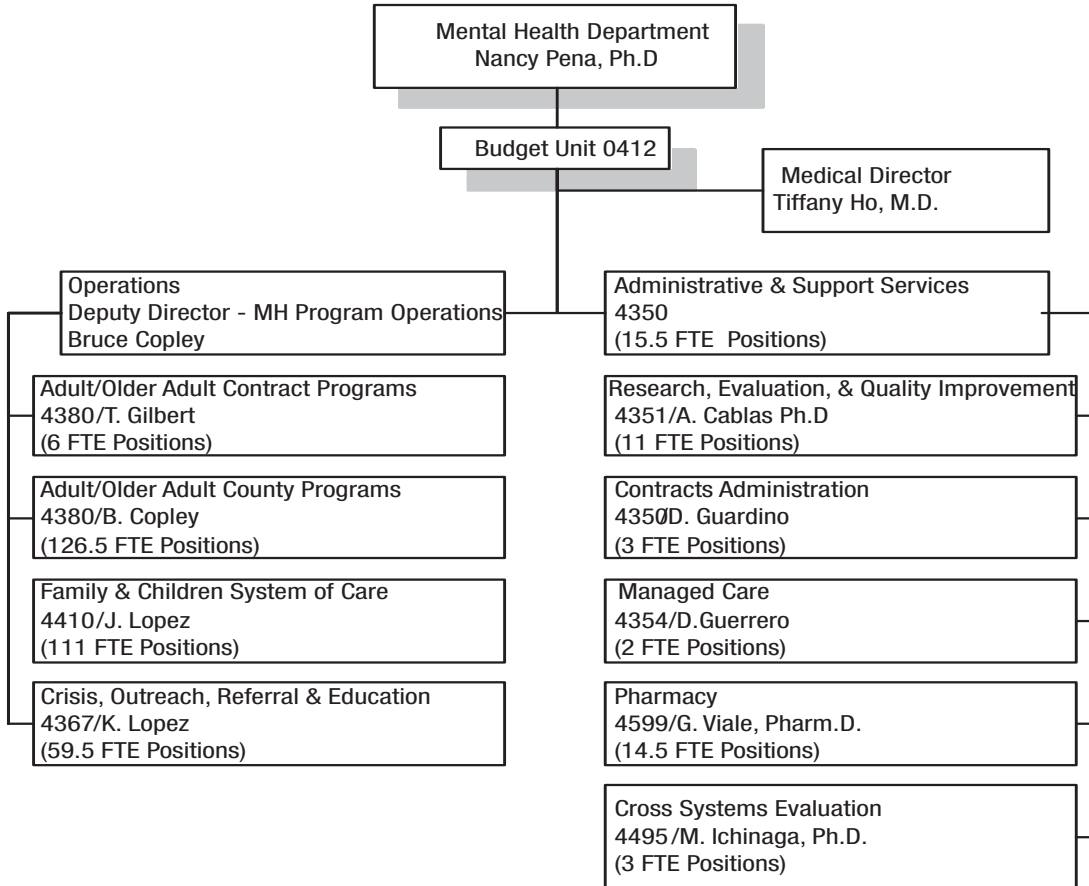
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	40.5	3,565,874	480,078
Board Approved Adjustments During FY 2003	-0.5	(371,710)	(265,078)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		165,386	
Internal Service Funds Adjustment		(275)	
Other Required Adjustments		218,743	0
Subtotal	40.0	3,578,018	215,000
Recommended Changes for FY 2004			
Total Recommendation	40.0	3,578,018	215,000

Region 6 — Cost Center 2978 Major Changes to the Budget

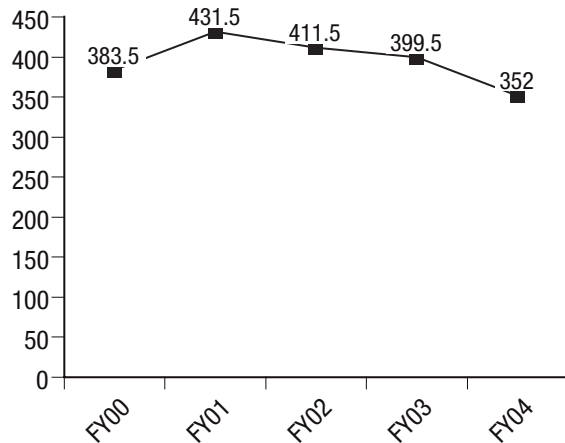
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	20.5	1,749,547	604,872
Board Approved Adjustments During FY 2003	0.5	(421,662)	(479,688)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-5.0	(267,499)	
Internal Service Funds Adjustment		(189)	
Other Required Adjustments		277,168	(125,184)
Subtotal	16.0	1,337,365	
Recommended Changes for FY 2004			
1. Reduce Positions from Salary Ordinance Due to Expired Grants in Cost Center 2900		125,184	
See Cost Center 2900, where grants which have expired are described. This allocation restores funding removed in the base budget due to the loss of grant revenue. The actual reduction in funding occurs in Cost Center 2900.			
Subtotal	0.0	125,184	0
Total Recommendation	16.0	1,462,549	



Mental Health Department



Appropriation Trend



Staffing Trend



Public Purpose

- **Healthy Community**
- **Individual Wellbeing and Achievement of Personal Goals**
- **Safe Community**



Service Area: Health and Hospital System

Department: Mental Health

Activities:

- ◆ Services to families and children with serious emotional disorders
- ◆ Services to adults and older adults with serious mental illness
- ◆ Crisis, outreach, referral and education services
- ◆ Acute psychiatric and custody mental health services

Desired Results:

- ◆ Improve children's' mental functioning at home and school and improve their social functioning within their family as well as within other meaningful relationships.
- ◆ Improve the mental and social functioning of adults and older adults and reduce symptoms that make meaningful activities, relationships and independent living difficult to acquire and maintain.
- ◆ Prevent serious mental illness by reducing psychological distress and developing coping skills among individuals, and increasing supportive and integrated relationships in the community.

Performance Indicators	FY 1999 Actual	FY 2000 Actual	FY 2001 Actual	FY 2002 Actual
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Workload

Clients Served (w/duplicated episodes) 18+ Years of Age by Type of Service:

	FY 1999 Actual	FY 2000 Actual	FY 2001 Actual	FY 2002 Actual
24 Hour Total	3,424	3,535	3,491	3,945
Community Total	14,514	14,055	13,823	14,956
Criminal Justice Total	1,069	1,219	2,038	3,199
EPS Total	4,473	4,424	4,716	5,406

Analysis: This is a measure of system utilization trends by type of care. Overall, the demand has increased for all types of service, with the greatest increase occurring in services to the criminal justice system. Between 1999 and 2002, when the County's population increased 5.4%, 24 hour services grew 3%, while community services increased 18%, consistent with the community standard of providing care in the least restrictive setting.

Percentage of Clients 18+ Years of Age in 24 hour care

	FY 1999 Actual	FY 2000 Actual	FY 2001 Actual	FY 2002 Actual
Clients in 24 Hr Care as a % of Total Clients (w/Duplicate Episodes)	14.6%	15.2%	14.5%	14.3%

Analysis: Clients in 24 hour care as a percent of total clients served has begun to decline, but has not yet reached its 1998 level of 13.7%. 24 hour care includes acute, skilled nursing, and residential care.

	FY 1999 Actual	FY 2000 Actual	FY 2001 Actual	FY 2002 Actual
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Service Area: Health and Hospital System	Department: Mental Health
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Trend in Emergency Psychiatric Services Episodes:				
Unduplicated Episodes	7,124	7,166	8,189	9,112
Readmissions	3,757	3,498	3,855	2,841

Analysis: Total emergency episodes have increased, but readmissions of the same client have decreased, indicating more clients are being served and more are receiving appropriate outpatient or other community care.

Percentage of Foster Children Receiving Mental Health Services	November 2000	November 2001	November 2002
Sample data for 3 consecutive years	17.2%	18.2%	18.8%

Analysis: An increase in the indicator shows improved access to appropriate services to enhance client coping skills. Both the number and percent of foster children receiving mental health services increased in the past three years.

Program Performance

Child and Adolescent Client Satisfaction:	FY 1999 Actual	FY 2000 Actual	FY 2001 Actual	FY 2002 Actual
% of clients positively responding that service received was wanted			87.5%	94.7%
% of clients positively responding that service met needs			64.3%	65.0%

Analysis: Self Reporting on CSQ-8 Instrument. Clients indicated high positive correlation with services they wanted, but left room for improvement in satisfaction about the extent to which those services met their needs.

Adult/Older Adult Client Satisfaction:				
Liked Services			86.6%	87.7%
Received Services Needed			74.0%	81.6%

Analysis: Self Reporting on Mental Health Statistics Improvement Program. Clients indicated high positive correlation with services they wanted, but left room for improvement in satisfaction about the extent to which those services met their needs. The older age group perceives that the services provided meet needs more readily than does the child and adolescent group.

Outcome Measures

Percentage of Clients experiencing improved functionality	
Clients showed improvement in functionality	60.7%
Clients showed no change	17.8%
Clients declined in functionality	21.4%

Analysis: Therapists' entries on Functional Assessment Scale (FAS). *Data shows change from intake score to score at the end of one year.* Only one reliable set of data points was available: change in client scores between FY00-01 and FY01-02. The data indicate a positive relationship between treatment and outcome (functionality) for over 60% of clients for whom data were available. The FAS contains 11 questions, and data are presented as a composite score; future analysis will break this into components that address client and family functionality as separate indicators.

Suicide Rate per 100,000 Population:				
Santa Clara County Rate/100,000	5.88	6.41	6.52	6.52
National Target	5	5	5	5

Although the suicide rate for Santa Clara County remains stable, it is still above the national target for 2010.

Analysis: The above performance indicators were chosen to demonstrate progress toward achieving the goals listed above. Data for the Workload indicators are based on information available through the Data Warehouse; however FY2003 mid-year data varied greatly from the 1998-2002 data, and will have to be tested for reliability before included. Program performance and outcome data (except data on suicides rates) are based on analysis of responses to standard survey instruments completed by clients or therapists. County suicide data were obtained from the Coroner's office; national data came from the NIH Healthy People 2010 document. The Mental Health Department serves an estimated 25,000 clients throughout the year. Of the total, 25% are under 18 years of age, 65% are between 18 and 59, and 10% are 60 or older. Services are culturally relevant and linguistically appropriate. They are provided in inpatient, community and criminal justice settings and often in collaboration with other county departments or community based organizations including private direct service providers, schools, and social service agencies. Outpatient services are provided by a network of County and contract agencies, and fee-for-service providers located throughout the County. These services are designed to accomplish the preceding goals.



Description of Major Services

Family & Children's Services

The desired result of this service is to *offer a continuum of services to families and their children who are experiencing serious emotional disorders* by providing outpatient care and programs specific to the unique needs of children. Services in the Family and Children's System of Care include:

- ❑ 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: serve the needs of mentally ill juvenile offenders with serious emotional disturbances via intensive case management and clinical outpatient services.
- ❑ Children's Shelter Program: provides mental health crisis evaluation, medication, and brief treatment services to children and youth in protective custody.
- ❑ School-based services: consist of outpatient services located on school sites, providing crisis evaluation, consultation, and brief therapy.
- ❑ Wraparound Services: are strength-based and family centered services provided to eligible youth who are at risk of, or returning from, out-of-home placement in mental health institutions, allowing them to remain in their family 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 students in need of daily intensive mental health treatment.
- ❑ Residential Day Treatment Services: (RCL-14) are provided to seriously emotionally disturbed youth placed in group homes.
- ❑ Inpatient services: are provided through contracts with private hospitals in the Bay Area region.
- ❑ Community Treatment Facility: (CTF) provides 24 hour residential care and intensive daily mental health treatment for severely emotionally disturbed adolescent youth in a secured residential facility.
- ❑ Young Adult Transition Team: assists Seriously Mentally Ill (SMI) young adults between the age of 16 and 24 in coping with the stresses related to the responsibilities of life in an adult world.

In addition to clinic and school-based treatment, the Department provides specialized services for children and adolescents. Youth who meet special education eligibility criteria and are in need of mental health services in order to benefit from their education are entitled to services under Special Education AB 3632 legislation (Chapter 26.5 of the Government Code). Outpatient services are provided by a network of County and contract agencies located throughout the County. Therapeutic Behavioral Services (TBS) are available to Medi-Cal eligible youth who are at risk of a more restrictive placement setting or to assist in transitioning to a less restrictive environment.

Adult & Older Adult Services

The desired result of this service is to *offer a continuum of services to adults and older adults experiencing mental illness* by providing outpatient care and a specialized array of programs specific to the needs of individuals and special populations. Services in the Adult and Older Adult System of Care include:

- ❑ Service Teams: serve as the single point of responsibility for outpatient services for clients identified as seriously mentally ill (SMI). Service Teams are geographically assigned to provide these clients with outpatient mental health services such as crisis intervention; individual, group, and family therapy; assessments, evaluations, medication support services, and rehabilitation; and case management and money management services.
- ❑ Vocational Services: are provided to the mentally ill to rehabilitate them to learn job skills necessary to obtain gainful employment.
- ❑ Day Rehabilitation Services: are designed to maintain the individual in a community setting and to serve clients at risk of psychiatric hospitalization.
- ❑ Residential Continuum of Care includes supported board and care, Institutions for Mental Disease (IMD), Mental Health Rehabilitation Centers

(MHRC), and State hospitalization services for those requiring long-term psychiatric care in a locked facility.

- ❑ Emergency Psychiatric Services: VMC offers emergency psychiatric evaluation and short-term (under 24 hours) crisis stabilization services to individuals experiencing acute psychiatric episodes who are gravely disabled or pose a threat to themselves or to others.
- ❑ Inpatient Acute Psychiatric Services: are available at VMC Barbara Arons Pavilion and private hospitals in the Bay Area region for those requiring hospitalization beyond the 23-hour stabilization period.
- ❑ State Hospital Placement: is reserved for individuals displaying such severe symptoms of mental illness that they are unmanageable in IMDs or MHRCs.
- ❑ Institutions for Mental Disease (IMD) and MHRCs: provide locked nursing care for clients requiring a longer-term program to regain stability. All clients in these facilities are placed under conservatorship, and a special 24-Hour Care Service Team follows their progress.
- ❑ Crisis Residential and Transitional Residential: services provide psychiatric rehabilitation services in non-locked settings to individuals at risk of hospitalization or to transition from locked to community settings.
- ❑ Neurobehavioral programs: serve those who are disabled due to a brain injury and whose needs cannot be managed effectively in a conventional skilled nursing facility.
- ❑ Supported Housing Programs: provide long-term transitional affordable housing options to SMI individuals. 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.
- ❑ Supplemental Mental Health Services provide specialized mental health services to clients in licensed community residential care facilities who are seriously mentally ill or require dual diagnosis care.

- ❑ Adult Jail Services: provides outpatient and inpatient mental health services at the Main Jail and at the Elmwood facility. The Custody Intensive Alternatives Program (IAP) diverts nonviolent mentally ill adults from jail.
- ❑ Legal Advocacy for mental health clients is provided through the Mental Health Advocacy Project (MHAP). MHAP provides legal counseling and investigation of complaints against mental health providers, legal representation to secure and maintain public benefits, intervention in landlord/tenant disputes and other relevant legal issues.

Crisis, Outreach, Referral & Education (CORE) Services

The desired result of this service is to *act as an entry point for all mental health screening and referral services*. The Crisis, Outreach, Referral, & Education Services (CORE) Division serves as the entry point for the Mental Health System and manages the entry to the Department of Drug & Alcohol Services. In addition, the CORE Division is responsible for telephone crisis support, and emergency response to disasters and critical incidents in the community. General services in the CORE Division include:

- ❑ Call Center and Authorization Unit: operates 24 hours per day, 365 days a year, providing phone response in three languages (English, Spanish, Vietnamese), and receives roughly 18,000 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 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, fee-for-service providers or Emergency Psychiatric Services.
- ❑ Gateway Program: is the centralized point of entry for Adult Managed Care alcohol and drug services. The program provides 24-hour screening, assessment, information and referral and crisis intervention services in English, Spanish, and Vietnamese for those individuals requesting alcohol and drug treatment services. The Division manages this entry program for the Department of Alcohol and Drug Services.



- ❑ Suicide & Crisis Services (SACS): operates a 24-hour telephone suicide and crisis hotline for residents of Santa Clara County. Also provided are suicide and crisis prevention, intervention and follow-up services and education. Survivors of suicide also have access to support groups and referral services.
- ❑ The Morrison Project: provides mentors for middle school and high school students, and offers support groups, classroom presentations and inservice trainings for school staff and parents on identifying suicidal behavior. It is directly linked to SACS via a restricted trust.
- ❑ Critical Incident and Crisis Management: CORE provides critical incident debriefings, coordinates the mental health response to disasters and emergencies in the community, and provides training and consultation in crisis management.

Specialized services in the CORE Division include:

- ❑ CalWORKS Mental Health Team: is a part of a collaborative effort between the Department of Alcohol and Drug Services, the Social Services

Agency and the Department of Mental Health providing CalWORKS recipients with family-focused mental health services. This program places special emphasis on outreach to ethnic communities.

- ❑ 24-Hour Care: The 24-Hour Team manages the 24-hour care continuum of services by providing assessment, consultation and linkage to appropriate long-term psychiatric care facilities, community placements and discharge. This team serves the system by facilitating appropriate movement of clients from one level of care to another, in particular from hospital or IMD/MHRC to the community.
- ❑ The Homeless Team: is a multidisciplinary team that serves homeless individuals with one or more of the following disabilities: mental illness, alcohol and drug abuse problems, or HIV. This team collaborates with housing agencies and shelters to help the County's homeless population receive care. It is not a service team, but designed to do outreach and linkage to community services.

County Executive's Recommendation

The Mental Health Department has submitted a Fiscal Year 2004 Budget Plan that meets their reduction target of \$7,639,015, and the County Executive is recommending all the proposed reductions except the following:

- ❑ The elimination of the Drug Treatment Court Program is not being recommended due to the potential impact on providing alternatives for mental health clients in the criminal justice system.
- ❑ The deletion of 0.5 filled Rehabilitation Counselor (P67) position in Gateway Program is not being recommended as funding from the Proposition 36 program has been made available for this service.

Reduce Appropriations for Mental Health Administration

Recommendation: Reduce \$31,876 in funding for personal service contracts, \$85,000 for the Student Intern Program, \$50,858 for support services in Self Help Center, and delete the following positions:

FTE	Code	Class Description	Vacant/Filled
1.0	C76	Office Management Coordinator	Vacant
1.0	B5X	Health Care Program Analyst II	Vacant
1.0	D09	Office Specialist III	Filled
1.0	W71	Senior Health Care Program Analyst (budgeted in BU 921)	Vacant
1.0	B72	MH Program Supervisor	Filled
1.0	X17	Executive Assistant I	Vacant
1.0	D48	Patient Business Services Clerk	Filled
1.0	D2E	Health Services Representative	Filled
8.0		Total Deletion	

Impact on Services: This proposal eliminates 4.0 vacant and 4.0 filled positions that provide a variety of support services to the Department. Some of the services currently provided by the staff recommended for deletion will be allocated to existing professional staff from within the department, while other functions will be distributed among remaining support staff. Some delays in administrative tasks may be anticipated, but with minimal impact to client services.



The reduction in personal service contract funding will impact the department's ability to contract for professional services to meet specialized and interim service demands and will reduce the amount of training provided to staff.

The reduction in funding for the Student Intern Program will result in a 67% decrease in program funding, and contract agencies will be encouraged to utilize agency funds to pay for stipends in Fiscal Year 2004.

Support for Self Help Centers will also be reduced resulting in less funding available for services and supplies available to the three Self-Help Centers currently being implemented.

Total Reduction: (\$708,197)

Savings of (\$97,345) for the Sr. HCPA will be recognized in VMC budget

Reduce Appropriations for 24 Hour Care Program

Recommendation: Delete 1.0 FTE filled Health Services Representative (D2E) position.

Impact on Services: This position is responsible for billing, data entry and tracking of clients discharged from 24-hour care facilities. Duties will be covered through the reassignment of other clerical staff within the department. This may have an impact on support services but the impact on direct client services will be minimal.

Total Reduction: (\$60,938)

Reduce Appropriations for Quality Improvement

Recommendation: Delete 2.0 FTE vacant Psychiatric Social Worker (PSW) II (Y41) and 1.0 FTE filled Office Specialist III (D09) positions.

Impact on Services: The two PSW II positions have been vacant for several months and their responsibilities have already been absorbed by other Divisions within the Department with no impact to the current level of service. The Office Specialist is responsible for data entry, and reduced State data entry requirements will make it possible to manage this function with the remaining staff.

Total Reduction: (\$223,062)

Reduce Appropriations for Drug Treatment Court Program

Recommendation: Delete 1.0 FTE vacant Marriage Family Therapist (P96) position.

Impact on Services: This position has been vacant, and the existing workload has been absorbed by the remaining staff. As a result, the impact on the Court will be minimal.

Total Reduction: (\$97,536)

Fund Expansion of Custody Adult Mental Health Services

Recommendation: Redirect \$500,000 to the Children's Shelter and Custody Health Department to fund expansion of Custody Adult Mental Health Services.

Impact on Services: The department is proposing to use savings from the deletion of one vacant position in the Drug Treatment Court program and the elimination of the Intensive Alternative Program (IAP) to redirect \$500,000 to Custody Mental Health for the development of a mental health aftercare program to address the critical needs of mental health clients exiting the Criminal Justice System.

Total Cost: \$500,000

Reduce Appropriations for the Representative Payee Service

Recommendation: Delete 1.0 FTE vacant Representative Payee Coordinator (P60) and 1.0 FTE vacant Office Specialist III (D09) positions.

Impact On Services: The duties of both vacant positions will be absorbed by existing staff within the department. This action will increase the workload of individual staff but is not expected to impact direct client services.

Total Reduction: (\$168,263)

Reduce Appropriations for Cross Systems Evaluation

Recommendation: Reduce \$60,000 in funding for contract services and supplies.

Impact On Services: This proposed reduction will require existing staff to handle tasks that are currently handled by consultants. Cost saving measures will be used to reduce service and supply expenditures.

Total Reduction: (\$60,000)

Reduce Appropriations for Mental Health Services in the Juvenile Hall and Ranches

Recommendation: Reduce \$16,044 in funding for services and supplies and delete the following positions:

FTE	Code	Class Description	Vacant/Filled
2.0	Y41	Psychiatric Social Worker II	Vacant
1.0	Y41	Psychiatric Social Worker II	Filled
1.0	D60	Clerical Office Supervisor	Filled
4.0		Total Deletion	

Impact On Services: This proposed reduction is a direct result of the significant drop in census in both Juvenile Hall and the Ranches. This will translate into a reduced need for Mental Health staff to provide the required level of care and oversight. The remaining clinical staff will absorb the duties with no impact to the current level of client services.

Total Reduction: (\$352,083)

Reduce Appropriations for Emergency Psychiatric Services (EPS)

Recommendation: Reduce funding for 0.5 vacant Health Services Representative (D2E) and 1.5 vacant Nursing Attendant (S94) positions.

Impact On Services: The responsibilities of the deleted vacant positions will be reassigned to remaining staff. Nursing Attendants play a key role in the management of clients within the facility. The elimination of vacant positions will require additional attention by remaining staff and management within EPS to assure the safety of clients and staff.

Total Reduction: (\$102,945)

Deletion of FTE reflected in VMC BU 921

Reduce Appropriations for Short/Doyle Medical Service Contracts

Recommendation: Reduce funding for contract services in the amount of \$2,348,310 for Family & Children services and \$1,713,740 for Adult/Older Adult services.

Impact On Services: This proposed reduction will impact outpatient, day treatment, day rehabilitation and patients' rights services to clients receiving services from both the Family & Children and Adult/Older Adult divisions. Providers have minimized the loss of direct services by targeting non-revenue generating services as well as services provided to unsponsored clients. These reductions may also require the redesign of some adult and older adult programs. \$185,000 of the savings generated by this reduction will be redirected to the creation of an aftercare program for inmates being treated by mental health custody staff.

Total Reduction: (\$4,062,050)

Reduce Appropriations for Gateway Program

Recommendation: Delete 1.0 FTE filled Rehabilitation Counselor (P67) position.

Impact On Services: The duties of this position will be reassigned to the remaining staff within the program. Delays may occur in daily non-clinical business operations and in the processing of client paperwork and system capacity reports.

Total Reduction: (\$0)

Savings Of \$85,000 will be offset by reduction in reimbursement from DADS

Reduce Appropriations for Suicide and Crisis Services (SACS)

Recommendation: Delete 1.0 FTE filled Health Care Program Manager (C83) and 0.5 FTE filled Prevention Program Analyst (C24) positions, and reduce \$50,000 in funding for contract services

Impact On Services: The positions identified above provide education on prevention of suicide and support groups for Survivors of Suicide. Four staff resources will remain to operate the 24-hour suicide and crisis hotline.

Volunteer training and community education will be reduced. Critical duties will be absorbed by existing staff.

Total Reduction: (\$206,453)

Reduce Appropriations for AB3632 Case Coordination Services

Total Reduction: (\$168,218)

Recommendation: Delete 1.0 FTE vacant Marriage Family Therapist (P96) position.

Impact On Services: This position is responsible for providing assessment and treatment to special education students and their families. Duties have been and will continue to be absorbed by other staff. Due to Federal and State mandates related to providing service to special education youth, Department may have to redirect staff from other services to accommodate service demand.

Total Reduction: (\$82,872)

Reduce Appropriations for the Children's Shelter

Recommendation: Delete the following positions in providing service at the Children's Shelter.

FTE	Code	Class Description	Vacant/Filled
1.0	P67	Rehabilitation Counselor	Filled
0.5	Y41	Psychiatric Social Worker II	Filled
2.0	Y42	Psychiatric Social Worker I	Filled
3.5		Total Deletion	

Impact On Services: Reduction of these clinical positions is possible because of the decline in census at the Children's Shelter. This decline in staff resources is in direct relationship to the decline in census, and will not affect service delivery to the remaining population.

Total Savings: (\$272,044)

Expenditure reduction of (\$315,483)
offset by \$43,439 loss of revenue

Closure of West Valley Mental Health Center

Recommendation: Delete 1.0 FTE filled Health Care Program Manager (C83) and 1.0 FTE filled Clerical Office Supervisor (D60) positions.

Impact On Services: The Department proposes to eliminate two positions and close the West Valley Clinic. The remaining staff and clients will be reassigned to the nearby Central, Fair Oaks and North County clinics.

Reduce Appropriations for Other Mental Health Centers

North County Clinic

- Delete 0.5 FTE vacant Health Service Representative position
- Delete 1.0 FTE filled Office Specialist III position

South County Clinic

- Delete 1.0 FTE filled Health Service Representative (D2E) position

Downtown Clinic

- Delete 1.0 FTE vacant Rehabilitation Counselor (P67) position
- Delete 0.5 FTE vacant Health Services Representative (D2E) position
- Delete 3.0 FTE filled Community Worker (E33) positions

Narvaez Clinic

- Delete 1.0 FTE vacant Psychiatric Social Worker II (Y41) position
- Delete 1.0 FTE vacant Office Specialist II (D49) position

Fairoaks Clinic

- Delete 1.0 FTE filled Clinical Psychologist (P93) position

Bascom Clinic

- Delete 1.0 FTE filled Marriage Family Therapist II (P96) position

Las Plumas Clinic

- Delete 0.5 FTE filled Clinical Psychologist (P93) position



Impact On Services: The services provided by the staff slated for deletion will be shifted to remaining staff and will have only a minimal impact on service delivery.

The elimination of the 1.0 FTE Clinical Psychologist at Fairoaks may reduce treatment capacity for outpatient visits.

Deletion of 1.0 FTE Rehabilitation Counselor and 3.0 FTE Community Workers in the Downtown clinic may delay getting new clients into treatment, and impact the ability of clients to meet with human service agencies and health care organizations.

The elimination of 1.0 FTE Psychiatric Social Worker in Narvaez clinic may reduce treatment capacity for outpatient visits.

Total Savings: (\$740,531)

Expenditure reduction of (\$825,674)
offset by \$85,143 loss of in revenue

Reduce Appropriations for Acute Inpatient Psychiatric Services

Recommendation: Delete funding for the positions recommended for deletion:

FTE	Code	Class Description	Vacant/Filled
0.5	D09	Office Specialist III	Vacant
0.5	D02	Medical Unit Clerk	Vacant
3.5	S94	Nursing Attendant	Vacant
1.0	D08	Supervising Medical Admitting Clerk II	Vacant
1.0	P67	Rehabilitation Counselor	Vacant
1.0	R13	Occupational Therapist	Filled
7.5		Total Deletion of FTE in BU 921	

Impact On Services: The services provided by these positions have been and will continue to be absorbed by remaining staff. Nursing Attendants play a key role in the management of clients within the facility. The elimination of vacant positions will require additional attention by remaining staff and management within the Barbara Arons Pavilion to assure the safety of clients and staff.

The elimination of the Occupational Therapist and Rehabilitation Counselor positions will reduce the Department's ability to provide timely assessment of daily functioning, and may delay patient placement into appropriate levels of care.

Total Reduction: (\$493,192)

Reduce Positions from Salary Ordinance Due to Expired Grants

Recommendation: With the expiration of the Homeless Grant of \$406,165, and loss of \$47,216 in School District Funds, a reduction of \$87,633 in funding for contract services and a cost savings of \$368,090 for 4.5 FTE positions have been identified as expenditure reductions to offset the loss of revenue. The total cost of the expenditure reduction exceeds the revenue loss budgeted for these grants by \$2,342.

The expenditures and revenues for the positions and the grant were removed in the FY 2004 current level budget. This action is required to affect the appropriate change in the salary ordinance.

FTE	Code	Class Description	Vacant/Filled
1.0	C83	Health Care Program Manager II	Vacant
1.0	D2E	Health Services Representative	Vacant
0.5	P49	Psychiatrist III - MH	Vacant
1.0	PSW II	Psychiatric Social Worker II	Vacant
1.0	PSW II	Psychiatric Social Worker II	Vacant
4.5		Total Deletion	

Total Savings: (\$2,342)

Continue Funding for the Replacement of the Clinical/Billing Information System

Recommendation: Provide one-time funding to continue the replacement of the Clinical/Billing Information System (OSCAR) currently used by both the Mental Health Department and the Department of Alcohol and Drugs.

Impact On Services: The Mental Health/DADS service and billing system does not adequately support the business needs that have become more sophisticated in recent years. This project will find and implement a superior service and billing system for Mental Health and DADS. Progress will be made toward full

replacement of both department services and billing system, and the Department will be better prepared to comply with Health Insurance Portability and Accountability Act (HIPAA) requirements.

Total One-time Cost: \$1,385,489

**Mental Health — Budget Unit 0412
Expenditures by Cost Center**

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
4350	Mental Health Administration	15,316,140	20,179,827	19,946,775	22,138,823	1,958,996	10
4367	Crisis, Outreach, Referral and Education	3,764,208	4,456,524	4,431,516	3,977,452	(479,072)	-11
4380	Adult/Older Adult Services	65,465,976	64,499,462	64,364,624	62,512,850	(1,986,612)	-3
4410	Family And Children Services	42,346,929	46,598,312	46,591,539	46,306,364	(291,948)	-1
4599	Other Services	41,561,660	41,734,057	41,545,709	44,198,711	2,464,654	6
Total Expenditures		168,454,913	177,468,182	176,880,163	179,134,200	1,666,018	1%

**Mental Health — Budget Unit 0412
Revenues by Cost Center**

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
4350	Mental Health Administration	120,837,125	121,888,037	116,660,638	117,756,626	(4,131,411)	-3
4367	Crisis, Outreach, Referral and Education	115					0
4380	Adult/Older Adult Services	90,801					0
4410	Family And Children Services	224,292	235,120	235,120	235,120		0
4599	Other Services	11,488					0
Total Revenues		121,163,821	122,123,157	116,895,758	117,991,746	(4,131,411)	-3%



Mental Health Administration — Cost Center 4350

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	40.5	20,179,827	121,888,037
Board Approved Adjustments During FY 2003	-2.0	(233,052)	(5,227,399)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	214,069	
Internal Service Funds Adjustment		1,580,264	
Other Required Adjustments		2,341,404	1,271,786
Subtotal	39.5	24,082,512	117,932,424
Recommended Changes for FY 2004			
1. Reduce Resources for Mental Health Administration	-5.0	(534,723)	
◆ Reduce funding of \$31,876 for contract services.			
◆ Reduce funding of \$85,000 for Student Intern Program.			
◆ Delete 1.0 Filled Mental Health Program Supervisor position for a cost savings of \$122,508.			
◆ Delete 1.0 Filled Executive Assistant position for a cost savings of \$75,384.			
◆ Delete 1.0 Vacant Office Management Coordinator position for a cost savings of \$76,794.			
◆ Delete 1.0 Vacant Health Care Program Analyst II position for a cost savings of \$82,525.			
◆ Delete 1.0 Filled Office Specialist III position for a cost savings of \$60,636.			
		(2,510,241)	
2. Reduce Resources for Short/Doyle Contract			
Reduce in funding for contract services in both Family & Children and Adult/Older Adult Divisions.			
		1,385,489	
3. One-time ITEC Project			
One-time ITEC funding for next phase of the OSCAR System implementation.			
			(47,216)
4. Reduce Revenue in School District Funds			(128,582)
5. Loss of Revenue due to deleted positions in various Mental Health Centers			
◆ Loss of \$12,411 in Fair Oaks center due to deletion of 1.0 Clinical Psychologist position.			
◆ Loss of \$48,156 in Downtown center due to deletion of 1.0 Rehab Counselor and 3.0 Community Worker positions.			
◆ Loss of \$17,872 in Narvaez center due to deletion of 1.0 Psychiatric Social Worker II position.			
◆ Loss of \$43,439 in Shelter due to deletion of 1.0 Rehab Counselor and 2.5 Psychiatric Social Worker positions.			
◆ Loss of \$6,704 in Las Plumas due to deletion of 0.5 Psychologist position.			
6. Reduce Resources for Quality Improvement	-1.0	(57,246)	
Delete 1.0 Filled Office Specialist III position.			
7. Reduce Resources for Quality Improvement	-2.0	(165,816)	
Delete 2.0 Vacant Psychiatric Social Worker II positions.			
8. Reduce Resources for Mental Health Plan	-1.0	(61,152)	
Delete 1.0 Filled Patient Business Services Clerk position.			
Subtotal	-9.0	(1,943,689)	(175,798)
Total Recommendation	30.5	22,138,823	117,756,626



Adult/Older Adult Services — Cost Center 4380

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	156.0	64,499,462	
Board Approved Adjustments During FY 2003	-3.5	(134,838)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	142,771	
Internal Service Funds Adjustment		227,523	
Other Required Adjustments		410,962	0
Subtotal	151.5	65,145,880	
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
Fleet Reduction		(3,516)	0
1. Reduce Resources for Rep Payee	-2.0	(168,263)	
◆ Delete 1.0 Vacant Rep Payee Coordinator position.			
◆ Delete 1.0 Vacant Office Specialist III position.			
2. Reduce Resources for Self Help Center		(50,858)	
Reduce funding of \$50,858 for administrative support services.			
3. Reduce Resources for Short/Doyle Contract Programs		(1,551,809)	
Reduction in funding for contract services in both Family & Children and Adult/Older Adult Divisions.			
4. Reduce Resources for North County Mental Health Center	-1.5	(85,736)	
◆ Delete 1.0 Filled Office Specialist III position.			
◆ Delete 0.5 Vacant Health Services Representative position.			
5. Reduce Resources for Fair Oaks Mental Health Center	-1.0	(110,328)	
Delete 1.0 Filled Clinical Psychologist position.			
6. Closure of West Valley Mental Health Center	-2.0	(166,956)	
◆ Delete 1.0 Filled Health Care Program Manager II position.			
◆ Delete 1.0 Filled Clerical Office Supervisor.			
7. Reduce Resources for Downtown Mental Health Center	-4.5	(310,248)	
◆ Delete 3.0 Filled Community Worker Positions.			
◆ Delete 1.0 Vacant Rehabilitation Counselor position.			
◆ Delete 0.5 Vacant Health Services Representative position.			
8. Reduce Resources for Narvaez Mental Health Center	-2.0	(130,620)	
◆ Delete 1.0 Vacant Psychiatric Social Worker II position.			
◆ Delete 1.0 Vacant Office Specialist II position.			
9. Reduce Resources for South County Mental Health Center	-1.0	(54,696)	
Delete 1.0 Filled Health Services Representative position.			
Subtotal	-14.0	(2,633,030)	0
Total Recommendation	137.5	62,512,850	

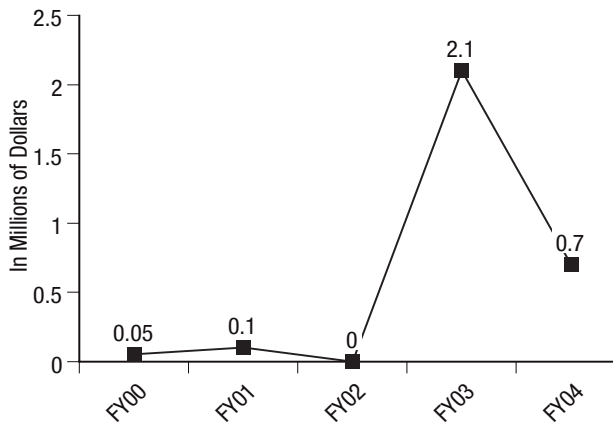
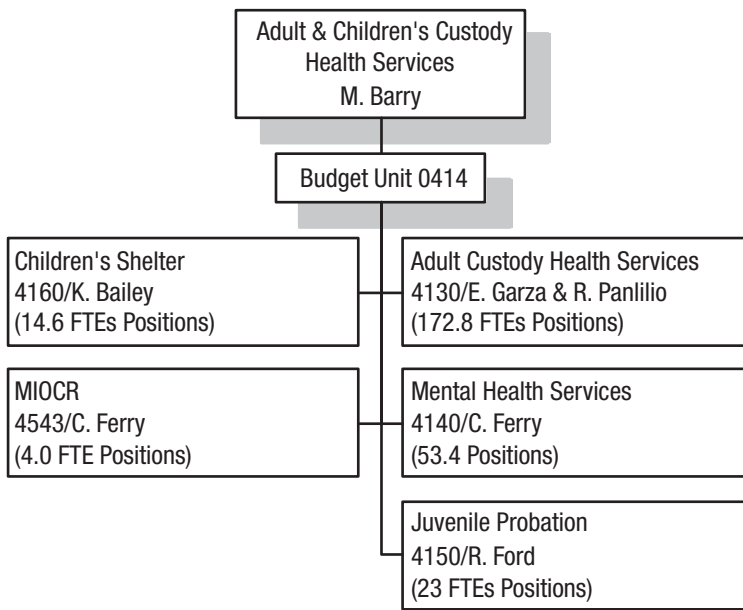


Other Services — Cost Center 4599
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	17.5	41,734,057	
Board Approved Adjustments During FY 2003		(188,348)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		185,721	
Internal Service Funds Adjustment		2,514,628	
Other Required Adjustments		108,790	0
Subtotal	17.5	44,354,848	
Recommended Changes for FY 2004			
1. Reduce funding in administrative support for Cross System Evaluation		(60,000)	
2. Reallocate Resources for Drug Treatment Court		500,000	
Reallocate resources from Drug Treatment Court to Custody Mental Health Services to develop Aftercare services for Custody Mental Health clients.			
3. Reduce Resources for Acute Psychiatric Services		(102,945)	
Reduce funding equivalent to 2.0 FTEs in Emergency Psychiatric Services.			
4. Reduce Resources for Acute Inpatient Services		(493,192)	
Reduce funding equivalent to 7.5 FTEs for Psychiatric Administrative Services and Barabara Arons Pavilion (BAP) Services.			
Subtotal	0.0	(156,137)	0
Total Recommendation	17.5	44,198,711	

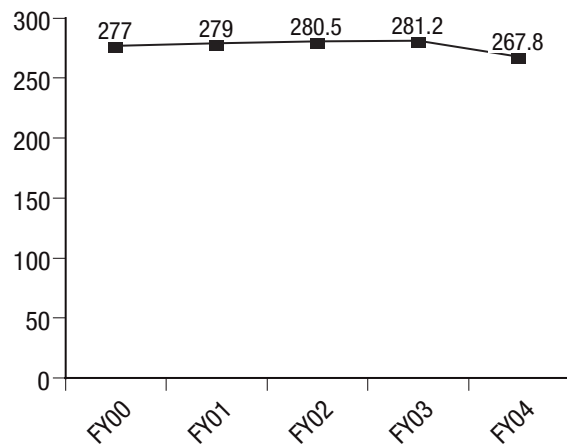


Children's Shelter and Custody Health



Appropriation Trend

Expenditures in this budget are 100% offset by reimbursements from the Probation Department, Mental Health Department, and Department of Correction. The FY 2004 appropriation level reflects the one-time funding of a technology project (see the County Executive's Recommendation for detail).



Staffing Trend



Public Purpose

- Humane Society Preserved
- Responsible Government



Desired Results

Optimal Mental Health Outcomes which this department promotes by improving the patients mental functioning while in custody, and providing appropriate community referrals upon release from custody to ensure the safety and well being of the patients and the community to which they will be released.

Data Under Development for FY 2005.

Percent of Decrease in Recidivism of Seriously Mentally Ill Patients

Data Under Development for FY 2005.

Number of Inmates Identified and Referred to Mental Health Staff for Assessment as Compared to Other Counties of Comparable Size

Data Under Development for FY 2005.

Number of Inmates for whom Mental Health Case Management Services were Provided - Referring Them to Community Services Teams and Mental Health Treatment



Data Under Development for FY 2005.

Number of Inmates for whom Acute Mental Health Treatment was Provided while Incarcerated

Data Under Development for FY 2005.

Number of Inmates who were Temporarily Conserved due to a Mental Illness while Incarcerated

Optimal Medical Health Outcomes which this department promotes by early detection, prevention, patient education, and intervention to improve the health of the patients and to protect the public health by preventing the transmission of tuberculosis, and other communicable diseases.

Data Under Development for FY 2005.

Percent of Tuberculin Skin Tests Read within Three Days for Which TST Standard Procedure Was Initiated

Data Under Development for FY 2005.

Percent of AIDS Patients Who Received patient Education and Were Referred to ADAP Program

Delivery of Appropriate and Safe Patient care and Protection of the County from liability which this department promotes by adhering to guidelines and standards of care and safety set forth by the Department of Health, Center of Disease Control, Title 15, DEA, OSHA, and other regulatory agencies.

Data Under Development for FY 2005.

Percentage of Appropriate Triage Process and Interventions

Data Under Development for FY 2005.

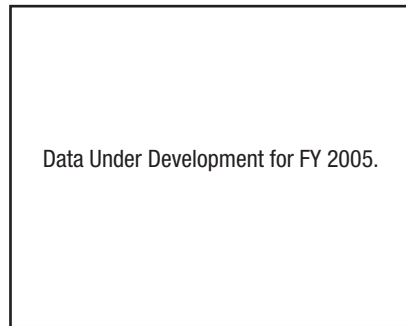
Percentage of Increase of Inmates Seen in Clinics

Data Under Development for FY 2005.

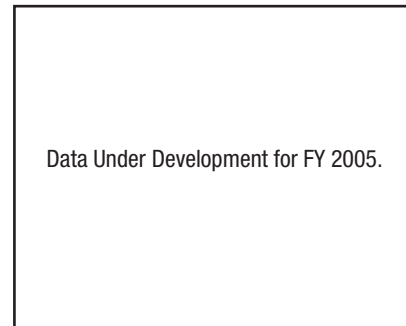
Percentage of Decrease of Patient Emergency Department Transfers



Delivery of Appropriate and Safe Patient care and Protection of the County from liability which this department promotes by adhering to guidelines and standards of care and safety set forth by the Department of Health, Center of Disease Control, Title 15, DEA, OSHA, and other regulatory agencies.

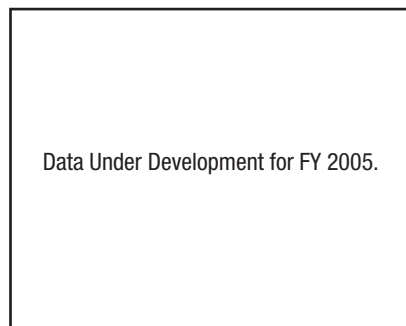


Percent of Decrease in The Number of Grievances Filed by Patients Regarding Their Medical Care

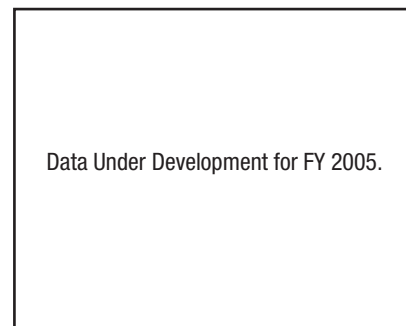


Percentage of Testing for STDs, Treatment, and Completion of Treatment at Juvenile Hall

Greater use of technology to improve business processes which this department promotes by conducting Business Process Reengineering and Strategic Planning for technology in order to improve the delivery of care, streamline business processes, decrease liability and reduce costs.



Percent Increase in Efficiency



Percent of Discharge Plans Completed and Given to Patients

Description of Major Services

The Children's Shelter and Custody Health Service is a General Fund Department of the Santa Clara Valley Health and Hospital System. Medical Services are described below. Health services are provided by a professional multidisciplinary staff inclusive of physicians, registered nurses, licensed vocational nurses, marriage and family therapists, licensed social workers, clinical psychologists, nurse practitioners and variety of ancillary support personnel.

Medical Services

Comprehensive medical services are provided to the residents/detainees of the Children's Shelter, Juvenile Hall, Juvenile Ranches, Main Jail, Elmwood Detention Center and the Correctional Center for Women. These services are:

- Medical assessment
- Medical administration
- Immunizations
- Patient education

- Testing
- In house treatment
- Screening
- Medical doctor evaluations and treatments
- Specialized consultation
- Referral treatment
- Court evaluations

In addition, medical service provides court evaluations and other types of reports/evaluations to county organizations such as the county court system, District Attorney, Department of Probation, Department of Corrections, etc.

Mental Health Services

Comprehensive mental health services are provided to the residents/detainees Main Jail, Elmwood Detention Center and the Correctional Center for Women. These services include:

- Mental health assessment
- Mental health administration
- Suicide assessments
- Acute psychiatric unit
- Psychiatric medication monitoring
- Medical doctor evaluation and treatment
- Court evaluations
- Case management
- Discharge planning
- Referral to the community

Mental health service also provides court evaluations and other types of reports/evaluations to county organizations such as the county court system, District Attorney, Department of Probation, Department of Corrections, etc.

Pharmacy Services

Comprehensive pharmacy services are provided to the residents/detainees of the Main Jail, Elmwood Detention Center and the Correctional Center for Women. Services include:

- Pharmacy assessment
- Professional consultation
- Self administration of medication
- Patient education
- Inventory/inspection

Dental Services

Dental services are provided to the residents/detainees of the Children's Shelter, Juvenile Hall, Juvenile Ranches, Main Jail, Elmwood Detention Center and the Correctional Center for Women. These services are:

- Dental assessment
- Emergency dental service
- Full service dental at Children's Shelter, Juvenile Hall and Ranches.

Department Support Services

Comprehensive support services are provided to staff of CSCHS at Children's Shelter, Juvenile Hall, Juvenile Ranches, Main Jail, Elmwood Detention Center and the Correctional Center for Women. These support services are:

- Infection control
- Performance based budgeting
- Performance improvement
- Regulatory affairs
- Staff development
- Strategic planning
- Technology infrastructure design and support

In addition, Department Support Services collaborates with and acts as a conduit for other county agencies in support of county-wide goals and initiatives directly impacting CSCHS.

County Executive's Recommendation

The Children's Shelter and Custody Health Department was given no reduction target as this budget has no net county cost. The cost for the medical services provided in the Jail System, Juvenile Hall and the Ranches and the Children's Shelter are included in the departments where the institutions are located. Recognizing the significant reductions assigned to their host departments, Custody Health Services has developed a reduction plan that generates \$1,016,560 in savings through the elimination of positions and a variety of skill mix changes that maintains services at a reduced cost. The County Executive is recommending all the proposed reductions.

Custody Health Services in Juvenile Hall and Ranches

Recommendation: In order to generate savings in these facilities, the Department is recommending reducing overtime expenditures, and implementing skill mix changes by adding and deleting the following positions:

FTE	Action	Class Description	Vacant/Filled
(1.0)	Delete	Assistant Nurse Manager	Filled
(4.2)	Delete	Clinical Nurse	Filled
(1.0)	Delete	Pharmacy Technician	Filled
3.8	Add	Licensed Vocational Nurse	NA
(2.4)		Net Change	

Impact on Services: The duties of the Assistant Nurse Manager will be absorbed by the remaining staff. This reduction will have little impact on the services provided in Juvenile Hall due to the significant drop in census. The Clinic Nurse positions will be converted into Licensed Vocational Nurses but the quality of care will not be adversely affected. The duties of the Pharmacy Technician will be shifted to nursing staff. Reduction in overtime charges will be achieved by reducing the staffing pattern on weekends from 3 nurses on days and evenings to 2 nurses on each shift. Impact to client services is expected to be minimum.

Total Reduction: (\$534,432)

Savings will be recognized in budget of Probation Department

Custody Health Services in Children's Shelter

Recommendation: Delete the following positions:

FTE	Code	Class Description	Vacant/Filled
1.0	S85	Licensed Vocational Nurse	Vacant
0.5	J26	Health Education Specialist	Vacant
1.0	D02	Medical Unit Clerk	Filled
2.5		Total Deletion	

Impact on Services: These proposed reductions are the direct result of the significant drop in census at the Children's Shelter and the resulting need for fewer medical staff to provide the required level of care and oversight.

Total Reduction: (\$168,590)

Savings will be recognized in budget of Social Services Agency

Custody Health Services in Main Jail

Recommendation: Delete 0.5 FTE vacant Shift Supervisor (S80) and 0.5 FTE vacant Medical Admittance Clerk (D02) positions.

Impact on Services: The deletion of the Shift Supervisor will eliminate administrative oversight of Jail medical and mental health services on weekends and holidays. The deletion of the Medical Unit Clerk could delay the filing of important health information in inmates' medical files.

Total Reduction: (\$87,062)

Savings will be recognized in budget of Department of Correction

Custody Health Services in Elmwood Facility

Recommendation: Delete 2.0 FTE filled Clinical Nurse position.

Impact on Services: This proposed reduction would be achieved by the partial closure of the M-8 building at the Elmwood facility. The impact on services delivery is unclear at this time and will depend on the manner in which the Department of Correction restructures the use of facilities in light of the reductions being recommended within the Department.

Total Reduction: (\$226,476)

Savings will be recognized in budget of Department of Correction

Fund Correctional Medical Management System

Recommendation: Utilize one-time funding to continue development of the application to automate the work performed by Custody Health staff and to improve current business processes within the department.

Impact on Services: This system will feature the development of electronic medical records for inmates under the care of Custody Health. In addition, an

interface to the Criminal Justice Information Control (CJIC) system to track patient movement and housing will be developed along with a computerized pharmacy system for the safe administration of all medication dispensed within the Jail System. Finally, this project will deliver an appointment management system.

Total One-Time Cost: \$700,000

Children's Shelter & Custody Health Services — Budget Unit 0414 Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
4130	Adult Custody Medical Services Program	865,380	2,100,630	1,744,546	700,000	(1,400,630)	-67
4140	Adult Custody Mental Health Services Program	129,223	4,722	162,188		(4,722)	-100
4150	Juvenile Probation Services	130,774	2,223	202,223		(2,223)	-100
4160	Children's Shelter Services	106,233	1,079	1,079		(1,079)	-100
4543	MIOCR Grant	56,954	275	275		(275)	-100
Total Expenditures		1,288,564	2,108,929	2,110,311	700,000	(1,408,929)	-67%



Adult Custody Medical Services Program — Cost Center 4130

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	179.9	2,100,630	
Board Approved Adjustments During FY 2003	-3.0	(356,084)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.1	689,105	
Internal Service Funds Adjustment		(520,203)	
Other Required Adjustments		(1,913,448)	0
Subtotal	175.8		
Recommended Changes for FY 2004			
1. One-time ITEC Project		700,000	
One-time ITEC funding to continue the Jail Medical Management System.			
2. Reduce Services for Main Jail	-1.0		
◆ Delete 0.5 FTE vacant Shift Supervisor position for a cost savings of \$59,714			
◆ Delete 0.5 FTE Medical Unit Clerk position for a cost savings of \$27,348			
◆ Reduce \$87,062 in reimbursement from Department of Correction for deletion of the above positions.			
3. Reduce Services for Elmwood	-2.0		
◆ Delete 2.0 Clinical Nurse positions for a cost savings of \$226,476.			
◆ Reduce \$226,476 in reimbursement from Department of Correction for the deletion of the positions.			
Subtotal	-3.0	700,000	0
Total Recommendation	172.8	700,000	

Adult Custody Mental Health Services Program — Cost Center 4140

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	55.1	4,722	
Board Approved Adjustments During FY 2003	-1.0	157,466	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-0.7	77,141	
Internal Service Funds Adjustment		(538,805)	
Other Required Adjustments		299,476	0
Subtotal	53.4		
Recommended Changes for FY 2004			
1. Reallocate Resources for Drug Treatment Court			
Redirect resources from Mental Health Department to Custody Mental Health for development of Custody Mental Health Aftercare Services:			
◆ Increase \$500,000 in Salary and Benefit costs			
◆ Increase \$500,000 in reimbursement from the Mental Health Department.			
Subtotal	0.0	0	0
Total Recommendation	53.4		



Juvenile Probation Services — Cost Center 4150

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	24.6	2,223	
Board Approved Adjustments During FY 2003		200,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	0.8	148,020	
Internal Service Funds Adjustment		(351,072)	
Other Required Adjustments		829	0
Subtotal	25.4		
Recommended Changes for FY 2004			
1. Reduce Resources for Juvenile Probation	-1.0		
Delete 1.0 Filled Assistant Nurse Manager position for a cost savings of \$140,102.			
◆ Reduce \$140,102 in reimbursement from Probation Department for the deletion of the position.			
2. Reduce Resources for Juvenile Hall and Ranches	-1.4		
◆ Reduce \$115,670 in funding for Overtime			
◆ Delete 4.2 FTE Clinical Nurse positions and add 3.8 FTE Licensed Vocational Nurse positions for a cost savings of \$215,744.			
◆ Delete 1.0 FTE Pharmacy Technician position for a cost savings of \$62,916.			
◆ Reduce \$394,330 in reimbursement from Probation Department for the deletion of positions.			
Subtotal	-2.4	0	0
Total Recommendation	23.0		

Children's Shelter Services — Cost Center 4160

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	17.6	1,079	
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-0.5	187,882	
Internal Service Funds Adjustment		(189,365)	
Other Required Adjustments		404	0
Subtotal	17.1		
Recommended Changes for FY 2004			
1. Reduce Resources for Services at the Children's Shelter	-2.5		
◆ Delete 1.0. Filled Licensed Vocational Nurse position for a cost savings of \$65,966.			
◆ Delete 1.0 Filled Medical Unit Clerk position for a cost savings of \$61,464.			
◆ Delete 0.5 Vacant Health Education Specialist position for a cost savings of \$41,160.			
◆ Reduce \$168,590 in reimbursement from the Social Services Agency for the deletion of the positions.			
Subtotal	-2.5	0	0
Total Recommendation	14.6		

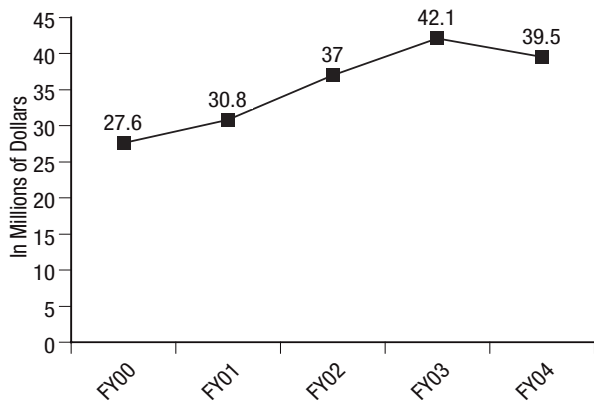
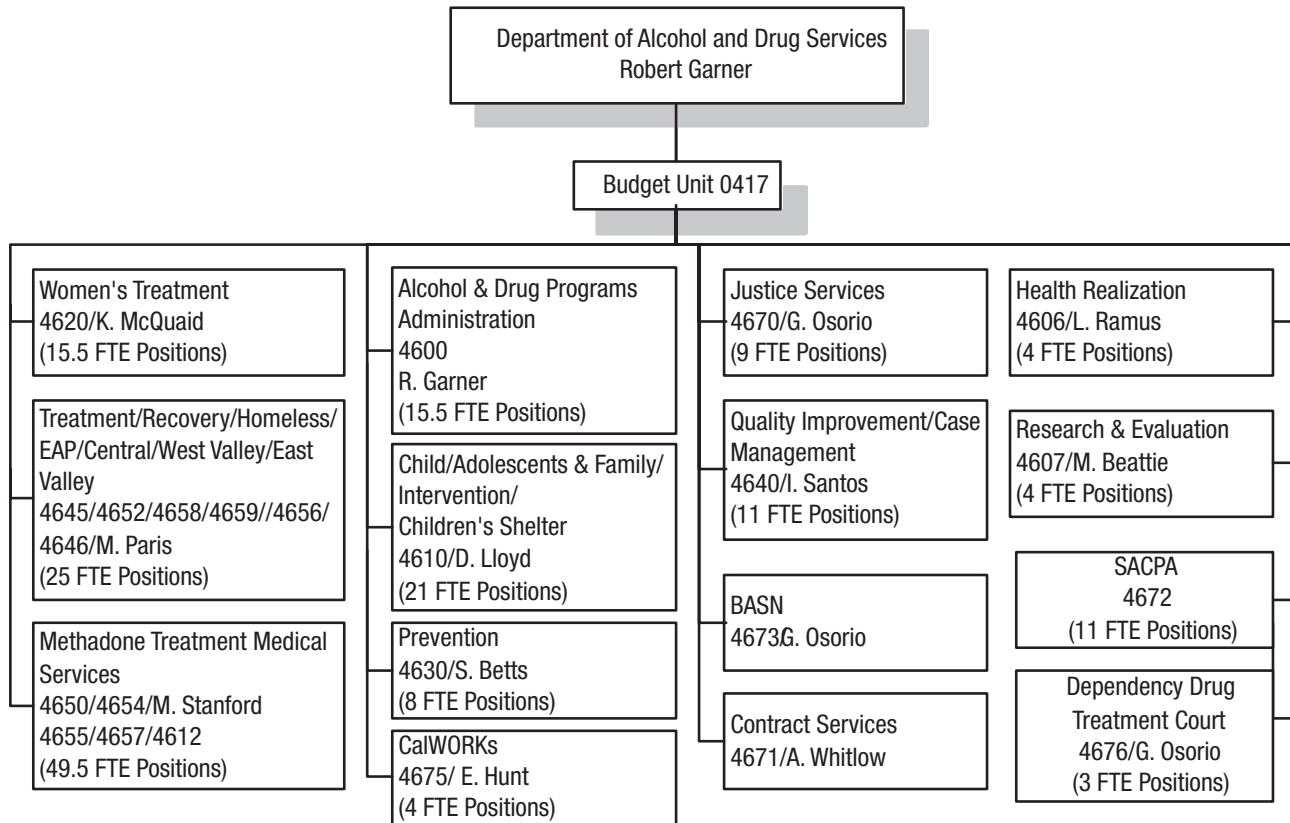


MIOCR Grant — Cost Center 4543
Major Changes to the Budget

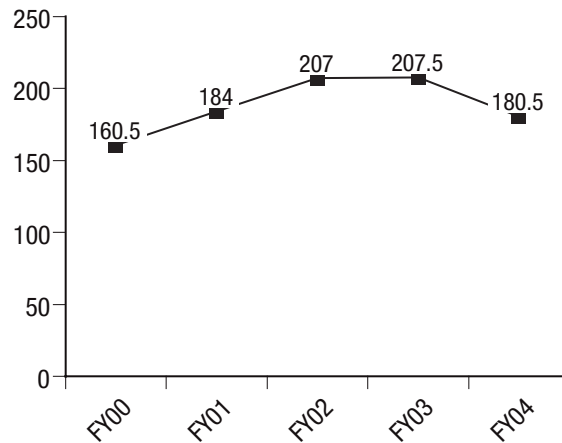
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	4.0	275	
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		36,265	
Internal Service Funds Adjustment		(38,794)	
Other Required Adjustments		2,254	0
Subtotal	4.0		
Recommended Changes for FY 2004			
Total Recommendation	4.0		



Department of Alcohol and Drug Services



Expenditure Trend



Staffing Trend



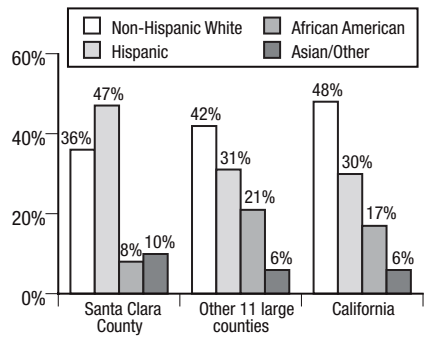
Public Purpose

- Improve individual and family psychosocial well-being
- Contribute to community safety
- Promote community health

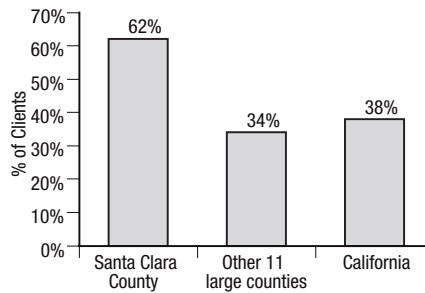


Desired Results

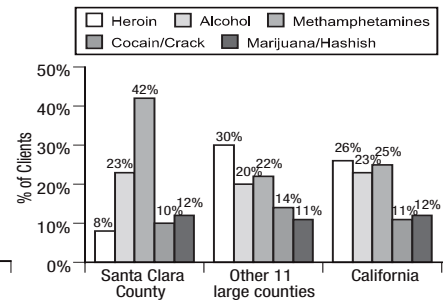
Alcohol & Drug Services Client Characteristics



Clients by Race/Ethnicity



Criminal Justice Clients in the Substance Abuse Treatment System

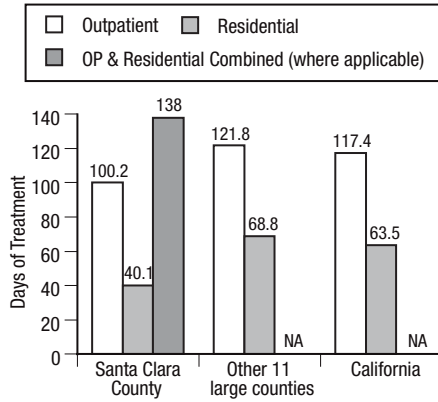


Primary Substance of Abuse at Admission

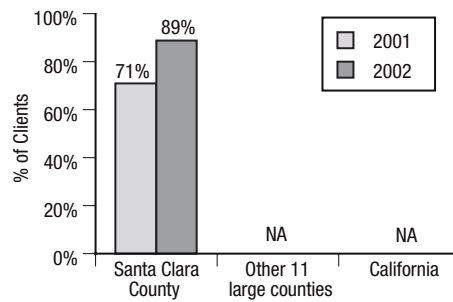
Section 4: Santa Clara Valley Health & Hospital System



Maintain a high level of treatment completion by clients.

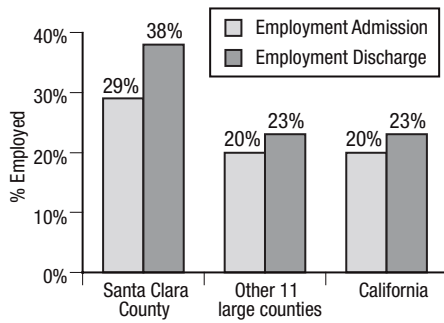


Length of Stay Meets Treatment Effectiveness Standard

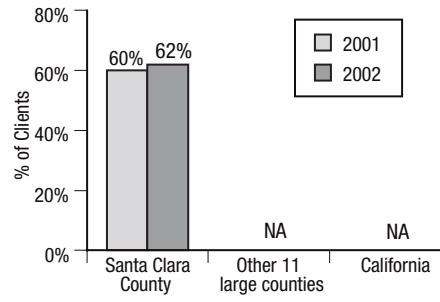


Client Satisfaction with Treatment

Improve psychosocial functioning of clients.

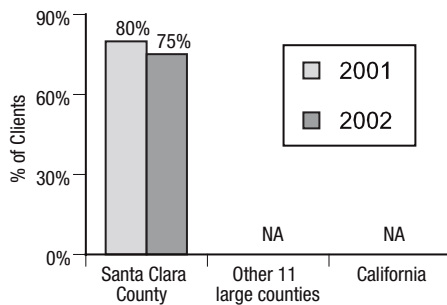


Full Time Employment Admission & Discharge, FY 2002

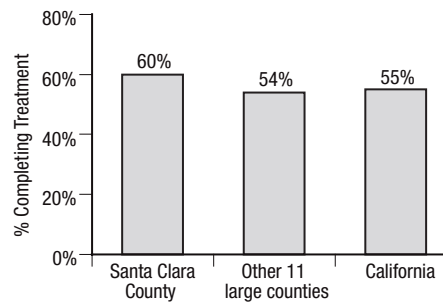


Improved Psychosocial Functioning after treatment, FY 2001-02

Reduce negative impact of substance use on clients



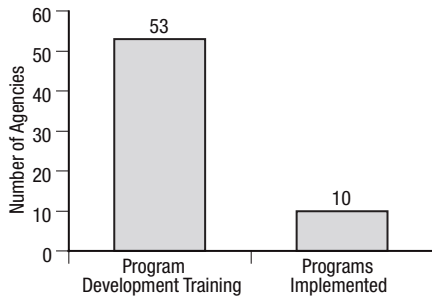
Reduced Substance Use/Abstinence at Discharge From Treatment, FY 2001-02



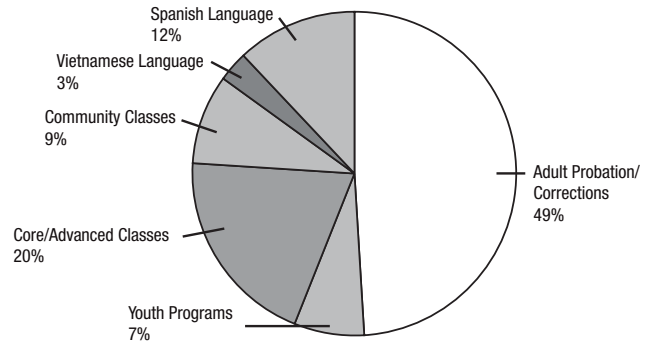
Treatment Completion Rate, FY 2002



Provide Prevention Services

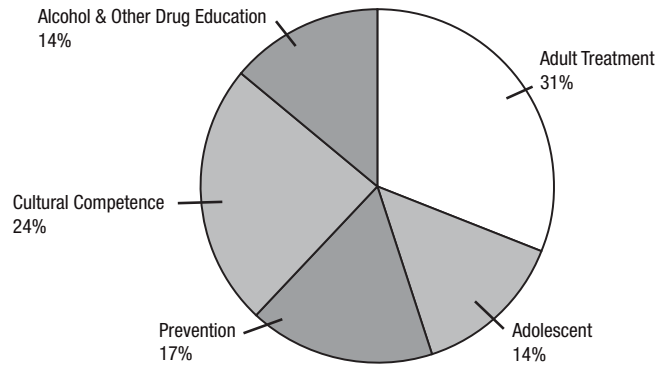


Assist Community Organizations to Implement Science-Based Prevention Programs

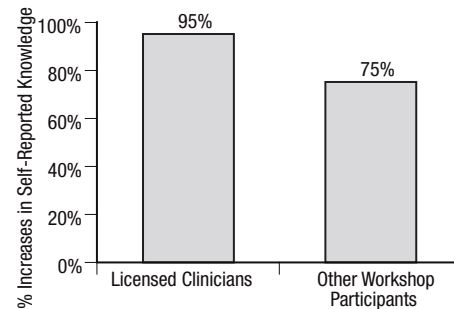


Provide Health Realization Training to Community and County Staff

Provide Training to increase substance abuse-related knowledge, skills and abilities of participants



Provide Training to Increase Substance Abuse Knowledge Among Staff, Providers, Clinicians and General Public



Self-Reported Increases in Post-Workshop Knowledge Among Participants FY 2002

Description of Major Services

The Department of Alcohol and Drug Services provides two major types of substance abuse services to clients and the community: treatment and prevention services. The Department's treatment and prevention services contribute to the mitigation of adverse effects of substance abuse on the community.

High quality treatment programs for clients are designed to enhance psychosocial functioning and reduce substance use. The substance abuse treatment program is modeled on an integrated approach that links treatment services with early intervention and ancillary services to improve client functioning in different areas of life. The Department of Alcohol and Drug Services was among the first public systems to

adopt managed care principles to allocate treatment resources, and uses the American Society for Addiction Medicine Patient Placement Criteria to assign clients to the appropriate level of care.

Prevention Services focus on preventing substance use among youth and educating the community about the risks associated with substance abuse. In the past year, Prevention Services has been revamping its programs to introduce nationally recognized prevention strategies - the Blue Print Programs - in Santa Clara County. Blue Print Programs represent the "cutting edge" in substance abuse prevention that have demonstrated effectiveness with a diverse population of children and youth.



Treatment services

The desired goals of substance abuse treatment services are to reduce the negative impact of substance abuse and increase substance abuse clients' psychosocial functioning by promoting successful completion of treatment. These goals are accomplished by adopting national standards for treatment quality and effectiveness. Best treatment practices are promoted by:

- Providing a "continuum of care" from residential to outpatient treatment
- Placing clients in treatment modalities based the American Society of Addiction Medicine's Patient Placement Criteria
- Retaining clients for an appropriate length of treatment to enhance treatment success
- Offering ancillary services such as housing and vocational services to help clients maintain treatment goals

The quality of services have shown vast improvement in recent years in part due to increasing attention to the need for highly trained treatment staff through the development of a focused training program, the Learning Institute. A statewide movement toward requiring counselor and program certification will increase the cost of services and require a different workforce locally. The County's decision to reimburse contract services on a cost basis anticipated this state-wide trend and placed it in a good position to deal with the increased cost due to more clinical supervision in the adult and adolescent treatment system.

In FY 2001, 8790 adult and adolescent clients received substance abuse treatment. The largest component of the treatment system is the Adult System of Care (ASC). Clients can be self-referred, referred by other agencies or referred by assessment centers attached to courts. Criminal justice agencies are the principal source of referrals to treatment programs; clients are also referred from other county agencies such as Social Services, Mental Health and CalWORKS. Starting July 1, 2001, criminal justice clients who qualified for treatment under the Substance Abuse Crime Prevention Act (SACPA) were also referred to treatment via assessment sites located near the courts. Between July 1 and December 31, 2001, there were over 1300 SACPA-related referrals for substance abuse treatment.

Adult System of Care

The Department of Alcohol and Drug Services offers a broad range of treatment services through a network of nearly 60 contract and county providers in order to meet adult clients' needs. Among them are:

Social detoxification services: Supervised, short stay residential facilities for treating drug and alcohol withdrawal symptoms with non-medical methods.

Residential treatment: supervised long-term stay facilities whose primary treatment goal is to stabilize clients in a structured environment

Drug-free outpatient treatment: offers different types of counseling (individual, intensive, group and family) to accommodate varying levels of treatment need in the client population, providing the ongoing recovery services needed to attain and retain long-term gains.

Women's program: residential and day treatment options available to pregnant and parenting women and qualified CALWORKS clients. Services include classes on family violence & child development, referrals to medical services, methadone treatment and detoxification services

Addiction Medicine Therapy: outpatient program for opiate addiction that provides methadone dosing, detoxification services, rehabilitation counseling and ancillary services (e.g. drug testing HIV testing and counseling)

Intervention & Ancillary services: A variety of services complement the treatment system, providing entry into the system, education about substance abuse, and ancillary services that help to make treatment successful.

Gateway: the centralized intake and assessment system that screens and assesses clients over the telephone. Clients are assessed on a psychosocial profile including drug and alcohol usage and then matched to appropriate treatment services based on assessed treatment needs.

Psycho-education: available to new and multiple DUI offenders and qualified SACPA clients.

Transitional housing units: available to clients who are currently receiving substance abuse treatment through outpatient services, and are homeless or living in unsafe environments.

Homeless program: helps homeless substance abuse clients access Shelter Plus Care housing, a Federally funded program that provides long-term housing for homeless disabled persons.

Job/vocational, literacy training & educational support: vocational services include career counseling, training and job placement, GED and ESL and literacy classes.

Drug testing: required for clients in addiction medicine therapy and randomly selected clients in other treatment modalities.

The Department of Alcohol & Drug Services has witnessed a dramatic increase in clients with co-occurring substance abuse and mental health disorders (dual-diagnosis clients). The influx of this hard-to-treat population has strained the resources of the treatment system and led to increased use of expensive psychiatric care and other specialty services.

Case management services: clients are assisted with housing placement, psychiatric & medical care appointments, obtaining income (public assistance), transportation assistance, food and personal hygiene items, utility bills, child care and related services. These services are available to dually diagnosed clients and to SACPA clients.

Psychiatric services: these services include psychiatric assessment and treatment and psychiatric medications.

Other services include client referrals for medical services, prenatal services and TB/HIV testing; and Santa Clara County's Employee Assistance Program

Children, Adolescent & Families Services

This division offers prevention and treatment services to youth between 13 and 18 years of age. Included are:

School-based prevention and education services

- Assessment, intervention and treatment services at local schools, and at Children's Shelter and Juvenile Hall
- Outpatient and residential treatment for adolescents from a network of community-based organizations, licensed practitioners and contract private agencies.

New availability of Medi-Cal funding for adolescent treatment services is an emerging issue in our Children, Adolescent and Family division. Similar to what is known as "Minor Consent Medi-Cal," this program creates a mandate based on age and diagnosis rather than family income. The Department is exploring this funding possibility despite barriers to accessing this funding source, including a narrow range of benefits, incomplete coverage of treatment services, low reimbursement rates, and fiscal uncertainty about future funding.

Prevention Services

The desired goal of DADS Prevention Services is to prevent substance abuse among youth and reduce the negative impact of substance abuse in the community through education, information dissemination and evidence-based prevention strategies. Studies find that delaying the age at first use reduces the chances of addiction to alcohol & drugs. Prevention programs that involve several domains of a youth's life are more effective in delaying the onset of first use of drugs and alcohol as compared to those programs that focus on a single domain.

The Prevention Services division contributes to reductions in alcohol and drug abuse among children and youth of Santa Clara County by:

- promoting use of results-based prevention strategies by community based prevention organizations.
- building local capacity to implement substance abuse prevention programs for children and youth through training and technical assistance.
- promoting prevention strategies that involve multiple domains of a child's life (family, neighborhood, school and/or community).
- assisting providers to adopt "best practices" in prevention strategies. The Prevention division offers and/or supports the following services:

Education: Aimed mainly at children and adolescents, services include teacher and volunteer training, curriculum development and implementation, mentoring programs, Peer-Leader helper programs and student assertiveness training.

Health Realization: A prevention and intervention strategy that focuses on an individual's overall health and well-being. Training is available to county agencies and the community including schools, treatment programs and ancillary services.

The Learning Institute: Aimed toward educating the community as well as providing training and certification for substance abuse treatment counselors, county staff and the community.

Information Dissemination: Drug and alcohol information distributed through printed materials, conferences, lectures, telephone, media outlets, radio

talk shows, public service announcements, health fairs and resource directories. Last year, an estimated 150,000 individuals received alcohol and drug prevention information from both county and contract provider sources. The Department of Alcohol and Drug Services also provides information to the public through its telephone-based referral and assessment center (Gateway), which last year received over 31,000 calls for information and referral in addition to the 9800 clients who were referred for treatment.

Environmental Strategies: These include developing policy recommendations to reduce alcohol and drug use in the community e.g. managing high-risk advertising and billboard regulation, neighborhood mobilization, zoning alcohol outlets and abatement of existing outlets, social and commercial host training.

County Executive's Recommendation

The Department of Alcohol and Drugs Services (DADS) submitted a reduction proposal totaling \$4,177,610. This plan exceeds their reduction target by \$1,332,511, and reflects prior year State reductions which the Department was permitted to address with one-time funds. The County Executive is recommending all the proposed reductions except the followings:

- Elimination of Dependent Drug Treatment Court Program
- Closure of North County Outpatient Facility
- Reduction in Resources for 10 Transitional Housing Unit Beds

Revenue Enhancement

Recommendation: Recognize one-time revenue of \$721,000:

Revenue Source	Amount
SB920 Trust Fund	\$242,000
SB921 Trust Fund	\$52,000
AB541 Trust Fund	\$165,000
Statham Trust Fund	\$262,000
Total Revenue Increase	\$721,000

Impact on Services: The Department proposes to recognize one-time revenue transferred from four trust funds to meet their reduction target. This action will eliminate the remaining balances in these accounts. This one-time solution is being applied to the department's target as bridge financing to mitigate the magnitude of the reductions in this department. The Administration will work with the department and the Board over the next year to determine the appropriate service level that can be supported with the resources available.

Total One-Time Revenue Increase: \$721,000

Reduce Appropriations for DADS Administration

Recommendation: Reduce \$75,225 in funding for services and supplies, and delete the following positions:

FTE	Code	Class Description	Vacant/Filled
1.0	B37	Deputy Director	Vacant
1.0	C29	Executive Assistant	Vacant
1.0	D60	Clerical Office Supervisor	Filled
3.0		Total Deletion	



Impact on Services: The deletion of the Executive Assistant and Clerical Office Supervisor will reduce administrative support to the Department. The deletion of the Deputy Director will reduce by half the executive management resources available to direct this department. A reduction in funding for services and supplies will reduce special training and technical assistance, specialized equipment needs, materials and supplies.

Total Reduction: (\$334,836)

Reduce Appropriations for HIV Services

Recommendation: Reduce \$42,000 in funding for services in this program area.

Impact on Services: This proposed reduction reduces testing for liver disease and other costs associated with testing clients for HIV, including additional testing kits.

Total Reduction: (\$42,000)

Reduce Appropriations for Children's Shelter

Recommendation: Delete 2.0 FTE vacant Marriage Family Therapist I (P97) positions.

Impact on Services: This proposed reduction is a direct result of the significant drop in census, and the declining need for staff to provide the required level of care and oversight at this facility.

Total Reduction: (\$157,788)

Reduce Appropriations for Research Institute

Recommendation: Delete 1.0 FTE vacant Sr. Health Care Program Analyst (W71) position.

Impact on Services: This proposal represents a 20% reduction in staff for this function. The duties associated with this position will be absorbed by the remaining staff in this functional area. Workload in this unit will increase, but there will be no impact to direct client service.

Total Reduction: (\$88,827)

Reduce Appropriations for Prevention Services

Recommendation: Delete 0.5 FTE vacant and 2.0 FTE filled Health Education Specialist (J26) positions.

Impact on Services: The deletion of a half-time Health Education Specialist will eliminate the ability of the department to provide technical assistance and support to community-based agencies. Elimination of the two full-time positions will reduce specialized training in the Vietnamese language and other associated activities.

Total Reduction: (\$243,420)

Reduce Appropriations for Quality Improvement (QI)

Recommendation: Delete 1.0 FTE vacant QI Coordinator (C06) and 1.0 FTE filled Office Specialist III (D09) positions, and reduce \$15,500 in funding for contract services and supplies.

Impact on Services: This proposed reduction will result in a decrease in the number of site visits, technical support and clinical consultations. This reduction will also require existing staff to perform functions that were previously performed by contractors. This will reduce the unit's ability to monitor contract sites, provide technical support and case consultation with providers.

Total Reduction: (\$157,904)

Reduce Appropriations for Adult Treatment Services

Recommendation: Reduce \$498,206 in funding for contract services.

Impact on Services: This proposed reduction will eliminate three of the four adult intervention contract providers, reduce 24 SILU and THU beds and reduce 126 slots for outpatient treatment services.

Total Reduction: (\$498,206)

Reduce Appropriations for Drug Testing Services

Recommendation: Reduce funding for drug testing services in various clinics:

Clinic	Amount
East Valley	\$25,000
Central Center	\$10,546
West Valley	\$14,000
Total Reduction	\$49,546

Impact on Services: This proposed reduction will eliminate the free drug testing services for clients in the clinics listed above. The cost of drug testing will be billed either to the clients or the agencies that mandate drug testing.

Total Reduction: (\$49,546)

Reduce Appropriations for Gateway Program

Recommendation: Delete funding equivalent to 1.0 FTE Rehabilitation Counselor (P67) position.

Impact on Services: This reduction will result in less staff being available to answer calls and perform assessments.

Total Reduction: (\$85,200)

Eliminate Homeless Program

Recommendation: Delete 3.0 FTE filled Rehabilitation Counselor (P67) positions and eliminate funding for services and supplies.

Impact on Services: These positions and expenses were identified as expense reductions to offset the loss of the Homeless Program revenue. Terminating this program will result in the loss of case management services for 50 families, and the loss of assisted housing.

Total Reduction: (\$186,682)

Reduce Appropriations for Health Realization

Recommendation: Delete 1.0 FTE vacant Prevention Program Analyst (C24) position.

Impact on Services: The services provided by this Prevention Program Analyst will be shared by the remaining staff in this unit who can provide health realization training. It is likely that the number of classes provided will decline.

Total Reduction: (\$86,778)

Reduce Appropriations for Medical Services

Recommendation: Delete 0.5 FTE filled Licensed Vocational Nurse (S85) position.

Impact on Services: The services provided by this LVN will be absorbed by the remaining staff in the unit. This will increase workload for staff, but the impact on direct client service is anticipated to be minimal.

Total Reduction: (\$35,724)

Reduce Appropriations for Justice Services

Recommendation: Delete 1.0 FTE vacant Health Care Program Manager (HCPM) II (C83) for a savings of \$111,683, and and replace \$120,636 in general funds for 1.5 FTE filled Rehabilitation Counselor (P67) positions with Substance Abuse Crime Prevention Act (Proposition 36) funding.

Impact on Services: The services provided by the vacant HCPM position will be absorbed by the Senior Health Care Program Manager and supervision of line staff will be diminished.

Total Savings: (\$232,319)

Reduce Appropriations for Central Valley Clinic

Recommendation: Delete 1.0 FTE filled Clerical Office Supervisor (D60) position.

Impact on Services: The functions within this clinic are being restructured, eliminating the need for this first line supervisor.

Total Reduction: (\$72,435)

Reduce Appropriations for North Valley Clinic

Recommendation: Delete 0.5 FTE filled Health Services Representative (D02) position.

Impact on Services: This action will reduce the availability of support services within the clinic.

Total Reduction: (\$32,340)

Reduce Appropriations Supporting the West Valley Clinic

Recommendation: Delete 2.0 FTE filled Rehabilitation Counselors (P67) and 1.0 filled Marriage Family Therapist (P97) position.

Impact on Services: The services provided by the staff recommended for deletion provide assessments, intake services, individual and group counseling, and case management services for Managed Care, SACPA and Valley Health clients. This proposed reduction will impact the number of clients who receive community treatment at this location, as this reduction will eliminate approximately 120 treatment slots annually.

Total Savings: (\$224,272)

Expenditure reduction of \$252,272
offset by a \$28,000 loss of revenue

Reduce Appropriations for Central Center

Recommendation: Delete 0.5 FTE vacant Rehabilitation Counselor (P67) and 0.5 FTE filled Marriage Family Therapist (P97), and replace funding for 0.5 FTE filled Rehabilitation Counselor (P67) position with SACPA funding.

Impact on Services: The reduction of the positions identified above will reduce the number of clients served at this clinic. This will result in clients having to wait longer to receive services. The half-time Rehabilitation Counselor position providing assessments will be supported with SACPA/Proposition 36 funding.

Total Savings: (\$123,633)

Expenditure reduction of \$130,524
offset by a \$6,891 loss of revenue

Reduce Resources for Treatment and Recovery Services

Recommendation: Delete 1.0 FTE vacant Health Care Program Manager (HCPM) II (C83) position.

Impact on Services: Elimination of this position will leave one HCPM II position to manage and supervise four clinics. This remaining manager will assess a variety of workload issues across the four clinics and identify where reductions in oversight and supervision will be necessary.

Total Reduction: (\$112,281)

Reduce Appropriations for Adolescent Services

Recommendation: Reduce \$146,000 in funding for contract services.

Impact on Services: This proposed reduction will reduce the number of clients receiving residential treatment. Minors, referred by the Juvenile Drug Treatment Court, may have to wait longer to receive residential services.

Total Reduction: (\$146,000)

Substance Abuse Crime Prevention Act (SACPA)

A reduction of \$1,280,878 in SACPA funding will require the deletion of two Office Specialist III positions and the reduction of \$1,160,926 in medical and contract service costs. An additional \$202,596 allocated for contract services will also be reduced to pay for 2.5 FTE Rehabilitation Counselors currently supported by the general fund.

Total Cost: \$0

A reduction of \$1,280,878 in revenue
offset by a reduction of \$1,280,878 in costs

Bureau Of Drug And Alcohol Programs — Budget Unit 0417
Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
4600	Department Administration	3,733,908	4,349,234	4,441,956	4,963,612	614,378	14
4606	Health Realization	460,034	632,042	693,724	555,714	(76,328)	-12
4607	Research and Evaluation	547,942	554,622	554,622	499,591	(55,031)	-10
4610	Children, Adolescent & Family Services Adm	2,157,251	3,068,314	3,068,314	2,804,943	(263,371)	-9
4612	Muriel Wright Program	240,064	388,366	464,698	386,720	(1,646)	
4620	Women's Services	789,234	975,156	936,448	1,032,157	57,001	6
4630	Prevention Services	2,491,292	2,616,891	3,173,903	2,692,360	75,469	3
4640	Residential Administration	1,032,473	1,136,148	1,045,652	1,050,660	(85,488)	-8
4642	Homeless Project	193,997	235,638	155,625		(235,638)	-100
4645	Treatment & Recovery Administration	829,029	855,855	855,855	189,542	(666,313)	-78
4646	Employee Assistance Program				287,872	287,872	
4650	Methadone Treatment/Medical Services Admin	1,761,424	1,799,704	1,880,422	1,975,842	176,138	10
4652	Central Center	899,354	884,263	845,203	748,589	(135,674)	-15
4654	East Valley Clinic	447,411	491,285	491,285	772,601	281,316	57
4655	Central Valley Clinic	1,605,874	1,398,522	1,333,332	1,145,722	(252,800)	-18
4656	North County Center	256,605	301,618	301,618	194,034	(107,584)	-36
4657	South County Clinic	586,944	589,925	574,397	609,996	20,071	3
4658	Stride Clinic	488,792	416,569	416,569	467,502	50,933	12
4659	West Valley Center	341,687	435,167	435,167	222,733	(212,434)	-49
4670	Bay Area Services Network (BASN) Programs	2,027,378	2,093,443	2,192,668	2,027,476	(65,967)	-3
4671	Contract Services	9,696,244	11,995,752	11,956,307	11,335,613	(660,139)	-6
4672	Proposition 36	3,611,096	5,029,262	5,207,262	3,825,643	(1,203,619)	-24
4673	BASN Services	873,110	894,110	904,445	904,445	10,335	1
4675	Calworks Program	(4,707)	115,569	115,569	163,055	47,486	41
4676	Dependency Drug Treatment Court	791,292	865,622	897,332	662,116	(203,506)	-24
Total Expenditures		35,857,728	42,123,077	42,942,373	39,518,538	(2,604,539)	-6%



Bureau Of Drug And Alcohol Programs — Budget Unit 0417
Revenues by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
4600	Department Administration	12,972,713	13,474,998	14,255,528	14,066,871	591,873	4
4606	Health Realization	33,177	17,000	17,000	17,000		0
4607	Reasearch and Evaluation						0
4610	Children, Adolescent & Family Services Adm	855,811	858,487	858,487	615,511	(242,976)	-28
4612	Muriel Wright Program	319,325	284,504	360,836	328,122	43,618	15
4620	Women's Services	1,203,364	1,338,477	1,338,477	1,268,803	(69,674)	-5
4630	Prevention Services	363,910	30,000	105,000	30,000		0
4642	Homeless Project	64,680	68,809	68,809		(68,809)	-100
4652	Central Center	34,368	21,000	21,000	18,109	(2,891)	-14
4654	East Valley Clinic	34,667	225,162	225,162	268,000	42,838	19
4655	Central Valley Clinic	348,312	225,163	225,163	174,400	(50,763)	-23
4656	North County Center	26,077	18,000	18,000	18,000		0
4657	South County Clinic	103,425	106,000	106,000	95,500	(10,500)	-10
4658	Stride Clinic	24,408	18,000	18,000	14,000	(4,000)	-22
4659	West Valley Center	33,039	30,000	30,000		(30,000)	-100
4670	Bay Area Services Network (BASN) Programs	888,378	991,739	1,302,412	928,529	(63,210)	-6
4671	Contract Services	251,063	41,667	100,000	100,000	58,333	140
4672	Proposition 36	3,663,167	5,008,936	5,008,936	3,825,643	(1,183,293)	-24
4673	BASN Services	1,027,460	1,012,093	1,012,093	1,012,093		0
4675	Calworks Program	15,515					0
	Total Revenues	22,262,859	23,770,035	25,070,903	22,780,581	(989,454)	-4%



Department Administration — Cost Center 4600

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	19.5	4,349,234	13,474,998
Board Approved Adjustments During FY 2003		92,722	780,530
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(60,612)	
Internal Service Funds Adjustment		922,019	
Other Required Adjustments		(4,339)	(909,657)
Subtotal	18.5	5,299,024	13,345,871
Recommended Changes for FY 2004			
Internal Service Fund Adjustments		—	—
General Fund ISD Services Adjustment		(576)	0
1. Reduce Resources for DADS Administration		(75,225)	
2. One-Time Transfer of Trust Fund Balance to General Fund			721,000
This transfer is made to cover the general fund loss of revenue due to the State reduction in funding to the department for FY 2003			
◆ \$52,000 from -SB921.			
◆ \$242,000 from SB920.			
◆ \$165,000 from AB541 Trust Fund.			
◆ \$262,000 from Statham Trust Fund.			
3. Reduce Staff in DADS Administration	-3.0	(259,611)	
◆ Delete 1.0 Filled Clerical Office Supervisor position.			
◆ Delete 1.0 Vacant Executive Assistant position.			
◆ Delete 1.0 Vacant Deputy Director position.			
Subtotal	-3.0	(335,412)	721,000
Total Recommendation	15.5	4,963,612	14,066,871

Health Realization — Cost Center 4606

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	5.0	632,042	17,000
Board Approved Adjustments During FY 2003		61,682	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		4,676	
Internal Service Funds Adjustment			
Other Required Adjustments		(55,908)	0
Subtotal	5.0	642,492	17,000
Recommended Changes for FY 2004			
1. Reduce Resources for Health Realization Program	-1.0	(86,778)	
Delete 1.0 Vacant Prevention Program Analyst position.			
Subtotal	-1.0	(86,778)	0
Total Recommendation	4.0	555,714	17,000



Research and Evaluation — Cost Center 4607

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	5.0	554,622	
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		25,040	
Internal Service Funds Adjustment			
Other Required Adjustments		8,112	0
Subtotal	5.0	587,774	
Recommended Changes for FY 2004			
1. Reduce Resources for Research Institute	-1.0	(88,183)	
Delete 1.0 Vacant Sr. Health Care Program Analyst position.			
Subtotal	-1.0	(88,183)	0
Total Recommendation	4.0	499,591	

Children, Adolescent & Family Services Adm — Cost Center 4610

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	24.0	3,068,314	858,487
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	48,578	
Internal Service Funds Adjustment		3,591	
Other Required Adjustments		(11,752)	(242,976)
Subtotal	23.0	3,108,731	615,511
Recommended Changes for FY 2004			
1. Reduce Resources for Children's Shelter	-2.0	(157,788)	
Delete 2.0 Vacant Marriage and Family Therapist I positions due to reduced census at the Children's Shelter.			
		(146,000)	
2. Reduce Resources for CAF Contract Services			
Minors referred by the Juvenile Drug Treatment Court for voluntary residential treatment will have to wait longer to enter a bed and receive treatment.			
Subtotal	-2.0	(303,788)	0
Total Recommendation	21.0	2,804,943	615,511



Muriel Wright Program — Cost Center 4612 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	2.0	388,366	284,504
Board Approved Adjustments During FY 2003		76,332	76,332
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		8,112	
Internal Service Funds Adjustment			
Other Required Adjustments		(44,090)	(32,714)
Subtotal	2.0	428,720	328,122
Recommended Changes for FY 2004			
1. Reduce Resources for HIV Services		(42,000)	
This reduction will prevent testing for liver disease with HCB and HCV and the recruitment of .25 assistant for development and test result database and additional testing kits.			
Subtotal	0.0	(42,000)	0
Total Recommendation	2.0	386,720	328,122

Women's Services — Cost Center 4620 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	15.5	975,156	1,338,477
Board Approved Adjustments During FY 2003		(38,708)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		52,922	
Internal Service Funds Adjustment		87	
Other Required Adjustments		42,700	(69,674)
Subtotal	15.5	1,032,157	1,268,803
Recommended Changes for FY 2004			
Total Recommendation	15.5	1,032,157	1,268,803



Prevention Services — Cost Center 4630 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	8.5	2,616,891	30,000
Board Approved Adjustments During FY 2003	-1.0	557,012	75,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	3.0	117,964	
Internal Service Funds Adjustment		2,585	
Other Required Adjustments		(273,472)	(75,000)
Subtotal	10.5	3,020,980	30,000
Recommended Changes for FY 2004			
1. Reduce Resources for Prevention Services	-2.5	(243,420)	
◆ Delete 2.0 Filled and 0.5 Vacant Health Education Specialist positions.		(85,200)	
2. Reduce Resources for Gateway Program			
Reduce funding equivalent to 1.0 FTE position for the Gateway Program.			
Subtotal	-2.5	(328,620)	0
Total Recommendation	8.0	2,692,360	30,000

Residential Administration — Cost Center 4640 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	13.0	1,136,148	
Board Approved Adjustments During FY 2003	-1.0	(90,496)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	117,756	
Internal Service Funds Adjustment		(19)	
Other Required Adjustments		45,175	0
Subtotal	13.0	1,208,564	
Recommended Changes for FY 2004			
1. Reduce Resources for Quality Improvement	-2.0	(157,904)	
◆ Delete 1.0 Vacant QI Coordinator position.			
◆ Delete 1.0 Filled Office Specialist II position.			
◆ Reduce appropriations by \$15,500 in various expenditure accounts.			
Subtotal	-2.0	(157,904)	0
Total Recommendation	11.0	1,050,660	



Homeless Project — Cost Center 4642

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	3.0	235,638	68,809
Board Approved Adjustments During FY 2003	-1.0	(80,013)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	95,970	
Internal Service Funds Adjustment			
Other Required Adjustments		(65,393)	(68,809)
Subtotal	3.0	186,202	
Recommended Changes for FY 2004			
1. Eliminate Resources for Homeless Program	-3.0	(186,202)	
◆ Delete 3.0 Filled Rehabilitation Counselor position.			
◆ Eliminate funding in various expense accounts.			
Subtotal	-3.0	(186,202)	0
Total Recommendation			

Treatment & Recovery Administration — Cost Center 4645

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	9.5	855,855	
Board Approved Adjustments During FY 2003	-3.0		
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-4.0	(295,425)	
Internal Service Funds Adjustment		661	
Other Required Adjustments		(259,268)	0
Subtotal	2.5	301,823	
Recommended Changes for FY 2004			
1. Reduce Resources for Adult Treatment Services	-1.0	(112,281)	
Delete 1.0 Vacant Health Care Program Manger II position.			
Subtotal	-1.0	(112,281)	0
Total Recommendation			
	1.5	189,542	



Employee Assistance Program — Cost Center 4646 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget			
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	3.0	202,716	
Internal Service Funds Adjustment			
Other Required Adjustments		85,156	0
Subtotal	3.0	287,872	
Recommended Changes for FY 2004			
Total Recommendation	3.0	287,872	

Methadone Treatment/Medical Services Admin — Cost Center 4650 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget			
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		113,389	
Internal Service Funds Adjustment		(24)	
Other Required Adjustments		17,779	0
Subtotal	19.0	2,011,566	
Recommended Changes for FY 2004			
1. Reduce Resources for Medical Services	-0.5	(35,724)	
Delete 0.5 Filled Licensed Vocational Nurse position.			
Subtotal	-0.5	(35,724)	0
Total Recommendation	18.5	1,975,842	



Central Center — Cost Center 4652 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	12.0	884,263	21,000
Board Approved Adjustments During FY 2003	-1.5	(39,060)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	0.5	92,048	
Internal Service Funds Adjustment		(280)	
Other Required Adjustments		(47,312)	4,000
Subtotal	11.0	889,659	25,000
Recommended Changes for FY 2004			
1. Reduce Resources for Central TAP	-1.5	(141,070)	(6,891)
<p>Approximately 80 clients per year will not receive services. Waitlists will increase. 3,480 group counseling sessions and 960 individual counseling sessions will be reduced. Clients will have to pay for drug testing themselves. In some cases, referral agencies may be willing to pay for tests. The clinic is at a higher risk of guiding treatment without tests.</p> <ul style="list-style-type: none"> ◆ Delete 0.5 Filled and 0.5 Vacant Rehab Counselor positions. ◆ Delete 0.5 Filled Marriage and Family Therapist position. ◆ Eliminate funding of \$10,546 for drug testing services. 			
Subtotal	-1.5	(141,070)	(6,891)
Total Recommendation	9.5	748,589	18,109

East Valley Clinic — Cost Center 4654 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	6.0	491,285	225,162
Board Approved Adjustments During FY 2003	1.0		
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	236,057	
Internal Service Funds Adjustment		(68)	
Other Required Adjustments		45,327	42,838
Subtotal	9.0	772,601	268,000
Recommended Changes for FY 2004			
Total Recommendation	9.0	772,601	268,000



Central Valley Clinic — Cost Center 4655 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	17.0	1,398,522	225,163
Board Approved Adjustments During FY 2003	-2.0	(65,190)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(32,974)	
Internal Service Funds Adjustment		(142)	
Other Required Adjustments		(82,059)	(50,763)
Subtotal	14.0	1,218,157	174,400
Recommended Changes for FY 2004			
1. Reduce Resources for Central Valley Services	-1.0	(72,435)	
Delete 1.0 Filled Clerical Office Supervisor position.			
Subtotal	-1.0	(72,435)	0
Total Recommendation	13.0	1,145,722	174,400

North County Center — Cost Center 4656 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	3.5	301,618	18,000
Board Approved Adjustments During FY 2003	-0.5		
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-0.5	(83,118)	
Internal Service Funds Adjustment		(413)	
Other Required Adjustments		8,287	0
Subtotal	2.5	226,374	18,000
Recommended Changes for FY 2004			
1. Reduce Resources for North County Facility	-0.5	(32,340)	
◆ Delete 0.5 Filled Health Services Representative position			
Subtotal	-0.5	(32,340)	0
Total Recommendation	2.0	194,034	18,000



South County Clinic — Cost Center 4657
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	7.0	589,925	106,000
Board Approved Adjustments During FY 2003		(15,528)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		(5,234)	
Internal Service Funds Adjustment		(421)	
Other Required Adjustments		41,254	(10,500)
Subtotal	7.0	609,996	95,500
Recommended Changes for FY 2004			
Total Recommendation	7.0	609,996	95,500

Stride Clinic — Cost Center 4658
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	5.0	416,569	18,000
Board Approved Adjustments During FY 2003	2.0		
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	17,892	
Internal Service Funds Adjustment			
Other Required Adjustments		58,041	(4,000)
Subtotal	6.0	492,502	14,000
Recommended Changes for FY 2004			
1. Reduce Resources for Drug Testing Services		(25,000)	
Reduce drug testing funding in East Valley Center.			
Subtotal	0.0	(25,000)	0
Total Recommendation	6.0	467,502	14,000



West Valley Center — Cost Center 4659 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	5.5	435,167	30,000
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	0.5	47,255	
Internal Service Funds Adjustment		(281)	
Other Required Adjustments		6,864	(2,000)
Subtotal	6.0	489,005	28,000
Recommended Changes for FY 2004			
1. Reduce Resources for West Valley Clinic	-3.0	(266,272)	(28,000)
120 treatment slots and a total of 300 clients will not receive community treatment services annually.			
◆ Delete 2.0 Filled Rehab Counselor positions.			
◆ Delete 1.0 Filled Marriage and Family Therapist I position.			
◆ Eliminate funding of \$14,000 for drug testing services.			
Subtotal	-3.0	(266,272)	(28,000)
Total Recommendation	3.0	222,733	

Bay Area Services Network (BASN) Programs — Cost Center 4670 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	9.5	2,093,443	991,739
Board Approved Adjustments During FY 2003	3.0	99,225	310,673
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	87,544	
Internal Service Funds Adjustment		(1,984)	
Other Required Adjustments		(18,433)	(373,883)
Subtotal	11.5	2,259,795	928,529
Recommended Changes for FY 2004			
Subtotal	-2.5	(232,319)	0
Total Recommendation	9.0	2,027,476	928,529



Contract Services — Cost Center 4671 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget		11,995,752	41,667
Board Approved Adjustments During FY 2003		(39,445)	58,333
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		16,420	
Other Required Adjustments		(138,908)	0
	Subtotal	11,833,819	100,000
Recommended Changes for FY 2004			
1. Reduce Resources for Adult Treatment Services		(498,206)	
Reduce funding for various contract services for Adult Treatment Services.			
	Subtotal	0.0	0
Total Recommendation		11,335,613	100,000

Proposition 36 — Cost Center 4672 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	11.0	5,029,262	5,008,936
Board Approved Adjustments During FY 2003		178,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		7,408	
Other Required Adjustments		(118,249)	97,585
	Subtotal	5,106,521	5,106,521
Recommended Changes for FY 2004			
1. Adjust Appropriations for SACPA Program		(1,280,878)	(1,280,878)
<ul style="list-style-type: none"> ◆ Reduce \$1,280,878 in revenue. ◆ Delete 2.0 Filled Office Specialist III positions. ◆ Reduce funding of \$75,000 for medical services. ◆ Reduce funding of \$1,324,366 for contract services ◆ Transfer 2.5 Rehab Counselor from Justice Services and Central TAP Services and Gateway Program. 			
	Subtotal	0.0	(1,280,878)
Total Recommendation	11.0	3,825,643	3,825,643



BASN Services — Cost Center 4673 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget		894,110	1,012,093
Board Approved Adjustments During FY 2003		10,335	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal		904,445	1,012,093
Recommended Changes for FY 2004			
Total Recommendation		904,445	1,012,093

Calworks Program — Cost Center 4675 Major Changes to the Budget

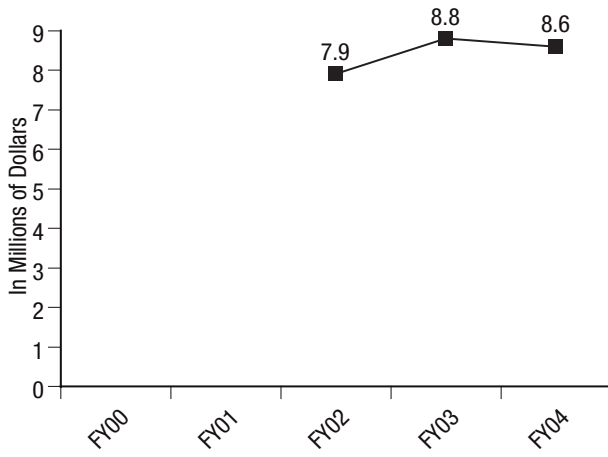
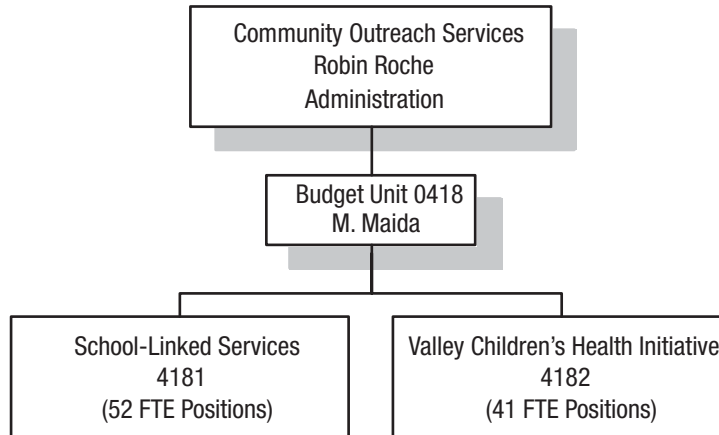
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	4.0	115,569	
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		(71,687)	
Internal Service Funds Adjustment			
Other Required Adjustments		119,173	0
Subtotal	4.0	163,055	
Recommended Changes for FY 2004			
Total Recommendation	4.0	163,055	

Dependency Drug Treatment Court — Cost Center 4676 Major Changes to the Budget

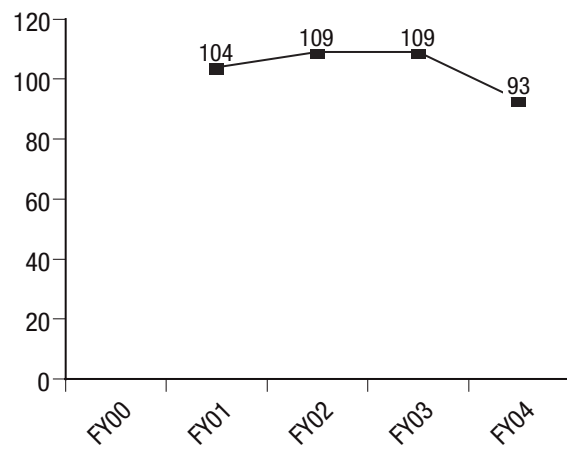
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	3.0	865,622	
Board Approved Adjustments During FY 2003	0.5	31,710	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-0.5	(57,153)	
Internal Service Funds Adjustment			
Other Required Adjustments		66,724	0
Subtotal	3.0	906,903	
Recommended Changes for FY 2004			
1. New Revenue from SSA		(244,787)	
Revenue recognised from SSA to fund Dependent Drug Treatment Court services.			
Subtotal	0.0	(244,787)	0
Total Recommendation	3.0	662,116	



Community Outreach Services



Appropriation Trend



Staffing Trend



Public Purpose

Promote the health and well-being of children and families in Santa Clara County by:

- Providing school-linked health and human services which maximize every student's learning potential by increasing access to services and eliminating barriers to learning
- Providing access to comprehensive health insurance for all children
- Providing easily accessible health care services through mobile health services



Desired Results

School-Linked Services:

Increased health insurance coverage and utilization of health services by referring students and families to application assistors and providing follow-up and support for health services utilization.

Data gathering in process	Data gathering in process
---------------------------	---------------------------

Number of students referred for health care insurance application assistance

Number of students referred and assisted with health services utilization

Increased identification and assistance in reducing barriers to special education testing and services.

Data gathering in process

Number of students that were assisted for testing or services



Decrease other barriers to learning by providing translation services to families, crisis intervention, tutoring services, and student and family case management services.

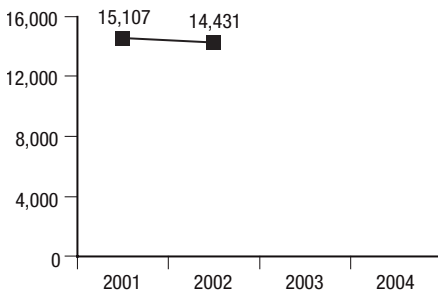
Data gathering in process	Data gathering in process	Data gathering in process
Number of translation services provided to families	Number of crisis intervention services provided to students and families	Number of case management sessions provided to students and families

Improve student attendance by contacting parents, holding eight to twelve week student group sessions designed to counter truancy, and tracking actual attendance.

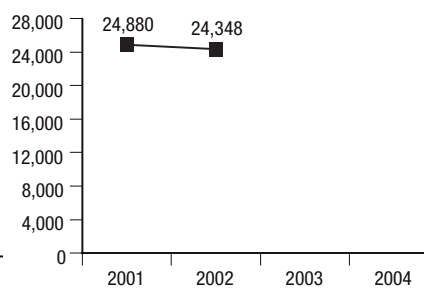
Data gathering in process	Data gathering in process	Data gathering in process
Percent improvement in attendance	Number of students and families who attended group services	Percent improvement in truancy referrals

Valley Children's Health Initiative:

Improved Health of Uninsured Families by maximizing enrollments and optimizing retention of enrollees in a comprehensive health insurance program.



Number of Applications Assisted



Number of Children Represented in those Applications

Description of Major Services

School-Linked Services

School-Linked Services (SLS) is a cross-system collaboration that coordinates services for children and families on school sites and focuses on maximizing student success. Partners of this collaboration include schools, community members and many county departments including Public Health, Mental Health, Probation, Alcohol & Drug Services, Ambulatory & Community Health Services, and Social Services.

SLS works with schools, families, and referral agencies to address a variety of issues which may be impairing a child's ability to reach their maximum learning potential. At school sites, SLS provides truancy and consultation services. Counseling, parenting skill assistance, and parent advocacy are made available to families. Education and referrals are provided to individuals in need of housing assistance, health services, nutrition and food assistance.



Valley Children's Health Initiative (Valley CHI)

Formerly named Medi-Cal Outreach, Valley CHI supports the County's Children's Health Initiative's goal to provide comprehensive health insurance to all children living in Santa Clara County with family income at or below 300% of the Federal Poverty Level. Valley CHI provides eligibility screening for the appropriate free and low-cost children's health insurance program; assists in the completion of the application process for Medi-Cal, Healthy Families, or Healthy Kids; educates about the health insurance enrollment and membership processes; and problem-solves issues related to enrollment and use of benefits.

Application assistance is available at all Valley Health Centers, Community Health Partnership clinics, school districts, and other community agencies.

Community Health Services

Within Community Outreach Services, Community Health Services coordinates the dispatch of the mobile health services units to aid the Santa Clara Valley Health & Hospital System in providing easily accessible healthcare services. Primary and preventive care services are provided on-site at several elementary, secondary, and high school campuses, as well as local community clinics and Valley Health Centers.

County Executive's Recommendation

Community Outreach Services met the reduction target of \$1,226,861 with proposed reductions in expenses and anticipated receipt of \$350,000 in Federally earmarked categorical revenue. One filled and eleven vacant positions were deleted for a payroll reduction of \$446,441 in School-Linked Services and \$322,026 in Valley CHI Outreach. Service and Supplies were reduced for the remaining amount.

and counseling services in Gilroy. Deleting the vacant Psychiatric Social Worker position eliminates expansion of bi-lingual case management and counseling services in Alum Rock Union Elementary School District. Reducing contract services impacts services provided by contractors for the support and care of persons.

Reductions in School-Linked Services

Recommended: Delete 7.0 FTEs, representing \$446,441 in payroll expenses, and \$80,620 in contract service expenses.

FTE	Code	Class Description	Vacant/Filled
-1.0	C23	Prevention Program Analyst II	Vacant
-2.0	D49	Office Specialist II	Vacant
-2.0	E07	Community Worker	Vacant
-1.0	Y3C	Social Worker III/II	Vacant
-1.0	Y41	Psychiatric Social Worker II	Vacant
-7.0		Total Deletion	

Impact on Services: Deleting the vacant Prevention Program Analyst position eliminates expansion of Healthy Start Grant coordination. Deleting the vacant Office Specialist positions requires existing staff to continue to absorb the current workload. Deleting the vacant Community Worker positions eliminates expansion of tuancy and basic services at Franklin McKinley. Deleting the vacant Social Worker position eliminates expansion of bi-lingual case management

Total Ongoing Reduction (\$547,061)

Reductions in Valley Children's Health Insurance Outreach

Recommended: Delete 5.0 FTEs, representing \$322,026 in payroll expenses, and recognize Federally earmarked categorical funds.

FTE	Code	Class Description	Vacant/Filled
-1.0	B5Y	Health Care Program Analyst I	Filled
-1.0	C84	Health Care Program Manager I	Vacant
-3.0	E07	Community Worker	Vacant
-5.0		Total Deletion	

Impact on Services: Deleting the filled Health Care Program Analyst position requires existing staff to absorb the additional workload. Deleting the vacant Health Care Program Manager position and the vacant Community Worker positions eliminates expansion of application assistance and assistance at outreach events.

Total Ongoing Reduction (\$672,857)



Community Outreach Services — Budget Unit 0418 Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
4181	School-Linked Services	3,575,534	5,393,407	4,947,331	5,495,765	102,358	2
4182	Valley Childrens Health Insurance Outreach	2,352,358	3,361,171	3,379,925	3,083,132	(278,039)	-8
Total Expenditures		5,927,892	8,754,578	8,327,256	8,578,897	(175,681)	-2%

Community Outreach Services — Budget Unit 0418 Revenues by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
4181	School-Linked Services	49,750					0
4182	Valley Childrens Health Insurance Outreach	2,448,615	1,054,760	1,305,387	1,655,387	600,627	57
Total Revenues		2,498,365	1,054,760	1,305,387	1,655,387	600,627	57%

School-Linked Services — Cost Center 4181 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	60.0	5,393,407	
Board Approved Adjustments During FY 2003	-7.0	(446,076)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	6.0	221,710	
Internal Service Funds Adjustment		359,839	
Other Required Adjustments		514,314	0
	Subtotal	59.0	6,043,194
Recommended Changes for FY 2004			
Internal Service Fund Adjustments		-	-
General Fund ISD Services Adjustment		(368)	0
1. School-Linked Services Reductions	-7.0	(547,061)	
School Linked Services reduction to delete seven vacant positions. Four of these positions would have expanded services in truancy prevention, bilingual case management, counseling, and the coordination of Healthy Start Grants.			
	Subtotal	-7.0	(547,429)
Total Recommendation	52.0	5,495,765	0



Valley Childrens Health Insurance Outreach — Cost Center 4182
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	49.0	3,361,171	1,054,760
Board Approved Adjustments During FY 2003	-4.0	18,754	250,627
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	197,185	
Internal Service Funds Adjustment		(276,324)	
Other Required Adjustments		104,203	0
Subtotal	46.0	3,404,989	1,305,387
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
General Fund ISD Services Adjustment		169	0
1. Valley CHI Outreach Reductions	-5.0	(322,026)	350,000
The Valley Children's Health Initiative Outreach Services reduction deletes four vacant and one filled position that would have provided application assistance and assistance at CHI outreach events.			
Subtotal	-5.0	(321,857)	350,000
Total Recommendation	41.0	3,083,132	1,655,387



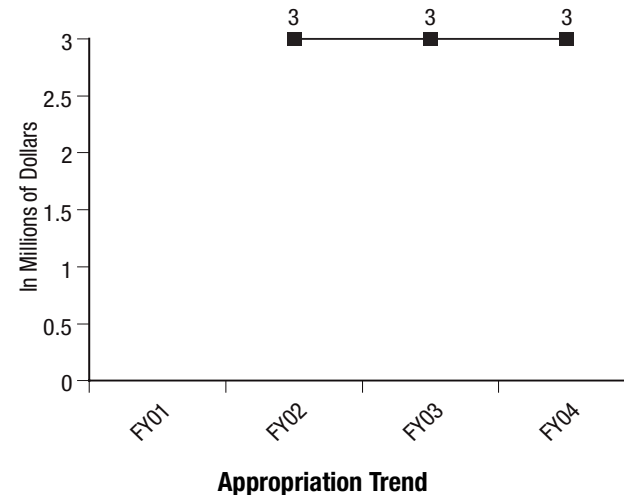
Children's Health Initiative

Overview

The Children's Health Initiative was established by the Board of Supervisors during the Fiscal Year 2001 budget hearings. This fund is part of a countywide partnership with other government agencies and private organizations to provide health insurance to every child in Santa Clara County. This fund participates in a program which provides a new insurance product, Healthy Kids, for all children with family income at or below 300% of the Federal Poverty Level who are not otherwise able to obtain healthcare coverage.

The Children's Health Initiative is funded by a portion of the Tobacco Settlement funds. Annually, \$3,000,000 will be used to contract with the Santa Clara Family Health Plan for the purposes of underwriting premiums for eligible children, funding "start up" expenditures such as legal counsel and information systems, and funding for outreach, application assistance and

education. Further, these funds will be used to leverage other funding opportunities from both foundations and the business community.



Childrens Health Initiative — Budget Unit 0612 Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
6112	Childrens Health Initiative		3,000,000	3,000,000	3,000,000		
Total Expenditures		0	3,000,000	3,000,000	3,000,000	0	0%

Childrens Health Initiative — Budget Unit 0612 Revenues by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
6112	Childrens Health Initiative		3,000,000	3,000,000	3,000,000		0
Total Revenues			3,000,000	3,000,000	3,000,000		0%



Childrens Health Initiative — Cost Center 6112
Major Changes to the Budget

	Positions	Appropriations	Revenues
Childrens Health Initiative (Fund Number 0012)			
FY 2003 Approved Budget		3,000,000	3,000,000
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			
			0
	Subtotal	3,000,000	3,000,000
Recommended Changes for FY 2004			
Total Recommendation		3,000,000	3,000,000



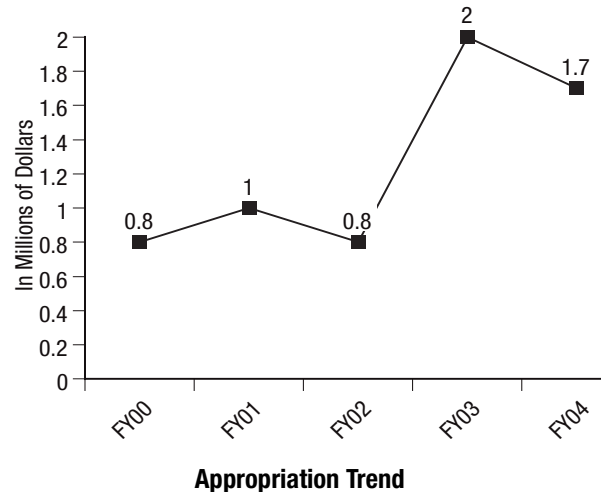
PROP 99 Non-County Hospital and Physician Funds

Overview

The Tobacco Tax and Health Protection Act of 1988 (Proposition 99) allocates a portion of tobacco tax revenues for countywide health services. This budget unit contains the Non-County hospitals, physicians, and Emergency Medical Services 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 2004 actual allocations of funds. Fund 15, the Non-County hospitals fund is budgeted for \$300,000 in revenues and expenses, the same as Fiscal Year 2003. Fund 16, SB 2132 is budgeted for \$125,000 in revenues and expenses. Fund 17, the Non-County Physician account is budgeted at \$100,000 the same as Fiscal Year 2002. Fund 40, formerly part of Fund 16, County Bond

Fund is budgeted for \$475,000. Fund 42, formerly part of Fund 16, SB 2132 the Emergency Medical Services Appropriation is budgeted for \$746,000. The amounts are based on the Fiscal Year 2003 actuals to date.



Prop 99 Non-County Hospital Fund — Budget Unit 0721 Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
7000	Prop 99 Non-County Hospital Fund	2,627,814	2,000,000	3,520,923	1,746,000	(254,000)	-13
	15 Prop 99 Non-County Hospital Fund	233,726	500,000	750,530	300,000	(200,000)	-40
	16 SB 2132	219,835	1,200,000	1,309,900	125,000	(1,075,000)	-90
	17 AB-75 CHIP Physicians	52,293	300,000	399,498	100,000	(200,000)	-67
	40 County Bonds Fund	851,165		425,579	475,000	475,000	
	42 SB 2132 EMSA	1,270,795		635,416	746,000	746,000	
	Total Expenditures	2,627,814	2,000,000	3,520,923	1,746,000	(254,000)	-13%



Prop 99 Non-County Hospital Fund — Budget Unit 0721
Revenues by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
7000	Prop 99 Non-County Hospital Fund	2,627,814	2,000,000	3,520,923	1,746,000	(254,000)	-13
	15 Prop 99 Non-County Hospital Fund	(233,726)	500,000	750,530	300,000	(200,000)	-40
	16 SB 2132	(219,835)	1,200,000	1,309,900	125,000	(1,075,000)	-90
	17 AB-75 CHIP Physicians	(52,293)	300,000	399,498	100,000	(200,000)	-67
	40 County Bonds Fund	(851,165)		425,579	475,000	475,000	0
	42 SB 2132 EMSA	(1,270,795)		635,416	746,000	746,000	0
	Total Revenues	2,627,814	2,000,000	3,520,923	1,746,000	(254,000)	-13%

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 2003 Approved Budget		500,000	500,000
Board Approved Adjustments During FY 2003		250,530	250,530
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(450,530)	(450,530)
	Subtotal	300,000	300,000
Recommended Changes for FY 2004			
	Fund Subtotal	0.0	300,000
SB 2132 (Fund Number 0016)			
FY 2003 Approved Budget		1,200,000	1,200,000
Board Approved Adjustments During FY 2003		109,900	109,900
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(1,184,900)	(1,184,900)
	Subtotal	125,000	125,000
Recommended Changes for FY 2004			
	Fund Subtotal	0.0	125,000
AB-75 CHIP Physicians (Fund Number 0017)			
FY 2003 Approved Budget		300,000	300,000
Board Approved Adjustments During FY 2003		99,498	99,498
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(299,498)	(299,498)
	Subtotal	100,000	100,000
Recommended Changes for FY 2004			
	Fund Subtotal	0.0	100,000
County Bonds Fund (Fund Number 0040)			

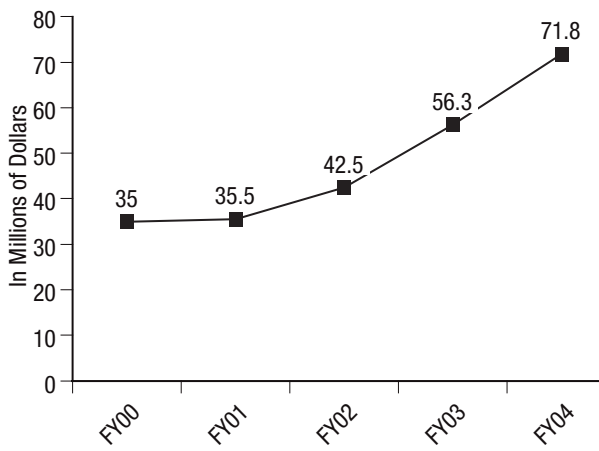
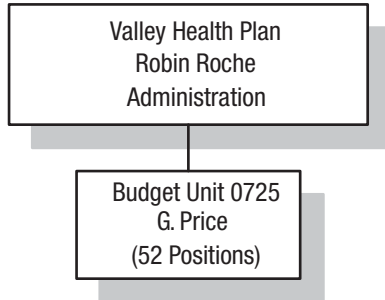


Prop 99 Non-County Hospital Fund — Cost Center 7000
Major Changes to the Budget (Continued)

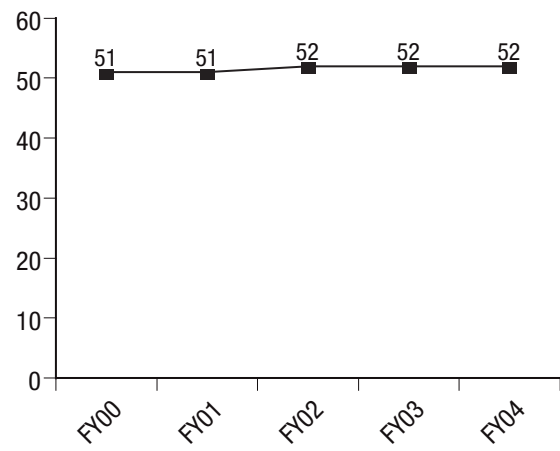
		Positions	Appropriations	Revenues
FY 2003 Approved Budget				
Board Approved Adjustments During FY 2003			425,579	425,579
Cost to Maintain Current Program Services				
Salary and Benefit Adjustments				
Internal Service Funds Adjustment				
Other Required Adjustments			49,421	49,421
	Subtotal		475,000	475,000
Recommended Changes for FY 2004				
	Fund Subtotal	0.0	475,000	475,000
SB 2132 EMSA (Fund Number 0042)				
FY 2003 Approved Budget				
Board Approved Adjustments During FY 2003			635,416	635,416
Cost to Maintain Current Program Services				
Salary and Benefit Adjustments				
Internal Service Funds Adjustment				
Other Required Adjustments			110,584	110,584
	Subtotal		746,000	746,000
Recommended Changes for FY 2004				
	Fund Subtotal	0.0	746,000	746,000
Total Recommendation			1,746,000	1,746,000



Valley Health Plan



Appropriation Trend



Staffing Trend

- a. Authorized codes include 12 unfunded FTEs
- b. Prior year data has been corrected in order to reflect the accurate authorized codes.

Section 4: Santa Clara Valley Health & Hospital System



Public Purpose

- ➔ Provide County Health Insurance option for county residents and employees which allows for County Healthcare benefits costs to be retained within the county system.

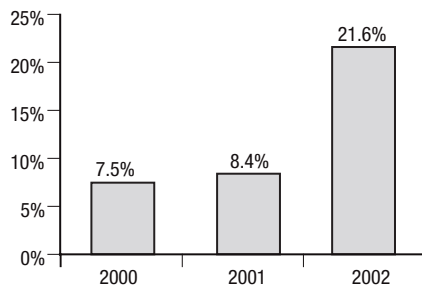


Desired Results

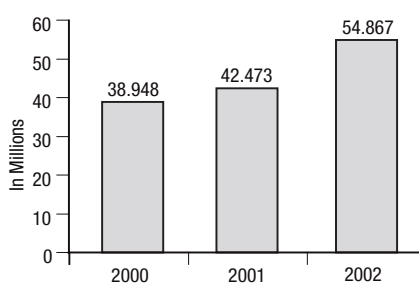
Quality Medical Services, which this department promotes by maintaining a quality provider network with adequate capacity to ensure the member appropriate care with the right provider at the right time. Health plan Employer Data and Information Set (HEDIS) are managed care performance measures developed by the National Committee for Quality Assurance (NCQA) and have been adopted by the California Department of Health Services. Reporting HEDIS Study results assists in evaluating the quality of healthcare services.

<p>In FY 2002, Valley Health Plan exceeded the number of its FY 2001 Adult HEDIS Studies conducted by 60% (A trend chart will be used when multiple year data is available next year)</p>	<p>In FY 2002, Valley Health Plan exceeded the number of its FY 2001 Pediatric HEDIS Studies conducted by 50% (A trend chart will be used when multiple year data is available next year)</p>
<p align="center">Results of Pediatric HEDIS Study</p>	<p align="center">Results of Adult HEDIS Study</p>

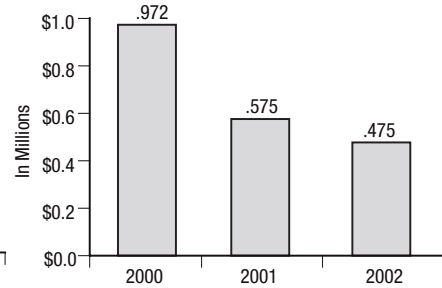
A Financially Viable Health Insurance Option, which this department ensures by maintaining adequate membership with appropriate rates and competitive costs. Reporting the trends in enrollment growth, revenue growth, and operating income assists in evaluating the financial viability of Valley Health Plan.



Percent Change in Enrollment



Operating Revenue Trend



Operating Income Trend



Compliance With Regulations, which this department ensures by adhering to Health Maintenance Organization standards.

Data under development
for FY 2005

Regulatory Filing Activity

Description of Major Services

Valley Health Plan (VHP) is a state-licensed Health Maintenance Organization (HMO) 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 expanded to offer a medical insurance coverage option to the public, including county employees, Medi-Cal recipients, Healthy Families, and Healthy Kids enrollees.

Health Plan Contracts and Product Management

Santa Clara County uses 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). The County Board of Supervisors appoints all 11 members of the Health Authority's Board of Directors. Two members of the Board of Supervisors also serve on the Board of Directors.

Provider Contract Management

VHP maintains provider contracts to offer a comprehensive provider network including Santa Clara Valley Medical Center (SCVMC), the SCVMC ambulatory network, the local community clinics, Lucile Packard Children's Hospital, and other traditional safety net providers of health care to Medi-Cal and under-served populations.

Member Contract Management

VHP provides enrollees complete member services including member information, member enrollment, member assistance, and health education. Originally created to provide a medical insurance coverage option to County employees and retirees, in 1997, the plan also began to enroll Medi-Cal-eligible individuals. 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. In September 2000, the plan began enrolling In Home Support Services Workers and employees of the Council on Aging. Santa Clara County is the second county in the State of California to offer health care coverage to its In Home Support Services Workers. In 2001, Valley Health Plan began enrolling children through the Santa Clara County Healthy Kids program. The Healthy Kids program provides health insurance for uninsured children with a family income at or below 300% of the Federal Poverty Level in Santa Clara County who do not qualify for Medi-Cal or Healthy Families.

Financial Management

Valley Health Plan operates as an independent health plan with business responsibilities including premium collections, capitation payments, claims payments, and risk management. In January of 1997, the Board of Supervisors approved creation of a new enterprise fund and budget unit, distinct from SCVMC, to accommodate these relationships and responsibilities.

County Executive's Recommendation

Budget Summary

Valley Health Plan is an enterprise fund with no general fund support, therefore it had no budget reduction target.

Enrollment

The number of members for Fiscal Year 2004 is projected at 51,675 a 13.8% increase of 6,275. During FY 2003, rate increases are budgeted per managed care member. Medi-Cal enrollment is expected to increase 22.8%. Enrollment in other categories is forecast to increase 20.4% primarily due to increases in Healthy Kids enrollment. County employee enrollment is expected to decrease 21.2% due to county policy changes in health plan enrollment.

Revenues and Expenses

In Fiscal Year 2004, net income is budgeted at \$71,073 a 58.9% increase of \$26,352 from FY 2003. Revenues are budgeted at \$71,920,407 a 27.5% increase of \$15,533,856 and expenses are budgeted at \$71,849,334 a 27.5% increase of \$15,507,504. Revenue and expense increases reflect both enrollment and rate increases.

Enterprise Fund Recommendations

Revenue and Expense Added for Increases in Enrollment

Recommended: The County Executive recommends the addition of operating expenses to provide healthcare and membership services for the anticipated enrollment increases. This increase is entirely offset by projected revenue from the increased enrollment.

Background: As enrollment and revenues increase, the new members also generate increases in expenses.

Impact on Services: The increased expense will provide healthcare and membership services to the additional enrolled members. The recommendations also focus on enhancing the County's fiscal integrity, accountability and continuous quality improvement.

Total Ongoing Increase \$5,513,215

Offset by revenue



Valley Health Plan Fund

	FY 2003	FY 2004	Difference	Percent Difference
FTEs & Statistics				
FTEs	40.0 ^a	40.0 ^b	0.0	0.0%
Average Monthly Enrollment				
Medi-Cal Managed Care	22,800	28,000	5,200	22.8%
Healthy Families	5,700	6,000	300	5.3%
Healthy Kids	7,500	9,200	1,700	22.7%
IHSS & COA	900	1,775	875	97.2%
County	8,500	6,700	-1,800	21.2%
Combined Average Monthly Enrollment	45,400	51,675	6,275	13.8%
OPERATIONS				
Revenues				
Medi-Cal Managed Care	29,406,828	37,844,568	8,437,740	28.7%
Other	26,979,723	34,075,839	7,096,116	26.3%
Total Revenue	56,386,551	71,920,407	15,533,856	27.5%
Operating Expenses				
Payroll	3,227,617	3,401,079	173,462	5.7%
Health Care Costs	50,677,761	64,193,939	13,516,178	26.7%
Other Services and Supplies	642,000	1,981,528	1,339,528	208.6%
County Overhead	244,319	483,042	238,723	97.7%
SCVHHS Corporate Cost Allocation	1,396,546	1,607,569	211,023	15.1%
Transfers	153,587	182,177	28,590	18.6%
Total Expenses	56,341,830	71,849,334	15,507,504	27.5%
Operating Income/(Loss)	44,721	71,073	26,352	58.9%
Projected County Subsidy				
Net Income/(Loss)	44,721	71,073	26,352	58.9%

a. There are an additional 12 unfunded authorized codes.

b. There are an additional 12 unfunded authorized codes.

Valley Health Plan — Budget Unit 0725 Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
7250	Valley Health Plan	54,035,440	56,341,830	66,341,830	71,849,334	15,507,504	28
	Total Expenditures	54,035,440	56,341,830	66,341,830	71,849,334	15,507,504	28%



Valley Health Plan — Budget Unit 0725
Revenues by Cost Center

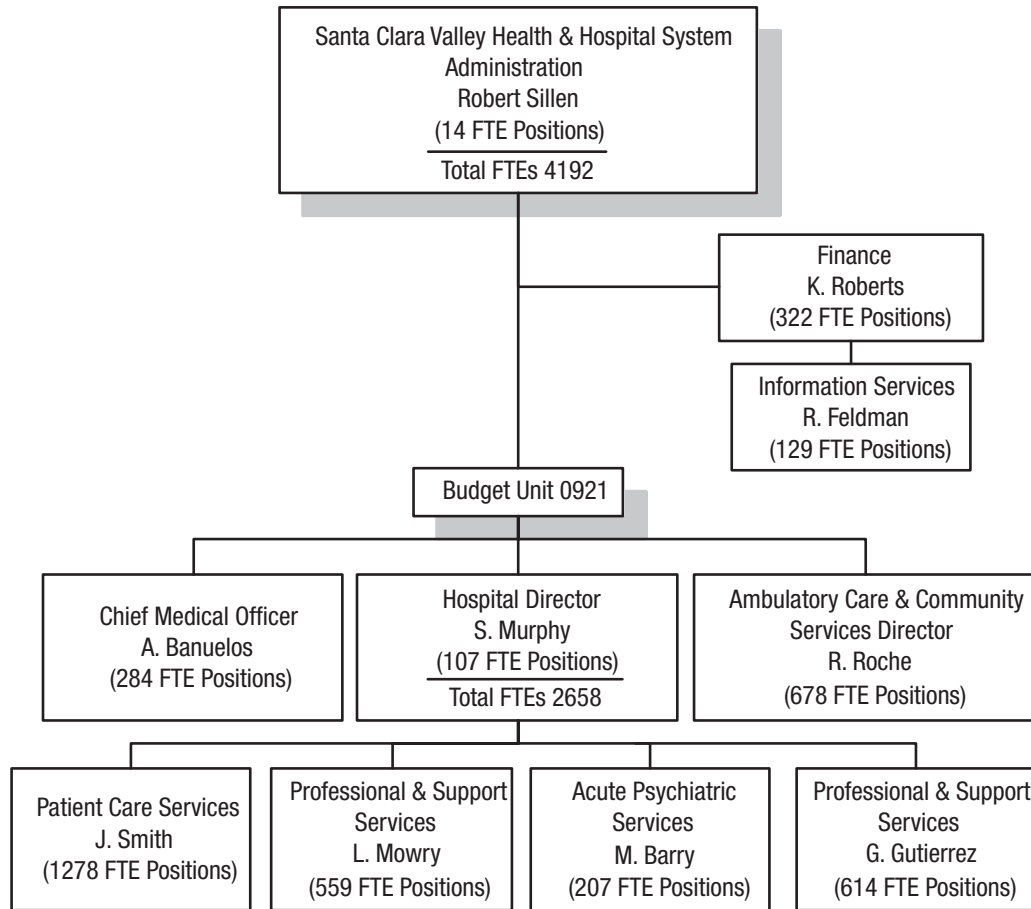
CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
7250	Valley Health Plan	55,369,298	56,386,551	66,386,551	71,920,407	15,533,856	28
	Total Revenues	55,369,298	56,386,551	66,386,551	71,920,407	15,533,856	28%

Valley Health Plan — Cost Center 7250
Major Changes to the Budget

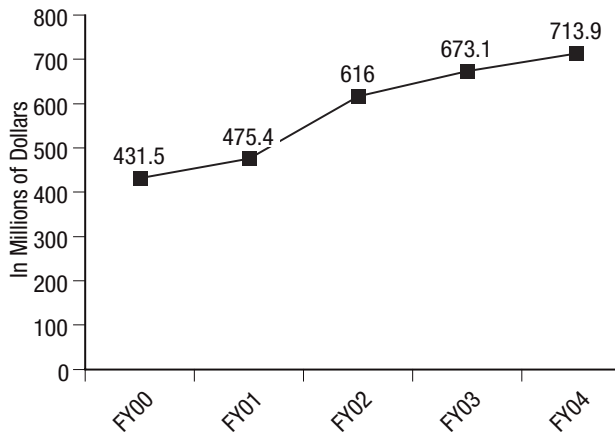
	Positions	Appropriations	Revenues
VHP-Valley Health Plan (Fund Number 0380)			
FY 2003 Approved Budget	51.0	56,341,830	56,386,551
Board Approved Adjustments During FY 2003		10,000,000	10,000,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	197,324	
Internal Service Funds Adjustment		473,094	
Other Required Adjustments		(676,129)	0
Subtotal	52.0	66,336,119	66,386,551
Recommended Changes for FY 2004			
1. Enrollment Increase		5,513,215	5,533,856
The addition of operating revenue and expenses to provide healthcare and membership services for the projected FY 2004 enrollment.			
Subtotal	0.0	5,513,215	5,533,856
Total Recommendation	52.0	71,849,334	71,920,407



Santa Clara Valley Medical Center

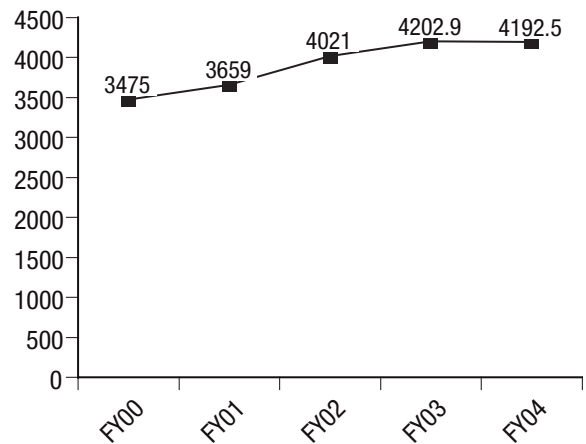


Section 4: Santa Clara Valley Health & Hospital System



Appropriation Trend

a. Prior to FY 2002, approximately \$80 million in IGT appropriations were added during Mid-year adjustments and not included in the July 1 approved budgets for FY00 and FY01.



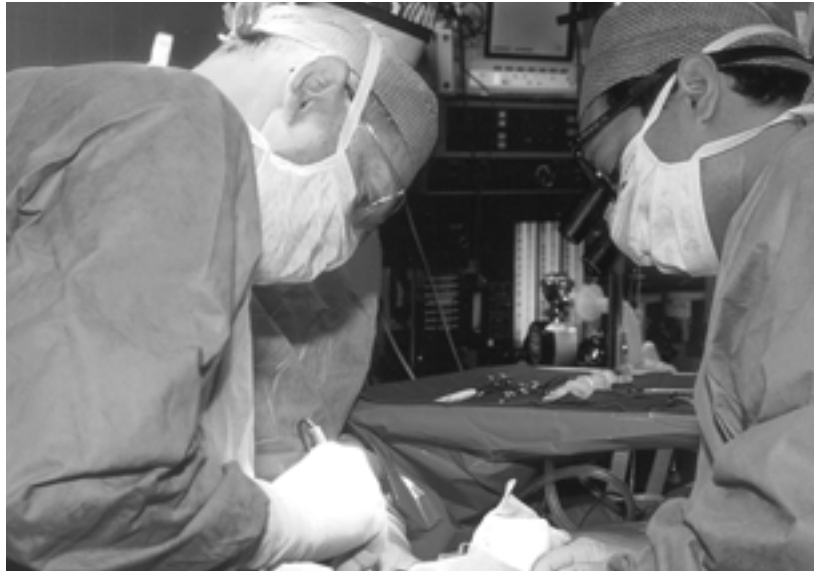
Staffing Trend

a. Funded FTEs



Public Purpose

- ➔ Provide quality healthcare for all persons in Santa Clara County regardless of their ability to pay.



Desired Results

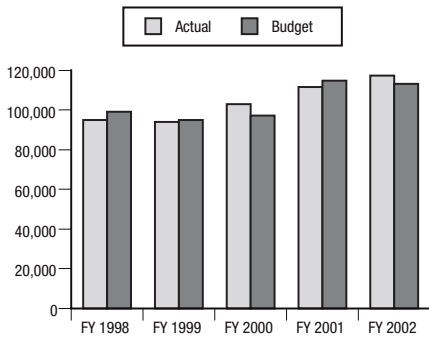
Quality Healthcare by adhering to the standards established by the Joint Commission on the Accreditation of Healthcare Organization (JCAHO) review. JCAHO Standards are the accepted healthcare industry standards for quality inpatient and outpatient services

<p>During September 2000, SCVHHS passed JCAHO compliance review with a full three-year accreditation.</p>	<p>In November 2002, SCVMC passed the JCAHO laboratory testing and services survey with a score of 96 out of a 100 for a full two year accreditation.</p>	<p>In preparation for the September 2003 JCAHO compliance review, SCVMC has been conducting and passing self evaluation surveys.</p>
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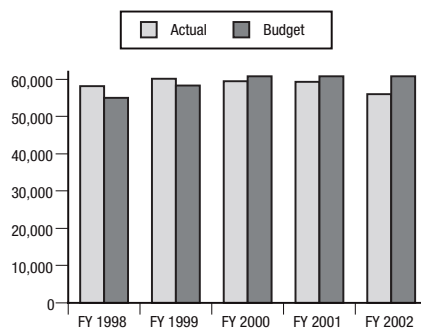
Current JCAHO Accreditation

Current JCAHO Highlights

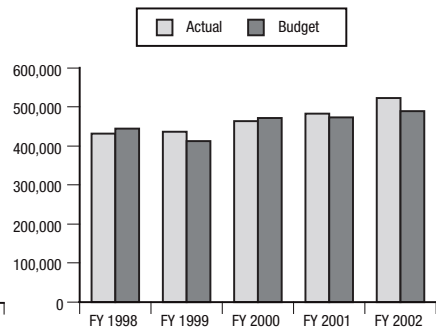
Accessible Healthcare, which this department provides through a wide range of inpatient, outpatient, and emergency services within resource constraints. Reporting the activity trends assists in tracking the use of resources to provide appropriate access to services.



Five-year Trended Actual and Budgeted Inpatient Days



Five-year trended actual and budgeted Emergency Room Visits



Five-year Trended Actual and Budgeted Outpatient Visits



Cost Effective Medical Care System by meeting or exceeding budget expectations. reporting appropriate financial indicators assists in evaluating the management of resources to provide quality, accessible healthcare.

Data under development
for FY 2005

High Regard for the Patient Welfare, which this department promotes by maintaining 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. Reporting patient satisfaction assists in evaluating the achievement of this desired result.

Data under development
for FY 2005

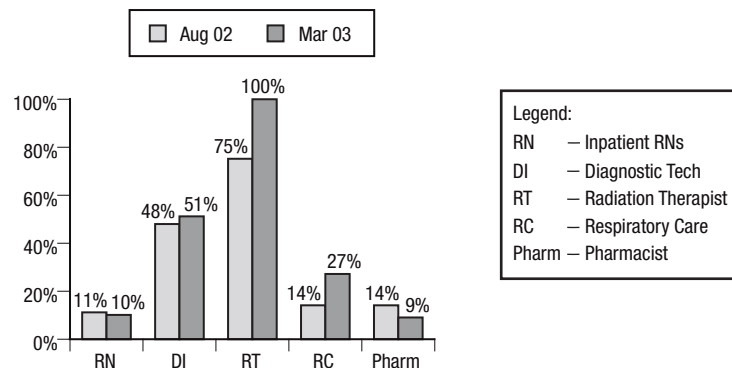
Patient Satisfaction

Quality Medical Education and Professional Training are conducted for the welfare and benefit of our patients and community. Ongoing professional educational and training is essential to the effective delivery of quality healthcare. Reporting participation in accredited training programs assists in evaluating the efforts to accomplish this desired result.

SCVMC independently sponsors Medicine, Transitional, OB/GYN, and Radiology training programs that are accredited by the Accreditation Council for Graduate Medical Education (ACGME). These four programs are reviewed on a cyclical basis and have always passed.	The Radiology program was accredited in May 2002 and was ranked 40th out 208 US and Canadian training programs.	The Medicine and OB/GYN programs are scheduled for accreditation review in the summer of 2003, while the Transitional program is scheduled for accreditation review in September 2004.
Participation in training programs accredited by the Accreditation Council of Graduate Medical Education (ACGME)	Recent Status of Training Programs Accredited by ACGME	Training Programs Scheduled for Accreditation Review by ACGME

Section 4: Santa Clara Valley Health & Hospital System

Positive Work Environment, which this department promotes by recognizing and appreciating our employees and allowing them to realize their full work potential. Monitoring the vacancy rate for difficult to recruit classifications assists in evaluating the accomplishments in this area.



Comparison of Vacancy Rate for Difficult to Recruit Classifications



Description of Major Services

Santa Clara Valley Medical Center (SCVMC) is a public hospital operated by the County of Santa Clara. Founded in 1876, SCVMC has maintained a long tradition of service to the people of Santa Clara County. In Fiscal Year 2002, SCVMC provided over 23,000 admissions for inpatient care and over 580,000 outpatient visits. SCVMC has maintained its Open Door Policy to provide high quality, cost-effective healthcare to all residents regardless of their ability to pay. SCVMC is affiliated with the Stanford University School of Medicine, various schools of nursing, and allied health professional training and research centers in the San Francisco Bay Area.

Inpatient Medical Services

Opened in January 1999, the New Main Hospital facility includes state-of-the-art facilities with new operating rooms and diagnostic imaging capabilities. The New Main Hospital provides 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 SCVMC is 438 beds.

In addition to the primary care level of service, SCVMC provides sophisticated specialty medical programs, many of which are locally available only at SCVMC. Many services extend beyond Santa Clara County,

reaching the five-county Bay Area region or even all of Northern California. Specialty programs include the Rehabilitation Center, ranked as one of the nation's best, which includes comprehensive spinal cord and head injury care; a regional Burn Center; a Level I Trauma Center, Emergency Department, Paramedic Base Station, and Heliport Station; a Level III Neonatal Intensive Care Unit; and a High Risk Pregnancy Program which cares for the most critical cases from SCVMC and other area hospitals.

Emergency Psychiatric Services (EPS), an acute psychiatric emergency services facility, provides 24-hour-a-day 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.

Outpatient Medical Services

SCVMC and the Santa Clara Valley Health & Hospital System provide an extensive array of healthcare services through a network of neighborhood Health Centers supported by four mobile health service units. The ten Health Centers are located throughout Santa Clara County and offer Pediatric, Obstetrics/Gynecology, Adult Medicine, Geriatric, Sub-Specialty, Dental, and Urgent care.

County Executive's Recommendation

SCVMC met their reduction target of \$15.7 million with reductions in payroll of \$8,979,624, by deleting 111.8 FTEs, reductions in service & supply costs of \$6,240,624, and a \$500,000 increase in collections revenue. This reduction proposal impacts a broad spectrum of hospital and clinic departments. Reductions are greatest in support areas and support staff while direct care and core services have been reduced by less.

Budget Summary

The Recommended Budget for Budget Unit 921, SCVMC, increases the current level of services for activity increases in clinic visit projections, and to meet mandatory requirements in selected service areas. Net revenues are budgeted to increase by \$27 million, based

on the projected patient payor mix, anticipated rates, and collection trends. The recommended increase in expenditures is \$40.9 million. The budgeted operating loss increased by \$13.9 million.

Annually over the last three years, \$12 million in residual funds, associated with the bonds issued to construct the new hospital, have been used to support hospital operations. These funds were exhausted part way through FY 2003, further increasing the \$13.9 million shortfall by \$4.9 million. An increase in the General Fund Subsidy of \$5.8 million, and the use of \$13 million in budgeted reserves will eliminate the projected \$18.8 million shortfall.



General Fund Subsidy

The General Fund subsidy is comprised of three basic elements: pass-through revenues, unreimbursed County services (i.e., medical care to inmates and employee physicals), and the General Fund Grant. Additionally, the General Fund reimburses Santa Clara Valley Health and Hospital System (SCVHHS) central services costs allocated to Health and Hospital General Fund departments.

In FY 2004, an additional one-time amount of \$1.3 million is also recommended to fund the final year of a three year technology project to implement the Health Information Portability and Accountability Act (HIPAA). SCVHHS Information Systems is responsible for the countywide HIPAA implementation.

FY 2004 General Fund Subsidy to SCVMC

Components of Subsidy	\$ in Millions
VLF Revenue Pass-Through	51.0
Tobacco Settlement Revenue Pass-Through	12.0
Unreimbursed County Services	4.5
General Fund Grant	40.9
Subtotal General Fund Subsidy	108.4
Technology Project for HIPAA (One-time)	1.3
Total General Fund Subsidy	109.7

General Fund Grant

In Fiscal Year 2004, the General Fund Grant is increasing by \$6,487,366 to provide the majority of the \$5,779,032 subsidy increase, and to compensate for the increase in the VLF revenues and the offsetting decrease in unreimbursed services.

SCVHHS Central Services Cost Allocation

The SCVMC Subsidy Task Force determined that a portion of the General Fund Grant is the cost within SCVMC for (SCVHHS) central services. These SCVHHS central services are provided for the general fund departments of Public Health, Mental Health, DADS, Custody Health, and Community Outreach. The recommended budget estimates \$16.6 million for the cost of SCVHHS central services such as administration, personnel, purchasing, information technology, and finance. The cost allocation reduces SCVMC expenses by transferring the SCVHHS central

services costs to the appropriate general fund department based on Medicare/Medi-Cal-approved allocation methods.

Changes in the Current Level of Service

Patient Activity Projections

During Fiscal Year 2003, the inpatient average daily census projections were budgeted at 321. Fiscal Year 2003 actual data supports maintaining the average daily census projection at 321 for Fiscal Year 2004. For Fiscal Year 2004, the projected outpatient visits are increasing from 583,662 to 631,770 anticipated visits.

Revenues

Assuming the current inpatient census and outpatient activity, revenues are expected to increase in Fiscal Year 2004. Based on the projected patient payor mix, anticipated rates, and collection trends, net patient revenues are budgeted to increase \$16,443,783. SB 855 revenues are expected to increase \$3,187,032 for a net patient revenue increase of \$19,630,815. Other operating revenue is projected to increase \$134,554 for a total operating revenue increase of \$19,765,369.

Expenses

Assuming the current inpatient census and outpatient activity, expenses are projected to increase by \$56,831,784. Personnel costs are budgeted to increase by \$49,539,544. Services and supplies are budgeted to increase by \$8,623,164 primarily due to increases in inflationary factors, pharmacy costs, blood products, malpractice insurance rates, and utility rates. As a group, county overhead, depreciation, and transfers (SCVHHS central services cost allocation) are budgeted to decrease by \$1,397,344. Net interest expenses are budgeted to increase by \$66,420.

Reduction Proposal Grouped by Functional Area

Reductions in Physician Services

Recommendation: Delete 2.0 FTEs in the Rehabilitation and Oncology Departments, representing \$401,746, in ongoing payroll expenses and reduce \$434,552 in physician education expenses. There will be additional one-time payroll reductions of

\$500,805 for the payroll savings from the 1.0 FTE vacant Medical Director for Pain Program position and salary savings on part of a Radiologist position.

FTE	Code	Class Description	Vacant/Filled
Reductions in Physician Services			
-1.0	P41	Physician-Rehabilitation	Vacant
-1.0	P41	Physician-Oncology	Vacant
-1.0	P41	Physician-Anesthesia	Vacant
	P41	Physician-Radiology	Held Vacant
		Subtotal	
-3.0	Total		

Background: In FY 2003, the Medical Director for Pain Program position was added to meet JCAHO Accreditation requirements and should not be deleted. The Radiologist position will be held vacant until January 1, 2004.

Impact on Services: The proposed reductions impact physician services delivered in the Anesthesia, Rehabilitation, Radiology, and Oncology Departments.

Total Reduction: (\$1,337,073)

One-time Reduction: (\$500,805)

Ongoing Reduction (\$836,268)

Reductions in Inpatient Services

Recommendation: Delete 13.3 FTEs, representing \$783,014 in payroll expenses.

FTE	Code	Class Description	Vacant/Filled
Reductions in Inpatient Services			
-0.8	D02	Medical Unit Clerk	Filled
-0.5	D02	Medical Unit Clerk	Vacant
-2.8	H93	Medical Assistant	Vacant
-1.0	H94	Unit Support Assistant	Filled
-0.9	H94	Unit Support Assistant	Vacant
-1.0	S11	Asst Nurse Mgr	Vacant
-0.1	S85	Licensed Vocational Nurse	Vacant
-2.4	S93	Hospital Services Asst II	Filled
-3.8	S93	Hospital Services Asst II	Vacant
-13.3	Total Deletion		

Impact on Services: The proposed reductions impact services in the Rehabilitation, Burn Unit, Surgical Trauma Unit, Mother Infant Care Center, and Multiple Nursing Units. The Rehabilitation Unit's 5% reduction

in Hospital Service Assistants may result in service impacts or increased demands on the Physical Therapists. The Burn Unit's 21% reduction in Unit Support Assistants will result in schedule changes for 24 hour coverage. The Surgical Trauma Unit's reduction of a vacant Asst. Nurse Manager will require charge nurse compensation on the evening shift and increased demands on the remaining Asst. Nurse Managers. The reductions in Hospital Service Assistants require the unit nurses to absorb additional primary care tasks in the Mother Infant Care Center and various nursing units.

Total Ongoing Reduction: (\$783,014)

Reductions in Inpatient Administration & Support

Recommendation: Delete 7.4 FTEs, representing \$704,397 in payroll expenses, and reduce \$360,000 in service & supply expenses.

FTE	Code	Class Description	Vacant/Filled
Reductions in Inpatient Administration and Support			
-0.5	S18	Patient Services Case Coord	Filled
-0.5	B5Y	Health Care Program Analyst I	Vacant
-1.0	D09	Office Specialist III	Vacant
-0.5	D51	Office Specialist I	Filled
-0.1	D51	Office Specialist I	Vacant
-1.0	S16	Dir Educ Adv Prac Nrs Quty Imp	Vacant
-1.0	S18	Patient Services Case Coord	Vacant
-1.0	S35	Clinical Nurse Specialist	Vacant
-1.0	S38	Staff Developer	Vacant
-0.8	S39	Nurse Coord	Vacant
-7.4	Total Deletion		

Impact on Services: The proposed reduction in Patient Services Case Coordinators eliminates planned additional staff and reduces staffing coverage flexibility. Deleting the Clinical Nursing Specialist reduces nursing support. Deleting the vacant Nurse Coordinator in Nursing Information Services requires prioritization of projects. Deleting the filled Staff Developer position impacts coordination and education of nursing services. Reductions in analytical and clerical staff reduces data management support and clerical support. There is no significant impact from the reductions in management service contracts.

Total Reduction: (\$1,064,397)



Reductions in Ancillary Services

Recommendation: Delete 17.3 FTEs, representing \$1,475,918 in payroll expenses, and reduce \$1,874,673 in service & supply expenses.

FTE	Code	Class Description	Vacant/Filled
Reductions in Ancillary Services			
-1.0	B1T	Assoc Mgmt Analyst A	Vacant
-1.0	D09	Office Specialist III	Filled
-1.0	D1E	Sr Health Services Rep	Filled
-0.5	D48	Patient Business Serv Clerk	Vacant
-1.0	D49	Office Specialist II	Filled
-0.8	D87	Medical Transcriptionist	Filled
-0.5	D87	Medical Transcriptionist	Vacant
-0.25	P9B	Hospital Psychological Asst	Vacant
-3.0	R15	Respiratory Care Practitioner	Vacant
-0.5	R1A	Occupational Thrp I-Phys Disb	Vacant
-0.5	R1D	Recreation Therapist I	Filled
-2.0	R27	Pharmacist	Vacant
-0.25	R38	Speech Pathologist I	Vacant
-0.5	R64	Physical Therapist Asst II	Vacant
-1.0	S11	Asst Nurse Mgr	Vacant
-1.0	S39	Nurse Coord	Filled
-1.0	S61	Nrs Mgr Post Anesthesia Cr Unt	Vacant
-0.5	S75	Clinical Nurse III	Vacant
-1.0	W71	Sr Health Care Prog Analyst	Vacant
-17.3		Total Deletion	

Impact on Services: Deleting the vacant half-time nurse in the Trauma Center will impact growth in the Trauma Program. Deleting the Nurse Coordinator for the Violence Intervention Program will require the ED nurses to absorb the responsibility of the mandated reporting. Deleting the vacant Nurse Manager position requires the existing managers to continue to absorb the job duties. Deleting the vacant Pharmacist positions will prevent the reduction of wait times for prescriptions and prescription consults. Reductions in service and supply expenses will reduce contract expenses, staff development, and outside contract services. The Therapy Services reduction will impact inpatient pediatrics and wait times for service may increase.

Reductions in the Cardiac Cath Lab have no impact due to a planned decrease in contract activity. Respiratory Care is not expected to have service impacts from the

deletion of vacant positions and equipment changes. Reductions in clerical staff will reduce clerical support with no impact on services due to the redesigned patient billing system, using the automated peel and stick process. Deleting the Medical Transcriptionist position will have no impact on services due to the installation of the Voice Recognition System. Perioperative surgical supply reductions come from operational and pricing changes and have no significant impact on services.

Total Ongoing Reduction: (\$3,350,591)

Reductions in Ambulatory Care Health Services

Recommendation: Delete 19.7 FTEs, representing \$1,906,548 in payroll expenses, and reduce \$437,182 in service & supply expenses.

FTE	Code	Class Description	Vacant/Filled
Reductions in Ambulatory Care Health Services			
-2.0	B3P	Program Mgr I	Filled
-1.0	B5X	Health Care Program Analyst II	Vacant
-1.0	B5Y	Health Care Program Analyst I	Vacant
-2.0	D2E	Health Services Rep	Vacant
-1.2	H93	Medical Assistant	Vacant
-1.0	S11	Asst Nurse Mgr	Vacant
-2.0	S38	Staff Developer	Filled
-1.0	S39	Nurse Coord	Filled
-7.5	S75	Clinical Nurse III	Filled
-1.0	S82	Nrs Mgr Ambulatory Care	Filled
-19.7		Total Deletion	

Impact on Services: The proposed reductions redistribute administrative duties to existing staff, redistribute translation services within existing staff which may increase wait times, and proposes staff reductions in Oncology that are related to the reduction in physician services. Valley Health Plan reductions in outside services result in no significant service impacts.

Re-directing daytime primary clinical advice service from Valley Connection to clinics during normal clinic hours impacts telephone advice to patients and may result in wait times for advice. This reduction preserves direct clinical care and after hours advice.

Total Ongoing Reduction: (\$2,343,730)

Reductions in Support Services

Recommendation: Delete 44.6 FTEs, representing \$2,751,593 in payroll expenses, and reduce \$1,485,984 in service & supply expenses.

FTE	Code	Class Description	Vacant/Filled
Reductions in Support Services			
-0.5	B1D	Mgmt Analyst-Ace	Vacant
-1.0	B5X	Health Care Program Analyst II	Vacant
-1.0	C60	Admin Assistant	Filled
-1.0	D07	Forms Coord	Filled
-1.0	D45	Sr Patient Business Svcs Clk	Vacant
-1.0	D49	Office Specialist II	Vacant
-1.0	D51	Office Specialist I	Vacant
-1.0	G52	Hospital Communications Opr	Vacant
-4.0	G77	Warehouse Materials Handler	Filled
-1.0	G80	Supv Storekeeper	Filled
-1.0	H10	Housekeeping Serv Section Mgr	Filled
-1.0	H17	Utility Worker	Filled
-5.0	H18	Janitor	Filled
-5.5	H18	Janitor	Vacant
-1.0	H43	Linen Services Supervisor	Filled
-1.0	H66	Food Service Worker II	Vacant
-4.0	H67	Food Service Worker I	Vacant
-1.0	J68	Health Information Clerk II	Vacant
-1.0	L67	Capital Projects Mgr III	Vacant
-1.0	M47	General Maint Mechanic II	Filled
-1.0	M51	Carpenter	Filled
-1.0	M68	Painter	Filled
-1.0	N29	Maintenance Coord-Vmc	Filled
-1.0	U94	Asst Chief Of Protective Serv	Vacant
-5.6	U98	Security Guard	Vacant
-1.0	W71	Sr Health Care Prog Analyst	Vacant
-44.6		Total Deletion	

Impact on Services: The proposed reductions impact Marketing, Customer Service, Personnel, Facilities, Medical Records, Environmental Health, Forms Management, Linen Services, Property Control, Courier Service, Product Management, Protective Services, Housekeeping, Kitchen, and Medical Library.

Deleting the filled clerical position in Personnel requires existing staff to absorb additional workload and may impact timely completion of tasks. Deleting 9 positions in Facilities, a 10% reduction, may impact the department's response time to non-urgent service calls. Deleting the Forms Manager may eliminate daily deliveries and require existing staff to absorb additional

duties. Deleting the Linen Supervisor requires existing staff to absorb additional duties. Elimination of the Property Control positions requires a process redesign that redirects the function to other areas. Deleting 5 filled Janitor positions reduces services to administrative and conference areas, changes the timing of clinic cleanings to save shift differential expenditures, prevents contracted recycle services from moving to internal staff, and changes daytime deliveries of supplies to night shift only.

Deleting vacant positions in Marketing, Customer Service, Personnel, Medical Records, Protective Services, Housekeeping, and Kitchen requires existing staff to continue to absorb current workload.

Service and Supply reductions impact outside contracts for surveys, purchase of advertising, printed materials, minor equipment purchases, the transcription work at home pilot program, outside consultant services, staff training, non-patient courier service, controls on pivot furniture and supplies, weekly delivery of kitchen supplies, and library professional development activities.

Total Ongoing Reduction: (\$4,237,577)

Reductions in SCVHHS Administration, Finance, & Information Services

Recommendation: Delete 6.5 FTEs, representing \$455,633 in payroll expenses, reduce \$1,648,233 in service & supply expenses, and increase collection revenue by \$500,000.

FTE	Code	Class Description	Vacant/Filled
Reductions in SCVHHS Admin, Finance & Information Services			
-1.0	B1N	Sr Mgmt Analyst	Vacant
-1.0	B1T	Assoc Mgmt Analyst A	Vacant
-1.0	B5X	Health Care Program Analyst II	Vacant
-0.5	D44	Supv Patient Business Sv Clk	Vacant
-1.0	D49	Office Specialist II	Vacant
-1.0	D96	Accountant Assistant	Vacant
-1.0	D97	Account Clerk II	Vacant
-6.5		Total Deletion	

Background: The County Department of Revenue (DOR) follows up on delinquent patient accounts. DOR has agreed to reduced expenses and increased revenues from FY 2003 levels.

Impact on Services: The proposed reductions impact outside legal services and the employee shuttle service. Deleting vacant positions in Finance, Accounting, and Information Services requires existing staff to continue to absorb current workload.

Total Ongoing Reduction: (\$2,603,866)

Increase in Outpatient Activity

Recommendation: The County Executive's recommended budget for SCVMC includes an increase in outpatient activity. For Fiscal Year 2004, the projected outpatient visits are increasing from 583,662 in FY 2003 to 631,770 anticipated visits in FY 2004. To meet these activity increases, the recommended budget adds 57.6 FTEs, which include \$4,662,373 in payroll expenses, and \$659,437 in services and supplies, offset by \$7,325,749 in net patient revenues. There is a net revenue increase of \$2,003,939.

FTE	Code	Class Description
Ambulatory Care Clinics		
2.3	D1E	Sr Health Services Rep
14.15	D2E	Health Services Rep
16.05	H93	Medical Assistant
4.0	P41	Physician
3.0	P40	Pharmacist
1.15	S39	Nurse Coord
1.15	S75	Clinical Nurse III
Ancillary Support		
1.5	D2E	Health Services Rep
3.27	J68	Health Information Clerk II
1.0	J77	Health Information Tech II
1.0	P71	Operating Room Clerk
1.0	R1E	Sr Clinical Lab Tech II
1.0	R1G	Asst Supv Clinical Lab Tech
0.5	R48	Lab Tjera[u Tech
1.54	R87	Diagnostic Imaging Tech
0.2	R95	Nuclear Med Tech
1.0	S29	Ultrasonographer II
1.0	S68	Sterile Processing Tech
1.54	S75	Clinical Nurse III
Physician Services		
0.27	P41	Physician - Radiology
1.0	P41	Physician - Neonatology
57.6		Total Addition

Impact on Services: SCVMC is expected to improve accessibility and meet the Board's priority of providing preventive healthcare services as a result of this recommendation.

Total Net Ongoing Revenue: \$2,003,939

Compliance Modification

Recommendation: The recommended budget for SCVMC adds 19.7 FTEs for staffing modifications and compliance mandates in bilingual training and resident programs. \$2,000,265 in increased payroll expenses are offset entirely by reductions in service and supplies.

FTE	Code	Class Description
Residency Program		
2.0	S59	Nurse Practitioner
2.0	P37	Post Graduate Year II
3.0	P39	Post Graduate Year I
1.4	P41	Physician - Surgery
2.0	S46	Physician Asst Primary Care
Language Services		
1.15	B2E	Train/Staff Development Specialist
Labor and Delivery Staffing Adjustment		
1.0	D02	Medical Unit Clerk
0.66	H94	Unit Support Asst
6.45	S75	Clinical Nurse III
19.7		Total Addition

Impact on Services: SCVMC is expected to comply with the new residency and bilingual training requirements, and will adjust resources to meet existing service demands as a result of this recommendation.

Total Ongoing Cost: \$0

Neutral Budget Adjustments

Recommendation: The recommended budget for SCVMC modifies various budget categories to better match budget to actual costs. A net decrease of 8.5 FTEs, includes \$573,488 reductions in payroll expenses, and \$107,045 in reductions of service and supplies

expenses, offset by a net reduction of \$583,188 in other operating revenue and a \$97,345 reduction in General Fund Subsidy.

FTE	Code	Class Description	Vacant/Filled
Technical Adjustment			
Converted from Service and Supplies			
2.0	R29	Pharmacy Tech	n/a
Mental Health Reduction in SCVHHS Central Services			
Offset by reduction in General Fund Subsidy			
-1.0	W71	Sr. Health Care Program Analyst	Vacant
Mental Health APS Reduction			
Offset by reduction in reimbursed services			
-1.0	R13	Occupational Therapist - Disab	Filled
-0.5	D02	Medical Unit Clerk	Vacant
-1.0	D08	Supv Medical Admitting Clerk II	Vacant
-0.5	D09	Office Specialist III	Vacant
-0.5	D2E	Health Services Rep	Vacant
-1.0	P67	Rehabilitation Counselor	Vacant
-5.0	S94	Nursing Attendant	Vacant
-8.5		Total Deletion	

Background: SCVMC proposed these adjustments between payroll and other expense categories to reduce extra help usage, and move service and supply expenses to payroll.

The Mental Health department proposed an Acute Psychiatric Service (APS) reduction and a SCVHHS Central Services reduction as part of their budget reduction proposal. APS expenses are budgeted in SCVMC and charged to the Mental Health department. Adjustments within SCVMC are included to reflect the recommended APS reduction.

Impact on Services: As a result of the technical staffing adjustment SCVMC is expected to better match budget with expenses.

Total Ongoing Cost: \$0

One-time Technology Funds for HIPAA

Recommendation: The recommended budget for SCVMC uses ITEC funds to offset the cost of implementing the data systems changes required by the Healthcare Insurance Portability and Accountancy Act (HIPAA). These are one-time funds to offset \$927,214 in payroll expenses and \$337,304 in additional services and supplies expenditures.

Background: In Fiscal Year 2002 and FY 2003, the first and second years of a three year ITEC project for HIPAA implementation was approved, adding 10 FTEs. In FY 2004, an additional one-time amount of \$1.3 million is recommended to fund the final year of this technology project to implement the federally mandated Health Information Portability and Accountability Act (HIPAA). SCVHHS Information Systems is responsible for the countywide HIPAA implementation.

Impact on Services: As a result of this increased funding, the County will be prepared to meet the new HIPAA requirements when the project is completed in FY 2004.

Total One-time Cost: \$1,264,518

Santa Clara Valley Medical Center Statement Of Revenues And Expenses Fiscal Year 2004

	SCVMC Enterprise Fund	PSTF	Dontn.	Rev Bonds	Total SCVMC EF & Trust	VHP	Total EF/Trust & VHP
FTEs & Statistics							
Payroll FTEs	4,192.5				4,192.5	40.0	4,232.5
Total Patient Days	117,485				117,485		117,485
Average Daily Census	321				321		321
Discharge: Nursery	4,100				4,100		4,100
Other	20,897				20,897		20,897
ALOS: Nursery	3.1				3.1		3.1
Other	5.2				5.2		5.2
Outpatient Visits	631,770				631,770		631,770
Operations							
Gross Operating Revenue	1,085,563,823	8,008,729			1,093,572,552	71,920,407	1,165,492,959
Net Operating Revenue							
Net Patient Revenue	309,345,736	8,008,729			317,354,465	71,920,407	389,274,872
SB 855	36,127,982				36,127,982		36,127,982
SB 1255	44,000,000				44,000,000		44,000,000
Net Operating Revenue	389,473,718	8,008,729			397,482,447	71,920,407	469,402,854
Realignment	10,565,028				10,565,028		10,565,028
Other	32,652,497		400,000		33,052,497		33,052,497
Total Other Operating Revenue	43,217,525		400,000		43,617,525		43,617,525
Total Revenue	432,691,243	8,008,729	400,000		441,099,972	71,920,407	513,020,379
Operating Expenses							
Payroll	412,632,185				412,632,185	3,401,079	416,033,264
Service and Supplies	166,642,177	185,073	435,000		167,262,250	66,175,467	233,437,717
County Overhead	6,420,483				6,420,483	483,042	6,903,525
Depreciation	25,627,659				25,627,659		25,627,659
Transfers	-18,384,574				-18,384,574	1,789,746	-16,594,828
Total Expenses	592,937,930	185,073	435,000		593,558,003	71,849,334	665,407,337
Net Interest Expense/(Revenue)	15,043,107		-35,000	-880,000	14,128,107		14,128,107
Operating Income/(Loss)	-175,289,794	7,823,656		880,000	-166,586,138	71,073	-166,515,065
Transfers							
General Fund Subsidy							
VLF	51,056,881				51,056,881		51,056,881
Unreimbursed Services	4,530,700				4,530,700		4,530,700
Tobacco Settlement	12,000,000				12,000,000		12,000,000
HIPAA ITEC One-time Funds	1,264,518				1,264,518		1,264,518
General Fund Grant	40,875,235				40,875,235		40,875,235
Total General Fund Subsidy	109,727,334				109,727,334		109,727,334
Interagency	50,178,053				50,178,053		50,178,053
Trust Funds							
PSTF	7,823,656	-7,823,656			-		-
Revenue Bond Fund	880,000			-880,000	-		-
Total Trust Funds	8,703,656	-7,823,656		-880,000	-		-
Total Transfers	168,609,043	-7,823,656		-880,000	159,905,387		159,905,387
Net Income/(Loss)	-6,680,751				-6,680,751	71,073	-6,609,678



Santa Clara Valley Medical Center Statement Of Revenues And Expenses Summary

Enterprise Fund Only	FY 2003	FY 2004	Difference	Percent Difference
FTEs & Statistics				
Payroll FTEs	4,202.9	4,192.5	-10.4	-0.2%
Total Patient Days	117,170	117,485	315	0.3%
Average Daily Census	321	321	–	0.0%
Discharge: Nursery	3,915	4,100	185	4.7%
Other	20,838	20,897	59	0.3%
ALOS: Nursery	3.2	3.1	-0.1	-3.1%
Other	5.0	5.2	0.2	4.0%
Outpatient Visits	583,662	631,770	48,108	8.2%
Operations				
Gross Operating Revenue	946,452,092	1,085,563,823	139,111,731	14.7%
Net Operating Revenue				
Net Patient Revenue	285,076,204	309,345,736	24,269,532	8.5%
SB 855	32,940,950	36,127,982	3,187,032	9.7%
SB 1255	44,000,000	44,000,000	–	0.0%
Net Operating Revenue	362,017,154	389,473,718	27,456,564	7.6%
Realignment	10,565,028	10,565,028	–	0.0%
Other	33,101,131	32,652,497	-448,634	-1.4%
Total Other Operating Revenue	43,666,159	43,217,525	-448,634	-1.0%
Total Revenue	405,683,313	432,691,243	27,007,930	6.7%
Operating Expenses				
Payroll	368,083,381	412,632,185	44,548,804	12.1%
Service and Supplies	168,906,680	166,642,177	-2,264,503	-1.3%
County Overhead	5,354,348	6,420,483	1,066,135	19.9%
Depreciation	25,704,118	25,627,659	-76,459	-0.3%
Transfers	-15,997,554	-18,384,574	-2,387,020	14.9%
Total Expenses	552,050,973	592,937,930	40,886,957	7.4%
Net Interest Expense/(Revenue)	14,976,687	15,043,107	66,420	0.4%
Operating Income/(Loss)	-161,344,347	-175,289,794	-13,945,447	8.6%
Transfers				
General Fund Subsidy				
VLF	49,179,733	51,056,881	1,877,148	3.8%
Unreimbursed Services	7,280,700	4,530,700	-2,750,000	-37.8%
Tobacco Settlement	12,000,000	12,000,000	–	0.0%
HIPAA ITEC One-time Funds	1,100,000	1,264,518	164,518	15.0%
General Fund Grant	34,387,869	40,875,235	6,487,366	18.9%
Total General Fund Subsidy	103,948,302	109,727,334	5,779,032	5.6%
Interagency	37,203,657	50,178,053	12,974,396	34.9%
Trust Funds				
PSTF	7,723,254	7,823,656	100,402	1.3%
Revenue Bond Fund	5,787,823	880,000	-4,907,823	-84.8%
Total Trust Funds	13,511,077	8,703,656	-4,807,421	-35.6%
Total Transfers	154,663,036	168,609,043	13,946,007	9.0%
Net Income/(Loss)	-6,681,311	-6,680,751	560	0.0%



Santa Clara Valley Medical Center Statement Of Revenues And Expenses Summary

Consolidated (Enterprise & Trust Funds)	FY 2003	FY 2004	Difference	Percent Difference
FTEs & Statistics				
Payroll FTEs	4,202.9	4,192.5	-10.4	-0.2%
Total Patient Days	117,170	117,485	315	0.3%
Average Daily Census	321	321	–	0.0%
Discharge: Nursery	3,915	4,100	185	4.7%
Other	20,838	20,897	59	0.3%
ALOS: Nursery	3.2	3.1	-0.1	-3.1%
Other	5.0	5.2	0.2	4.0%
Outpatient Visits	583,662	631,770	48,108	8.2%
Operations				
Gross Operating Revenue	954,045,346	1,093,572,552	139,527,206	14.6%
Net Operating Revenue				
Net Patient Revenue	292,669,458	317,354,465	24,685,007	8.4%
SB 855	32,940,950	36,127,982	3,187,032	9.7%
SB 1255	44,000,000	44,000,000	–	0.0%
Net Operating Revenue	369,610,408	397,482,447	27,872,039	7.5%
Realignment	10,565,028	10,565,028	–	0.0%
Other	33,501,131	33,052,497	-448,634	-1.3%
Total Other Operating Revenue	44,066,159	43,617,525	-448,634	-1.0%
Total Revenue	413,676,567	441,099,972	27,423,405	6.6%
Operating Expenses				
Payroll	368,083,381	412,632,185	44,548,804	12.1%
Service and Supplies	169,536,680	167,262,250	-2,274,430	-1.3%
County Overhead	5,354,348	6,420,483	1,066,135	19.9%
Depreciation	25,704,118	25,627,659	-76,459	-0.3%
Transfers	-15,997,554	-18,384,574	-2,387,020	14.9%
Total Expenses	552,680,973	593,558,003	40,877,030	7.4%
Net Interest Expense/(Revenue)	13,416,687	14,128,107	711,420	5.3%
Operating Income/(Loss)	-152,421,093	-166,586,138	-14,165,045	9.3%
Transfers				
General Fund Subsidy				
VLF	49,179,733	51,056,881	1,877,148	3.8%
Unreimbursed Services	7,280,700	4,530,700	-2,750,000	-37.8%
Tobacco Settlement	12,000,000	12,000,000	–	0.0%
HIPAA ITEC One-time Funds	1,100,000	1,264,518	164,518	15.0%
General Fund Grant	34,387,869	40,875,235	6,487,366	18.9%
Total General Fund Subsidy	103,948,302	109,727,334	5,779,032	5.6%
Interagency	37,203,657	50,178,053	12,974,396	34.9%
Trust Funds				
PSTF	–	–	–	–
Revenue Bond Fund	–	–	–	–
Total Trust Funds	–	–	–	–
Total Transfers	141,151,959	159,905,387	18,753,428	13.3%
Net Income/(Loss)	-11,269,134	-6,680,751	4,588,383	-40.7%



Valley Medical Center — Budget Unit 0921 Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
6852	SCVMC Hospital Administration	666,089,950	673,050,467	674,719,728	713,927,945	40,877,478	6
	59 VMC Capital Projects	12,482,392	19,022,807	19,022,807	18,946,908	(75,899)	
	60 VMC Enterprise Fund	653,607,558	654,027,660	655,696,921	694,981,037	40,953,377	6
	Total Expenditures	666,089,950	673,050,467	674,719,728	713,927,945	40,877,478	6%

Valley Medical Center — Budget Unit 0921 Revenues by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
6852	SCVMC Hospital Administration	780,894,066	666,369,156	670,486,929	707,247,194	40,878,038	6
	59 VMC Capital Projects	(23,883,772)	19,022,807	19,022,807	18,946,908	(75,899)	0
	60 VMC Enterprise Fund	(757,010,294)	647,346,349	651,464,122	688,300,286	40,953,937	6
	Total Revenues	780,894,066	666,369,156	670,486,929	707,247,194	40,878,038	6%

SCVMC Hospital Administration — Cost Center 6852 Major Changes to the Budget

	Positions	Appropriations	Revenues
VMC Capital Projects (Fund Number 0059)			
FY 2003 Approved Budget		19,022,807	19,022,807
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			
		(10,268,051)	0
	Subtotal	8,754,756	19,022,807
Recommended Changes for FY 2004			
1. Budget for Fixed Assets			
These one-time funds are budgeted for various building improvement and equipment assets.			
	Subtotal	10,192,152	(75,899)
	Fund Subtotal	18,946,908	18,946,908
VMC Enterprise Fund (Fund Number 0060)			
FY 2003 Approved Budget	4202.9	654,027,660	647,346,349
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			
	Subtotal	704,295,490	704,178,693
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
		—	—



SCVMC Hospital Administration — Cost Center 6852
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Adj VMC Subsidy to reduce MH Central Serv		0	(97,345)
Adj VMC Subsidy to reduce Liab Ins			(3,536,474)
Adj VMC Subsidy to reduce Health Ins rates			(3,027,480)
Adj VMC Subsidy for activity net revenue			(2,003,939)
Adj VMC Subsidy for Reduction Plan			(15,720,248)
Adj VMC Subsidy for HIPAA			1,264,518
1. Mental Health Reductions in Acute Psych	-9.5	(583,188)	(583,188)
A decrease of 9.5 FTEs which includes \$583,188 reductions in payroll expenses offset by a net reduction of \$583,188 in other operating revenue. The Mental Health department proposed an Acute Psychiatric Service (APS) reduction as part of their budget reduction proposal. APS expenses are budgeted in SCVMC and charged to the Mental Health department. These adjustments within SCVMC are included to reflect the recommended APS reduction.			
2. Increase in Outpatient Activity	57.6	5,321,810	7,325,749
The County Executive's recommended budget for SCVMC includes an increase in outpatient activity. For Fiscal Year 2004, the projected outpatient visits are increasing from 583,662 in FY 2003 to 631,770 anticipated visits in FY 2004. To meet these activity increases, the recommended budget adds 57.6 FTEs which include \$4,662,373 in payroll expense and \$659,437 in services and supplies offset by \$7,325,749 in net patient revenues. There is a net revenue increase of \$2,003,939.			
3. Compliance Modifications	19.7		
The recommended budget for SCVMC adds 19.7 FTEs for staffing modifications and compliance mandates in bilingual training and resident programs, which includes \$2,000,265 in payroll expenses offset entirely by reductions in service and supplies.			
4. Reductions in Physician Services	-3.0	(1,337,073)	



SCVMC Hospital Administration — Cost Center 6852
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Delete 2.0 FTEs in the Rehabilitation and Oncology Departments representing \$401,746 in ongoing payroll expenses and reduce \$434,552 in physician education expense. There will be additional one-time payroll reductions of \$500,805 for the payroll savings from the 1.0 FTE vacant Medical Director for Pain Program position and a Radiologist.			
5. Reductions in Inpatient Services	-13.3	(783,014)	
Delete 13.3 FTEs representing \$783,014 in payroll expenses.			
6. Reductions in Inpatient Administration and Support	-7.4	(1,064,397)	
Delete 7.4 FTEs representing \$704,397 in payroll expenses and reduce \$360,000 in service & supply expense.			
7. Reductions in Ancillary Services	-17.3	(3,350,591)	
Delete 17.3 FTEs representing \$1,475,918 in payroll expenses and reduce \$1,874,673 in service & supply expense.			
8. Reductions in Ambulatory Care	-19.7	(2,343,730)	
Delete 19.7 FTEs representing \$1,906,548 in payroll expenses and reduce \$437,182 in service & supply expense.			
9. Reductions in Support Services	-44.6	(4,237,577)	
Delete 44.6 FTEs representing \$2,751,593 in payroll expenses and reduce \$1,485,984 in service & supply expense.			
10. Reductions in SCVHHS Administration, Finance, & Information Systems	-6.5	(2,103,866)	500,000
Delete 6.5 FTEs representing \$455,633 in payroll expenses and reduce \$1,648,233 in service & supply expense and increase collection revenue by \$500,000.			
11. Technical Adjustment and MH Central Service Reduction	1.0	(97,345)	
Modifies various budget categories to better match budget to actual costs. Included is an adjustment within SCVMC to reflect the recommended Mental Health Central Service reduction. A net increase of 1.0 FTE which includes a \$9,700 increase in payroll expenses and \$107,045 in reductions of service and supplies expenses are offset by a \$97,345 reduction in the General Fund Grant.			
12. One-time Technology Funds for HIPAA		1,264,518	
SCVHHS is responsible for the countywide implementation of the federally mandated Health Information Portability and Accountability Act (HIPAA). These one-time funds are for the third and final year of implementation.			
Subtotal	-43.0	(9,314,453)	(15,878,407)
Fund Subtotal	4192.5	694,981,037	688,300,286
Total Recommendation	4192.5	713,927,945	707,247,194



Section 5: Housing, Land Use, Environment & Transportation

Section 5: Housing, Land Use, Environment & Transportation



Housing, Land Use, Environment & 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.



Departments

➔ Environmental Resources Agency

- Department of Planning and Development/
Environmental Resources Agency
Administration
- Department of Environmental Health
- Department of Agriculture and Resource
Management
- Vector Control District
- Department of Parks and Recreation

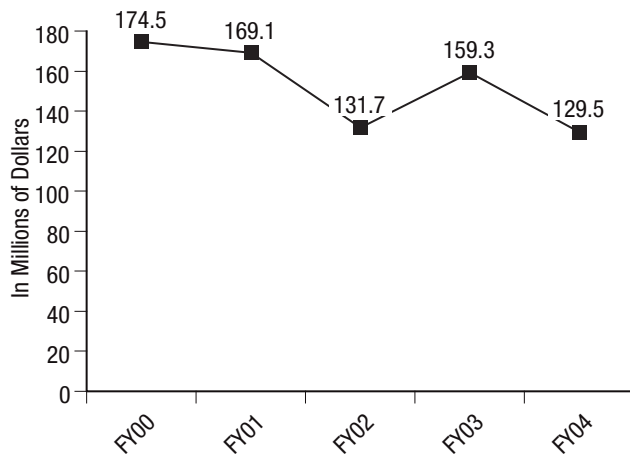
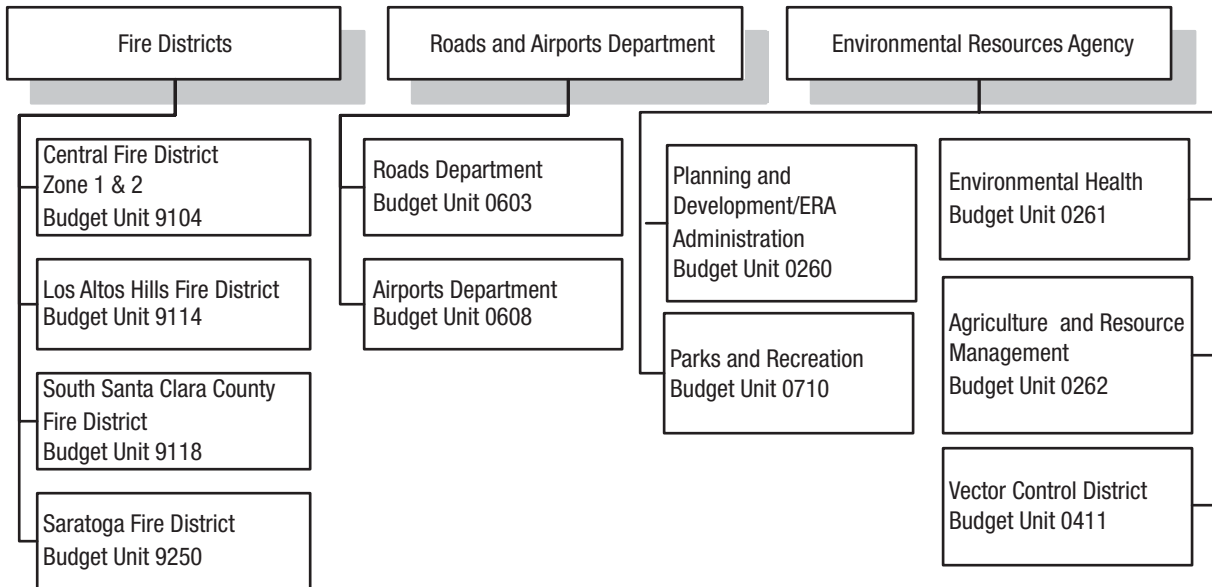
➔ Road and Airports Department

- Roads Department
- Airports Department

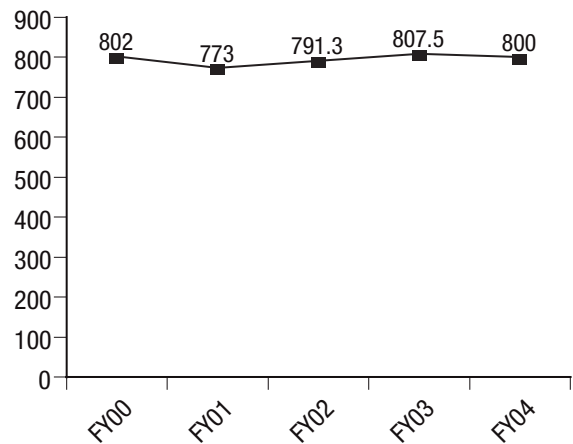
➔ County Fire Districts

- Santa Clara County Fire District
- Los Altos Hills Fire District
- South Santa Clara County Fire District
- Saratoga County Fire District

Housing, Land Use, Environment & Transportation



Appropriation Trend



Staffing Trend

Section 5: Housing, Land Use, Environment & Transportation



Expenditures by Department

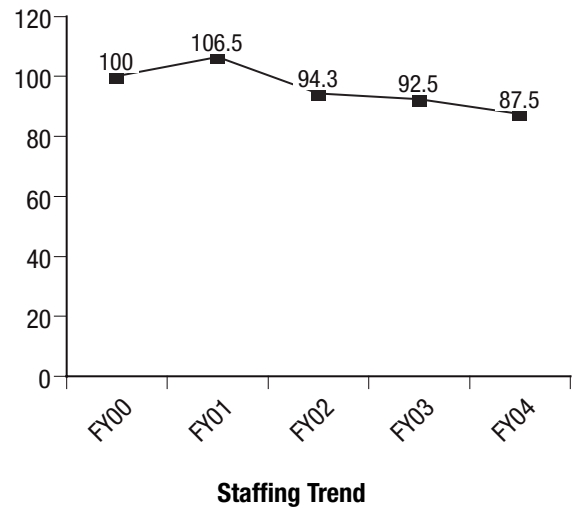
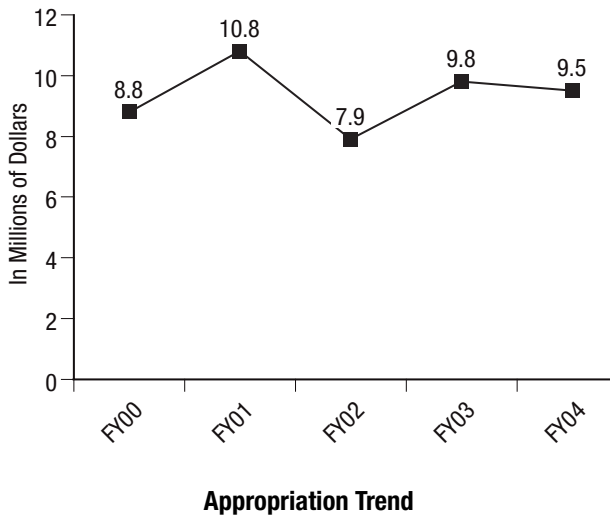
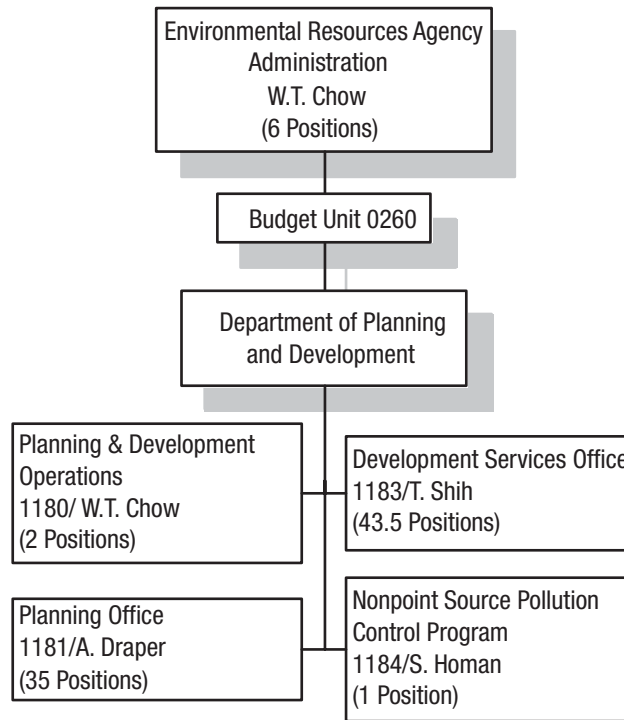
BU	Department Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
0260	Planning and Development/ERA Admin	8,249,277	9,806,347	9,713,363	9,470,199	(336,148)	-3
0261	Environmental Health	14,775,565	13,205,582	13,574,294	14,179,635	974,053	7
0262	Agriculture And Resource Management	7,286,157	8,262,683	8,424,840	7,946,330	(316,353)	-4
0411	Vector Control District	2,585,492	2,906,507	4,761,507	3,038,539	132,032	5
0710	County Parks And Recreation	45,770,273	49,540,370	69,008,050	50,509,280	968,910	2
0603	Roads Operations	55,930,343	66,860,158	112,670,841	41,546,490	(25,313,668)	-38
0608	Airports Operations	2,333,266	2,670,873	9,856,465	2,805,930	135,057	5
0904	Santa Clara County Fire Department	49,502,707	58,299,759	58,299,759	63,039,358	4,739,599	8
0979	Los Altos Hills County Fire District	3,456,911	11,464,493	11,464,493	14,251,169	2,786,676	24
0980	South Santa Clara Co. Fire District	2,722,745	2,809,655	2,809,655	3,031,683	222,028	8
0981	Saratoga Fire District	3,549,421	3,877,728	3,877,728	3,847,335	(30,393)	-1
	Total Expenditures	196,162,157	229,704,155	304,460,995	213,665,948	(16,038,207)	-7%

Revenues by Department

BU	Department Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
0260	Planning and Development/ERA Admin	5,697,952	6,379,279	6,379,279	6,592,277	212,998	3
0261	Environmental Health	12,289,524	13,765,055	13,765,055	13,223,922	(541,133)	-4
0262	Agriculture And Resource Management	5,244,340	5,884,443	6,121,600	5,270,492	(613,951)	-10
0411	Vector Control District	2,754,912	2,939,218	3,007,218	2,754,528	(184,690)	-6
0710	County Parks And Recreation	51,174,060	51,638,575	60,771,017	51,006,272	(632,303)	-1
0603	Roads Operations	54,673,660	65,388,417	110,272,727	42,264,676	(23,123,741)	-35
0608	Airports Operations	2,814,999	2,810,812	9,446,595	3,003,609	192,797	7
0904	Santa Clara County Fire Department	50,328,830	53,117,960	53,117,960	53,979,326	861,366	2
0979	Los Altos Hills County Fire District	4,917,922	4,373,971	4,373,971	5,123,700	749,729	17
0980	South Santa Clara Co. Fire District	2,738,276	2,561,261	2,561,261	2,561,261		
0981	Saratoga Fire District	3,407,509	3,630,000	3,630,000	3,780,000	150,000	4
	Total Revenues	196,041,984	212,488,991	273,446,683	189,560,063	(22,928,928)	-11%



Department of Planning and Development



Section 5: Housing, Land Use, Environment & Transportation



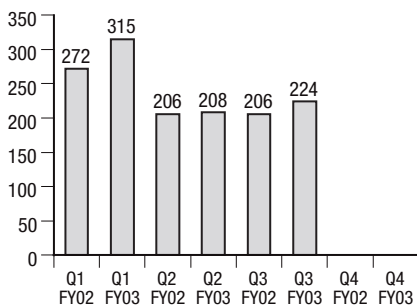
Public Purpose

- **Maintain and Enhance the Quality of the Built Environment**
- **Preserve and Enhance Natural and Historical Resources**
- **Preserve the Quality of Life for Urban County Residents**

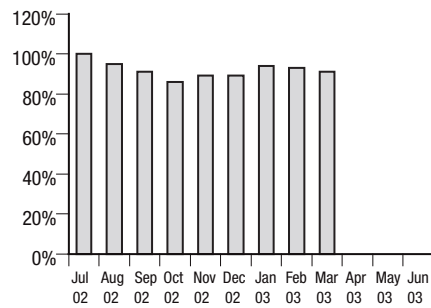


Desired Results

County General Plan maintained by carrying out the Board-approved work plan.



Number of Building Applications Reviewed Per Quarter

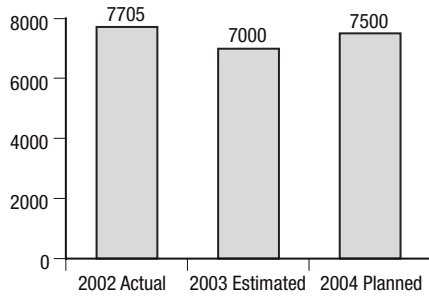


Percent of Land Use Applications Reviewed within 30-Day Review Cycle

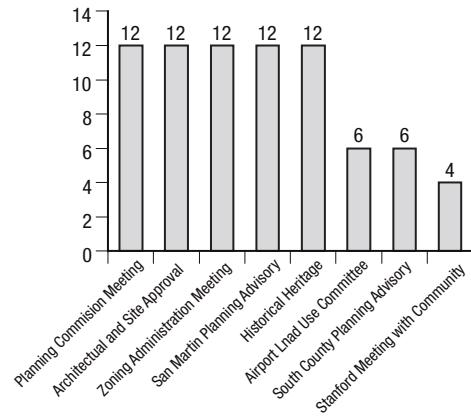
Review applications for building permits to ensure proposed structures meet land development, zoning regulations, and conditions of approval.



County General Plan maintained by carrying out the Board-approved work plan.



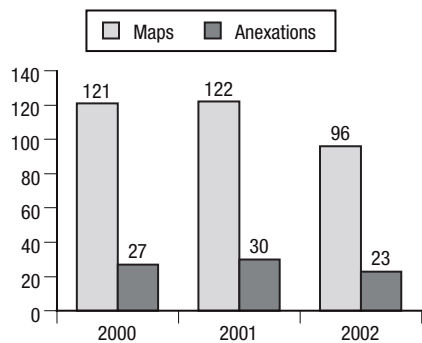
Total Square Feet of Graffiti Removed



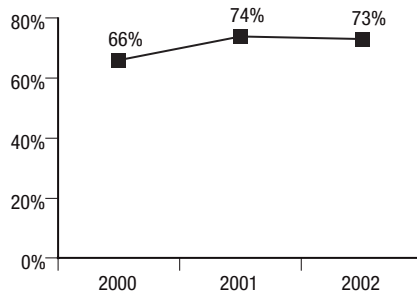
Number of Public Meetings and Hearings Held

Support community input into the planning process by holding public meetings and hearings.

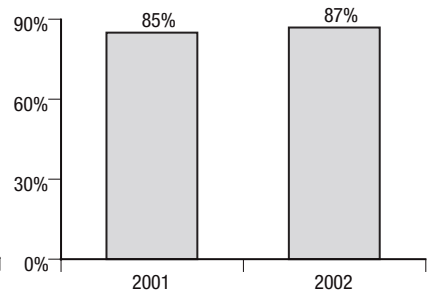
Safe and code-compliant structures ensured.



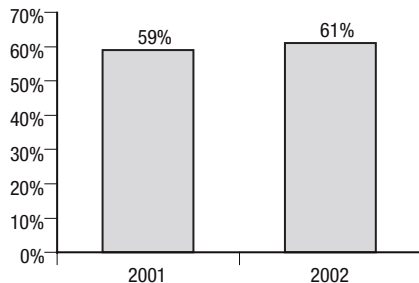
Number of Maps and City Conducted Annexations Reviewed and Recorded in Mandated 20 Day Period



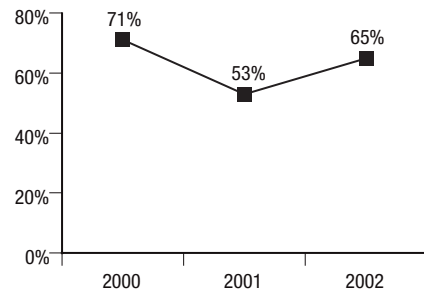
Percentage of Building Permits Closed (on a 3-year average)



Percentage of Building Plan Checks Initially Reviewed within 21 Working Days



Percentage of Building Plan Checks Reviewed within One Working Day



Percentage of Improvement/Grading Plan Checks Initially reviewed within 30 Working Days

Section 5: Housing, Land Use, Environment & Transportation



Description of Major Services

Services provided by the Department of Planning and Development include implementation of the General Plan and administration of land development regulations, including processing of applications to develop private property and issuance of building permits.

Department Structure

This budget unit consists of the Department of Planning and Development and the Environmental Resources Agency Administration unit. The Department of Planning and Development provides services to the unincorporated areas of Santa Clara County, and consists of Planning, Building Inspection, Land Development Engineering, Surveying, and the Nonpoint Source Pollution Control Program.

In Fiscal Year 2003, the following programs moved from the Planning and Development Department to Agriculture and Resource Management (Budget Unit 262), as part of a reorganization within the Environmental Resources Agency: Fire Marshal's Office, Hazardous Vegetation Management, Integrated Waste Management, and Pollution Prevention. The department continues to reorganize in response to budget reductions, and in FY 2004 it proposes to move the Graffiti and Litter Abatement programs to the Integrated Waste Management Program in BU 262, as described in the recommendations section below.

Environmental Resources Administration

Environmental Resources Administration provides leadership and support to the four departments within the Agency: Planning and Development, Agriculture

and Resource Management (ARM), Environmental Health (including Vector Control District), and Parks and Recreation.

Development Services Office

The Development Services Office consists of Building Inspection, Land Development Engineering, and Surveying. The Building Inspection Office provides services to ensure safe and code-compliant structures by issuing building permits for residential and commercial structures for construction, remodels, and other improvements. This office also provides plan review checks and inspections to complete the permitting procedure. The Land Development Office provides services to safeguard the interest of the general public by reviewing the design and construction of land development projects for compliance with County and engineering standards. The Surveyor's Office provides services that accurately surveys, checks, and records maps.

Planning Office

The Planning Office is responsible for the maintenance and implementation of the General Plan and administration of land development regulations. It accomplishes this by providing public information, reviewing and assessing land development requests, supporting commissions and committees, implementing program initiatives, supporting county programs, and providing policy analysis and ordinance development.

County Executive's Recommendation

Budget Unit 260, which includes the Planning and Development Department and ERA Administration, has met its budget reduction target of \$589,088 with this proposal.

Delete Positions in Planning Office

Recommendation: Reduce the following staff:

- 1.0 vacant FTE Principal Planner (\$125,724)

- Reduce 1.0 filled FTE Planner III/II/I from full-time to half-time (\$45,396)

Impact on Services: The Principal Planner position is one of two such leadership positions in the department, leading the comprehensive planning function. The ability of the County to address its land use policies will be diminished with the deletion of this position; in particular, collaboration with cities to annex unincorporated pocket areas, which helps to reduce the need for the County to serve scattered, hard-to-serve



areas. It is recommended that the Planner III/II/I position be reduced to half-time rather than being completely eliminated, so that some flexibility remains in providing Planning services

Total Ongoing Reduction: (\$171,120)

Delete Position in Surveyor's Office

Recommendation: Delete 1.0 vacant FTE Field Survey Technician II (K66)

Impact on Services: Since building activity has decreased in the last several years, the impact of this reduction will not be felt until activity increases.

Total Ongoing Reduction: (\$79,620)

Delete Position and Reduce Services and Supplies in ERA Administration

Recommendation: Delete 0.5 vacant FTE Account Clerk II (D79)-\$25,080; and reduce expenditures by \$32,242.

Impact on Services: General office support for the six-person office will be reduced, and Administration will lose flexibility in its ability to pay for unanticipated expenses in ERA.

Total Ongoing Reduction: (\$57,322)

Transfer Graffiti Abatement Program to Integrated Waste Management Program

Recommendation: Delete 1.0 filled FTE Senior Management Analyst (B1N), and add the position to the Integrated Waste Management Program (IWMP) in BU 262, Fund 0037.

Background: This position received ongoing general fund support in FY 2002 to provide graffiti and litter abatement services for the unincorporated areas.

Impact on Services: The existing level of service will be retained under the IWMP, which will allow 75% of the position to be funded through the Integrated Waste

Management fund. The remaining 25% (litter services) does not qualify for this funding and will continue to be supported by the general fund, using existing funds in BU 262.

Total Ongoing Reduction: (\$100,891)

Reduce Services and Supplies in Planning Office

Recommendation: Reduce the following expenditures:

Item	Amount
Reduce PC hardware and software cost by replacing computer equipment less often	\$19,309
Reduce funding for IT and GIS system enhancement and maintenance	\$34,302
Reduce Temporary Help	\$15,782
Reduce equipment purchases	\$4,500
Total	\$73,893

Impact on Services: These reductions reduce the department's ability to purchase computer-related and other equipment, and to provide extra-help services during peak workload periods.

Total Ongoing Reduction: (\$73,893)

Reduce Services and Supplies in Development Services Office

Recommendation: Reduce the following expenditures:

Item	Amount
Reduce contract services for structural engineering, IT development services and maintenance	\$38,381
Reduce professional and support services for structural engineering, and IT development services and maintenance	\$66,236
Total	\$104,617

Impact on Services: Reductions in IT services will delay the development of online permit services to the public. There will be no immediate impact of reducing structural engineering services, because the level of building activity has decreased.

Total Ongoing Reduction: (\$104,617)

Create Two New Planning Fees

Recommendation: Create the following two new planning fees:

- Williamson Act application analysis fee - \$11,750
- Airport Land Use Commission referral fee - \$6,000

Impact on Services: There is no impact to services. These new fees will offset a portion of the cost of existing services by charging fees to the applicants of these services. It is anticipated that the Board of Supervisors will approve the new fees in Spring 2004.

Total Ongoing Revenue: \$17,750

Planning and Development/ERA Admin — Budget Unit 0260 Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
1180	Planning And Development Operations	8,256,929	9,473,997	9,381,013	9,096,035	(377,962)	-4
1189	ERA Administration	(7,652)	332,350	332,350	374,164	41,814	13
Total Expenditures		8,249,277	9,806,347	9,713,363	9,470,199	(336,148)	-3%

Planning and Development/ERA Admin — Budget Unit 0260 Revenues by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
1180	Planning And Development Operations	5,697,952	6,379,279	6,379,279	6,592,277	212,998	3
Total Revenues		5,697,952	6,379,279	6,379,279	6,592,277	212,998	3%

Planning And Development Operations — Cost Center 1180 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	86.0	9,443,997	6,289,279
Board Approved Adjustments During FY 2003	-1.0	(92,984)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		668,628	
Internal Service Funds Adjustment		(3,518)	
Other Required Adjustments		(404,024)	195,248
	Subtotal	85.0	9,612,099
Recommended Changes for FY 2004			
Internal Service Fund Adjustments		-	-
Fleet Reduction		(16,020)	0
General Fund ISD Services Adjustment		97	
1. Reduce Services and Supplies in Planning and Development		(45,809)	



Planning And Development Operations — Cost Center 1180
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Reduce expenses for services and supplies by the following:			
◆ \$19,309 - hardware and software purchases			
◆ \$20,000 - Professional and Specialized Services			
◆ \$6,500 - external printing, small tools and equipment.			
2. Delete Positions in Planning and Development	-2.5	(272,011)	
Delete the following positions:			
◆ 1.0 FTE filled Planner I/II/III (L84)			
◆ 1.0 FTE vacant Principal Planner (L76)			
◆ 1.0 FTE filled Sr. Management Analyst (B1N)			
A halftime Planner I/II/III (L84) is added to make the reduction in planning staff a net 0.5 FTE. The Sr. Management Analyst position is to be transferred to the Agriculture and Resource Management Department, to coordinate the Graffiti and Litter Abatement Programs within the Integrated Waste Management Program, Fund 0037.			
3. Addition of 2 New Planning Fees			17,750
Add two new planning fees, expected to produce \$6,000 for Williamson Act applicants for analysis of contract applications, and \$11,750 in referral fees from applicants whose projects are reviewed by the Airport Land Use Commission.			
4. Reduce Services and Supplies and Extra Help in the Planning Office		(28,084)	
Reduce expenses in the Planning Office as follows:			
◆ \$12,302 - contract support and expenses for Geographic Information Systems			
◆ \$15,782 - reduction in temporary help.			
5. Delete One Position from the Building/Surveyor Office	-1.0	(79,620)	
Delete 1.0 FTE vacant Survey Technician (K66).			
6. Reduce Contract Expenses in Building/Surveyor Office		(104,617)	
Reduce appropriations for Contracts (\$38,381) and Professional and Specialized Services (66,236).			
Subtotal	-3.5	(546,064)	17,750
Fund Subtotal	81.5	9,066,035	6,502,277
Survey Monument Preservation Fund (Fund Number 0366)			
FY 2003 Approved Budget		30,000	90,000
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal		30,000	90,000
Recommended Changes for FY 2004			
Fund Subtotal	0.0	30,000	90,000
Total Recommendation	81.5	9,096,035	6,592,277

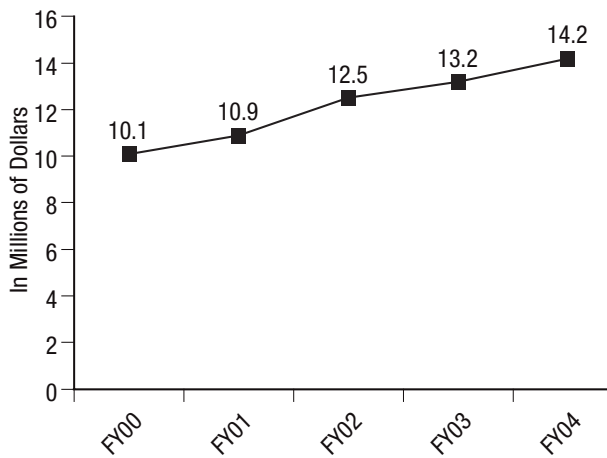
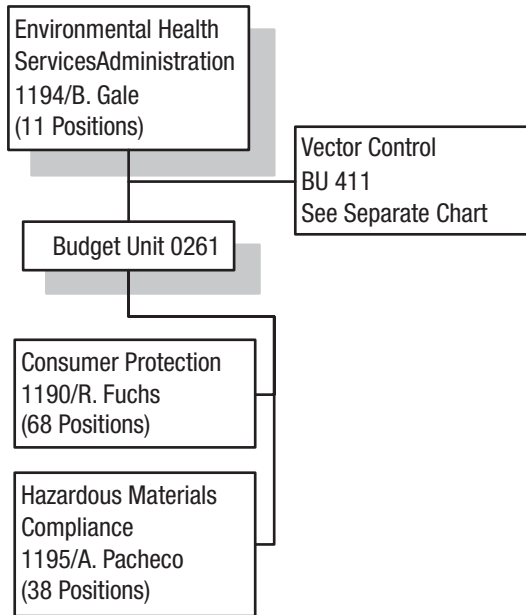


ERA Administration — Cost Center 1189
Major Changes to the Budget

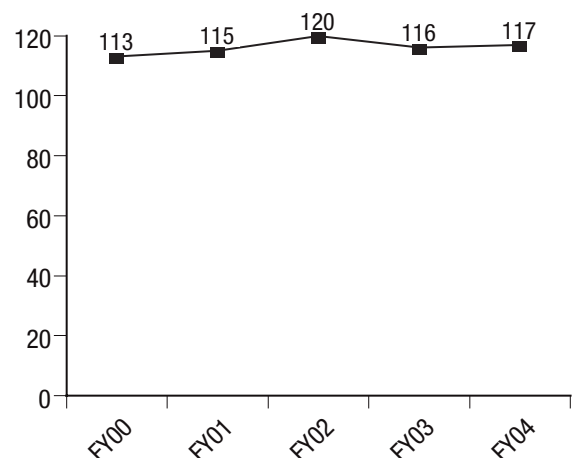
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	6.5	332,350	
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		27,153	
Internal Service Funds Adjustment		(74,370)	
Other Required Adjustments		146,453	0
	Subtotal	6.5	431,586
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
General Fund ISD Services Adjustment		(100)	0
1. Reduce Expenditures in ERA Administration	-0.5	(57,322)	
<ul style="list-style-type: none"> ◆ Eliminate vacant 0.5 FTE Account Clerk II position (D97) ◆ Reduce services and supplies by \$32,242 			
	Subtotal	-0.5	(57,422)
Total Recommendation	6.0	374,164	



Department of Environmental Health



Appropriation Trend



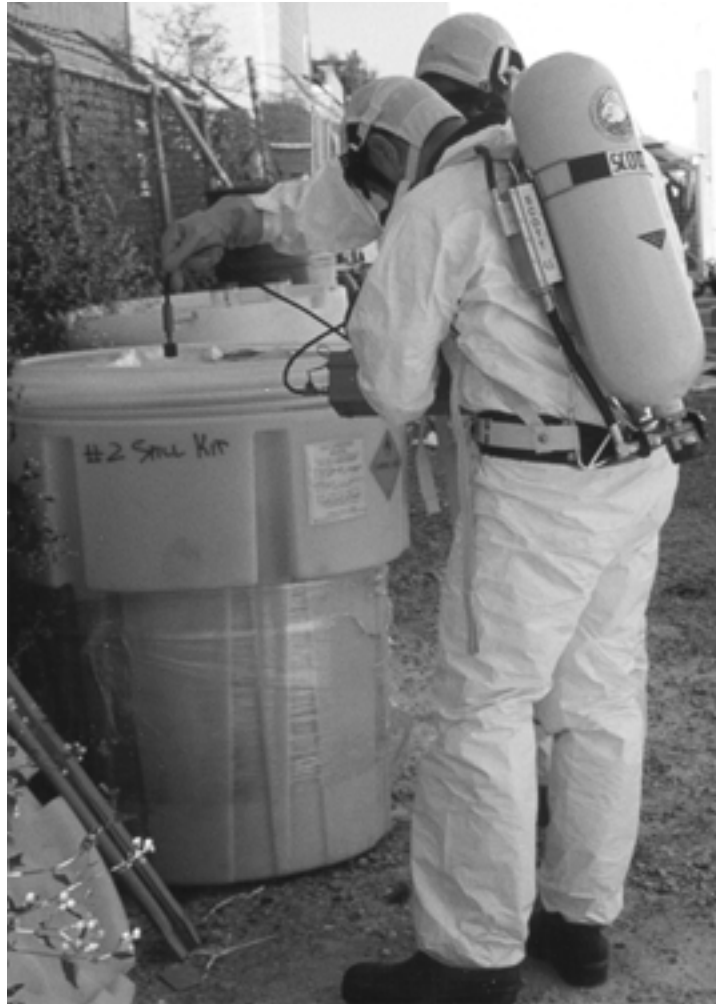
Staffing Trend

Section 5: Housing, Land Use, Environment & Transportation



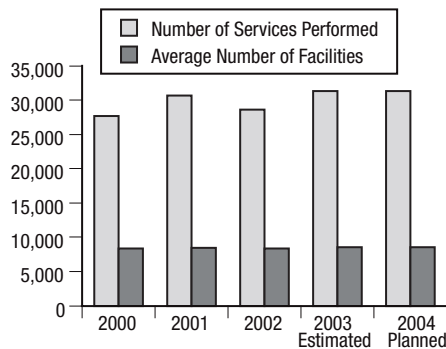
Public Purpose

- **Protect the Environment**
- **Protect Public Health and Safety**
- **Protect the Consumer**



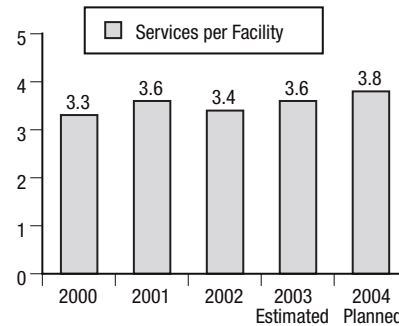
Desired Results

Enforce food standards by ensuring that facility inspections are performed at the frequency required.



Number of Food Facility Inspections Conducted

Measure: Monitoring of safe food handling practices in permitted food facilities. Goal is 31,332 services performed at an average of 8,500 facilities.

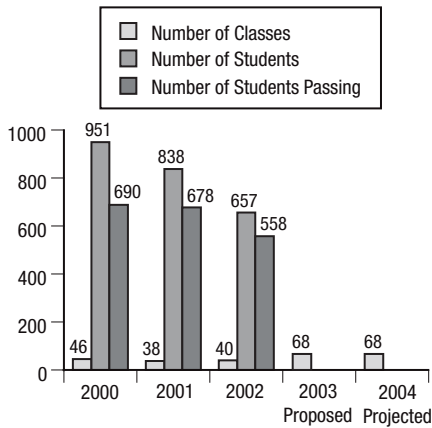


Number of Services per Facility

Measure: Monitoring of safe food handling practices in permitted food facilities

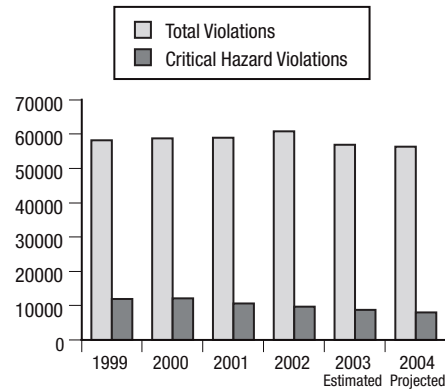


Prevention of disease by ensuring legal and responsible operation of regulated facilities.



Number of Classes, Students and Students Passing

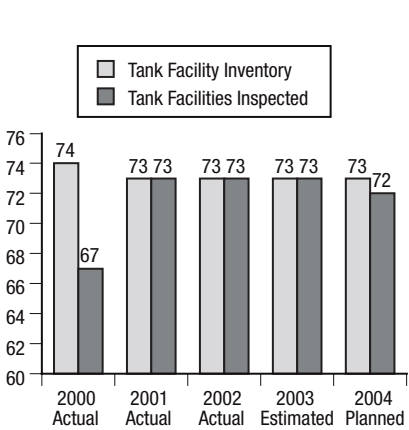
Measure: Food safety training classes



Number of Total Violations and Critical Hazard Violations Observed in Food Facilities

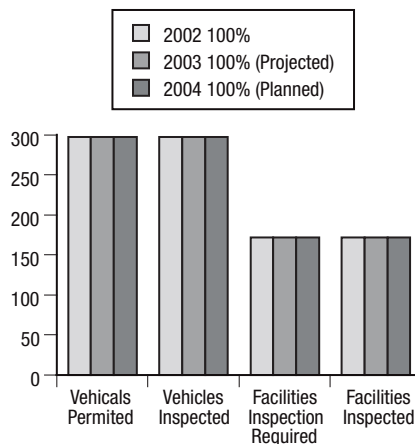
Measure: Reduced critical violations by 10% per year

Enforce Waste Facility Standards by ensuring that inspections occur at the frequency established by State law and that state-mandated plans are submitted by facilities.



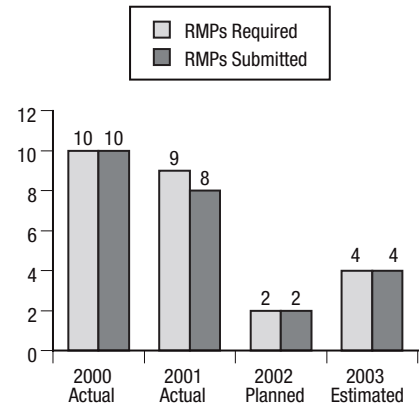
Underground Storage Tank Facilities Inspections

Measure: Goal is 100%.



Solid Waste Facility and Refuse Vehicle Inspections.

Measure: Goal is 100%.

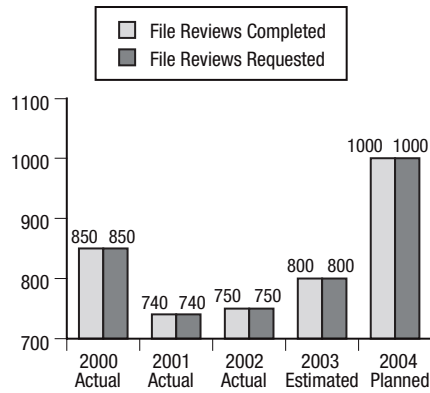


Risk Management Plan Submittals

Measure: Goal is 100%.



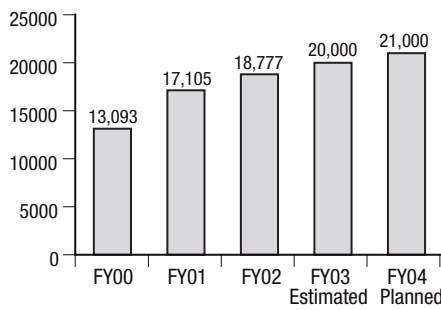
Provide customer service to the public and regulated community by supplying information from facility files when requested.



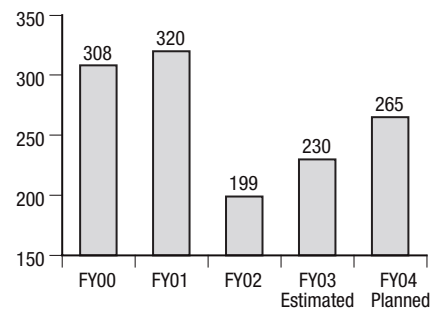
File Reviews Requested Compared to Requests Received

Measure: Goal is 100%.

Increase Resident Participation in household hazardous waste collections and facility compliance by providing education and outreach materials to the public.

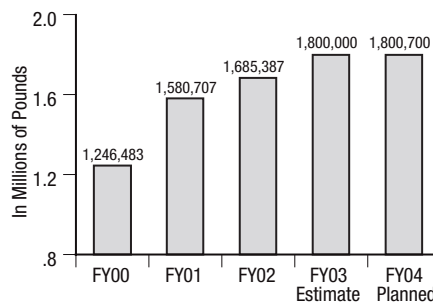


Households Participating in HHW collections



Businesses Attending Self-Audit Classes

Prevent Disease and Illness by providing safe and convenient hazardous waste disposal services for residents and small businesses.



Pounds of Hazardous Waste Collected



Description of Major Services

The mission of the Department of Environmental Health is to prevent, preserve, and improve the environmental factors affecting our community's health and safety. The Department 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.

Departmental Move to Berger Drive Facility

Environmental Health moved from the Moorpark Avenue, Fair Oaks, and East Valley facilities to the Berger Drive facility in September 2002, consolidating all services in one location.

Consumer Protection Division

Consumer Protection provides education, consultation, inspection, plan review and permitting services throughout the County including the 15 incorporated cities in the following program areas: retail food establishments, detention facilities, public swimming pools, land development, which includes water supply and on-site sewage disposal, noise control, disaster preparedness, and residential and environmental lead contamination.

Recreational Health

The desired result of this regulatory service is to prevent disease/illness, which is achieved by providing education and outreach, and enforcing standards in the County's unincorporated areas. Consumer Protection accomplishes this through plan review and inspections of recreational bathing places, along with providing education and outreach services to operators.

Drinking Water Safety

Consumer Protection will continue efforts to ensure that new development has adequate quantity and quality of potable water, and to educate members of the public who receive their drinking water from individual or private wells in unincorporated areas. Consumer Protection has made a concerted effort to provide and update a variety of information concerning this subject on their website.

Land Use

The desired result of this service is to ensure safe disposal of sewage in those areas of the County not serviced by a public sewage system. Consumer Protection will continue efforts to enforce standards by providing administrative and inspection services, and to educate members of the public who dispose of their sewage via individual sewage disposal systems. During the past year, approximately 200 new and repaired septic tank permits were issued.

Childhood Lead Poisoning Prevention

The desired result of this action is to minimize childhood lead exposure. The programs provides public outreach, environmental monitoring of possible childhood lead exposure, and coordination with the Department of Public Health in these efforts. During FY 2002, staff conducted over 500 services for the childhood lead program, expending approximately 1,730 hours.

Hazardous Material Compliance Division

The Hazardous Materials Compliance Division provides inspection and enforcement for the following regulatory programs: Hazardous Materials Storage, Hazardous Materials Generator, Toxic Gas, Risk Management Prevention for Acutely Hazardous Materials, Solid Waste, and Bio-medical Waste. A combination of these services extend throughout the 15 cities and unincorporated areas of the County. This division also administers the countywide Household Hazardous Waste (HHW) Program.

Last year, the Household Hazardous Waste Program completed a grant-funded education and outreach program to inform residents of an EPA phase-out of two of the most commonly used household pesticides, Dursban and Diazinon. Residents were informed of the hazards and health risks associated with these pesticides, provided with integrated pest management guidance, and encouraged to bring these pesticides to the HHW program for safe disposal.

Residents received the educational message through home distribution of 500,000 door hangers, flyer distribution to 130,000 parents of elementary school students, direct mail to landscapers and homeowner associations, media outreach, in-store education at nurseries, and HHW staff attendance at 45 community



events. The program resulted in the collection of 10,000 pounds of the banned pesticides during the 22-month grant program.

Providing Household Hazardous Waste Collection Opportunities and Measuring Quantity of Hazardous Waste Collected

One of the desired results of household hazardous waste collection services is to increase hazardous waste collected via outreach to, and education of, the public. Activities are directed in a variety of ways: developing and distributing educational materials, targeting neighborhoods to increase program participation, and providing participants with information about pesticide dangers and pest management techniques.

Another desired result of hazardous waste collection services is the prevention of disease and illness. This is accomplished by providing safe and convenient hazardous waste disposal services for residents, small businesses, and the agricultural community thereby precluding environmental pollution which would result from illegal or other improper disposal.

Inspection of Solid Waste Facilities and Refuse Collection Vehicles

The desired result of this service is to ensure customer health and safety and environmental protection. The department enforces standards as required by State statute and local ordinance or policy through the permitting and inspection of landfills, transfer stations, composting facilities, and refuse disposal vehicles.

Inspection of Underground Storage Tanks, Monitoring Submission of CalARP Risk Management Plans, Providing Self-Audit Training Classes, and Providing File Reviews

One desired result of these services is to ensure customer health and safety and environmental protection. The Department enforces State and local standards through the permitting and inspection of underground storage tanks and California Accidental Release Prevention Program facilities.

Another desired result of these services is improved handling of hazardous wastes, which is accomplished by providing self-audit training classes for businesses that deal with hazardous waste.

Enhanced customer service is provided through a Public Information Act program, in which information requested by the public is made available to the requestor within 10 days.

County Executive's Recommendation

The department does not have a budget reduction target because it is not supported by the general fund. The department has only one recommended item, which will reduce extra help hours.

Eliminate Extra-Help Hours for Pool Inspection

Recommendation: Eliminate extra help hours for pool inspection in the amount of \$20,000.

Impact on Services: This will reduce funding for approximately 1,600 extra-help hours. The department has used extra-help hours for many years to support this program. The reduction of this resource will result in the use of permanent staff to perform the inspections.

Total Ongoing Reduction: (\$20,000)



Environmental Health — Budget Unit 0261 Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
1190	Consumer Protection Division	5,723,056	6,132,470	6,132,470	6,681,291	548,821	9
1194	Dept of Environmental Health Administration Div	3,694,238	1,724,201	2,047,913	1,860,356	136,155	8
1195	Hazardous Materials Compliance Division	5,358,271	5,348,911	5,393,911	5,637,988	289,077	5
Total Expenditures		14,775,565	13,205,582	13,574,294	14,179,635	974,053	7%

Environmental Health — Budget Unit 0261 Revenues by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
1190	Consumer Protection Division	6,446,891	6,786,738	6,786,738	6,573,102	(213,636)	-3
1194	Dept of Environmental Health Administration Div	232,180	115,000	115,000	161,024	46,024	40
1195	Hazardous Materials Compliance Division	5,610,453	6,863,317	6,863,317	6,489,796	(373,521)	-5
Total Revenues		12,289,524	13,765,055	13,765,055	13,223,922	(541,133)	-4%

Consumer Protection Division — Cost Center 1190 Major Changes to the Budget

	Positions	Appropriations	Revenues
Environmental Health (Fund Number 0030)			
FY 2003 Approved Budget	68.0	6,132,470	6,786,738
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		546,765	
Internal Service Funds Adjustment		(53,856)	
Other Required Adjustments		75,912	(145,936)
	Subtotal	68.0	6,640,802
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
Reduce Funding for Public Obligation		0	(67,700)
		(20,000)	
1. Eliminate Extra Help Hours in Consumer Protection Division			
Eliminate 1,600 extra help hours of pool inspection activity by dependent contractors.			
	Subtotal	0.0	0
	Fund Subtotal	68.0	6,573,102
Total Recommendation	68.0	6,681,291	6,573,102



Dept of Environmental Health Administration Div — Cost Center 1194
Major Changes to the Budget

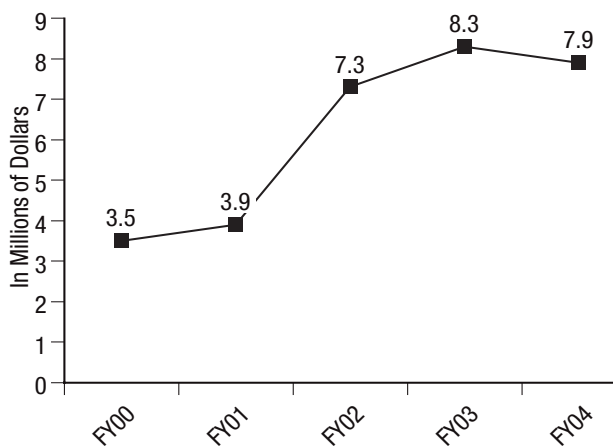
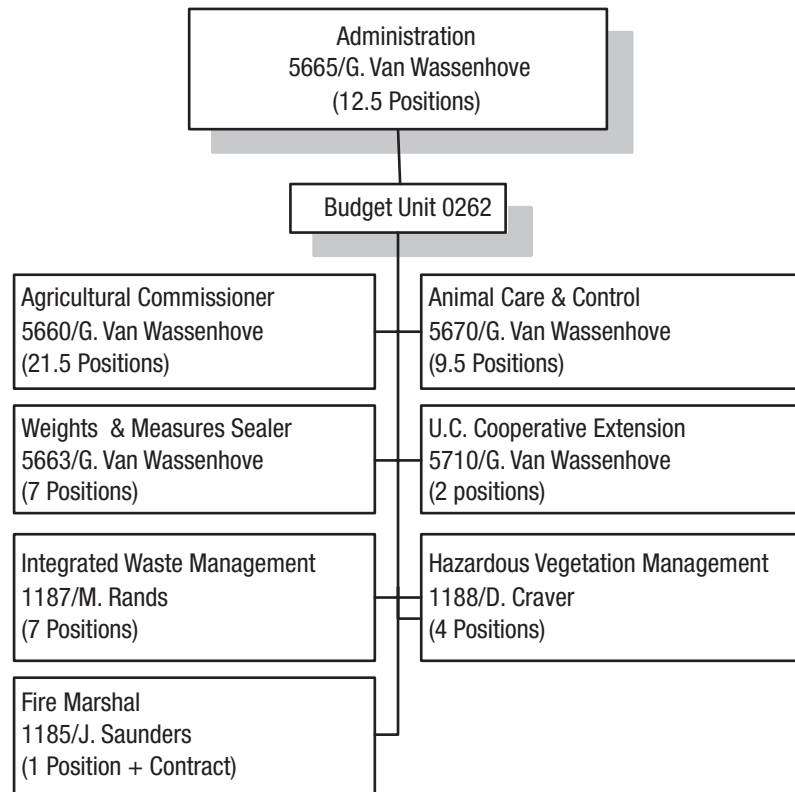
	Positions	Appropriations	Revenues
Environmental Health (Fund Number 0030)			
FY 2003 Approved Budget	11.0	1,724,201	115,000
Board Approved Adjustments During FY 2003		323,712	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		74,648	
Internal Service Funds Adjustment		119,478	
Other Required Adjustments		(381,683)	46,024
Subtotal	11.0	1,860,356	161,024
Recommended Changes for FY 2004			
Total Recommendation	11.0	1,860,356	161,024

Hazardous Materials Compliance Division — Cost Center 1195
Major Changes to the Budget

	Positions	Appropriations	Revenues
Environmental Health (Fund Number 0030)			
FY 2003 Approved Budget	37.0	5,348,911	6,863,317
Board Approved Adjustments During FY 2003	1.0	45,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		264,061	
Internal Service Funds Adjustment		(9,980)	
Other Required Adjustments		(10,004)	(373,521)
Subtotal	38.0	5,637,988	6,489,796
Recommended Changes for FY 2004			
Total Recommendation	38.0	5,637,988	6,489,796

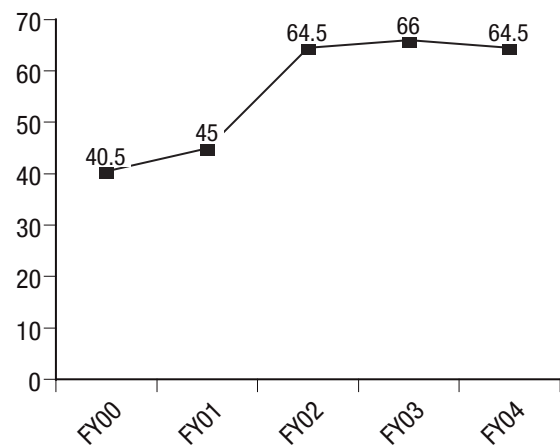


Agriculture and Resource Management



Appropriation Trend

The increase in FY 2003 appropriations is the result of shifting Fire Marshal, Pollution Prevention, Integrated Waste Management, Home Composting, and Hazardous Vegetation Management from Budget Unit 260, Planning and Development.



Staffing Trend

Section 5: Housing, Land Use, Environment & Transportation



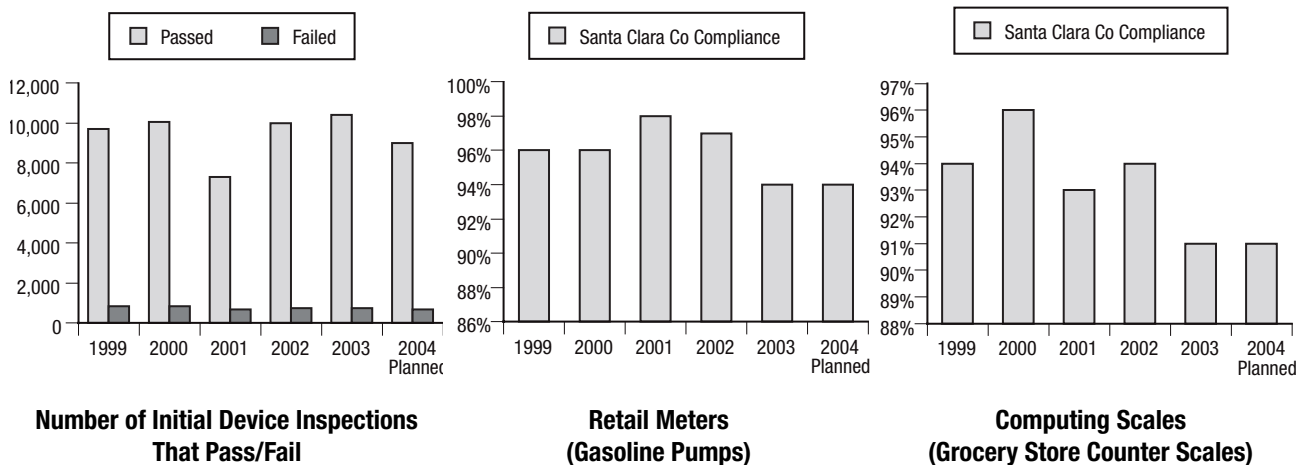
Public Purpose

- Protection of the Environment
- Protection of Public Health
- Consumer Protection

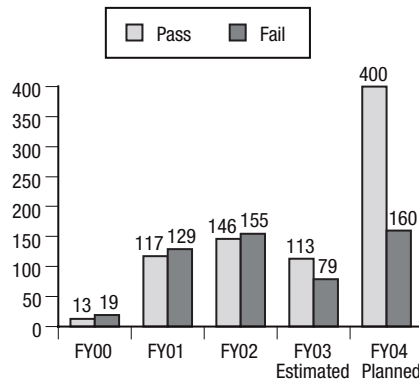


Desired Results

Equity in the marketplace is promoted by assuring the correct pricing of commodities and the accuracy of commercial weighing and measuring devices operated in Santa Clara County.



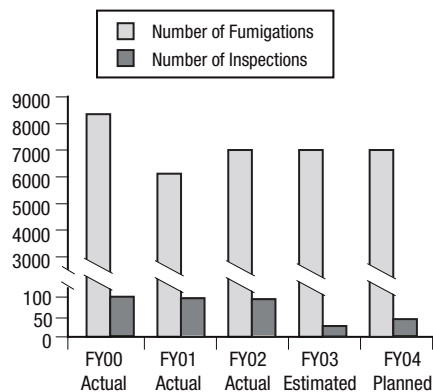
Equity in the marketplace is promoted by assuring the correct pricing of commodities and the accuracy of commercial weighing and measuring devices operated in Santa Clara County.



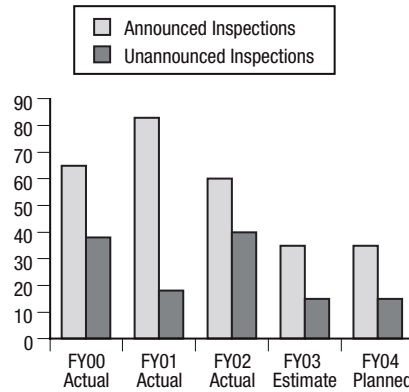
Increased Focus on Scanner Enforcement Program

300 scanners were inspected in FY 2002, and compliance rate was 50.4%. Compliance rate expected to increase to 59% in FY 2003.

Human and animal populations are protected through the department's efforts to ensure compliance with environmental laws and regulations in Santa Clara County.

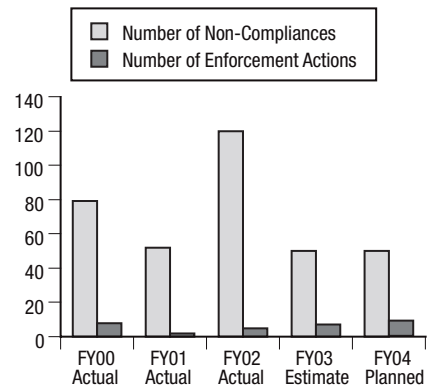


Total Number of Fumigations Versus Number of Inspections



Number of Announced Inspections Compared to Unannounced Inspections

Significant violations occur during fumigation of residences. With an increase in the number of unannounced inspections, there were higher rates of non-compliance. 1.0 FTE Fumigations Inspector was deleted in FY 2003.

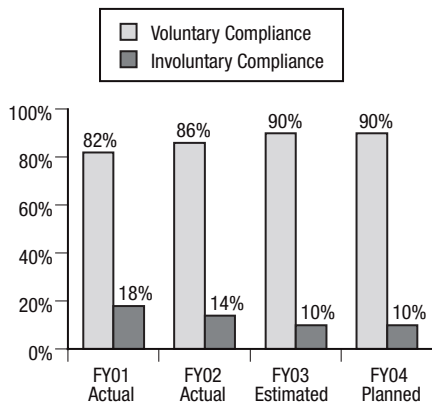


Number of Non-compliances Compared to Number of Enforcement Actions

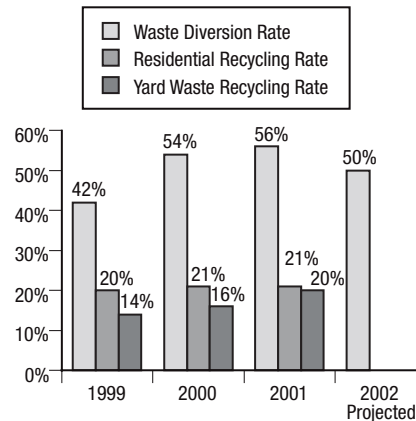
Section 5: Housing, Land Use, Environment & Transportation



Human and animal populations are protected through the department's efforts to ensure compliance with environmental laws and regulations in Santa Clara County.



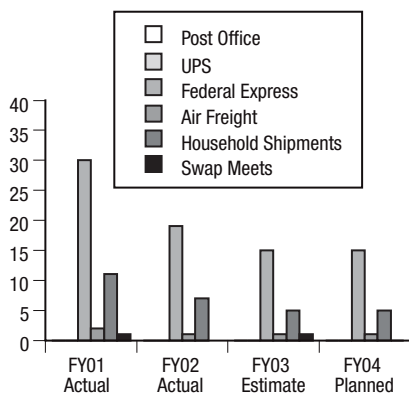
Percentage of Voluntary Compliance in Hazardous Vegetation Abatement by Property Owners on the Program List



State-mandated Goal to Reduce Landfilled Waste by Increasing Diversion Rate

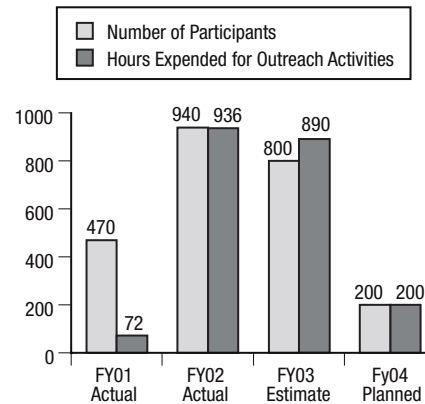
Note: 2002 data not available until August 2003.

A healthy agricultural economy and a wholesome, ample and marketable food supply in Santa Clara County.



Pest Interception by Location

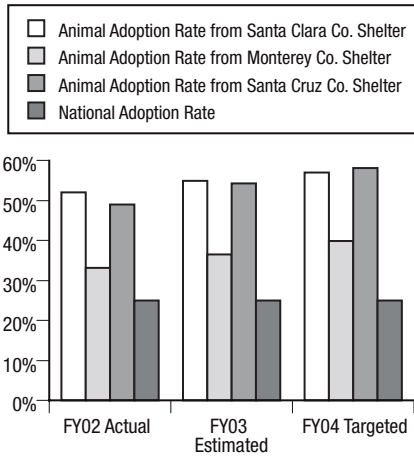
Increases and reductions in pest interceptions are attributed to inspections of incoming parcels. Interceptions will continue to decrease in FY 2003 due to reductions in the state budget.



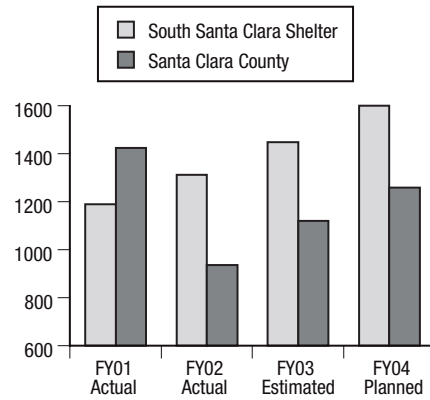
Increase in Outreach to the Pest Management Community

Note: Staff vacancy in outreach program since FY 2003.



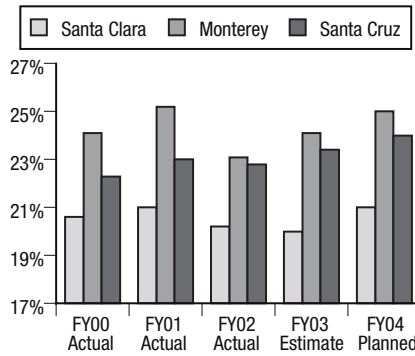


Adoption Rates in Santa Clara County Compared to Surrounding Counties & National Adoption Rates



Animal Adoptions Compared to the Number of Euthanasias

South Santa Clara County Animal Shelter adoptions are increasing and overall County euthanasias are decreasing



Licensing Compliance Rates

Description of Major Services

The Department of Agriculture and Resource Management (ARM) enforces various State and local laws and ordinances related to agricultural production, equity in the marketplace, animals, safety, hazardous vegetation, recycling and waste management, and pollution prevention.

The department currently includes the following:

- Agriculture
- Weights and Measures

- Animal Care and Control
- Fire Marshal
- Hazardous Vegetation Management
- Integrated Waste Management
- Home Composting
- Pollution Prevention

As discussed in the recommendations section below, the elimination of general fund support for the Pollution Prevention Program is recommended in FY



2004. The countywide benefits of pollution prevention efforts will continue without ongoing cost to the County by eliminating the County's Pollution Prevention Committee and consolidating its function within two ongoing forums: the County's Waste Reduction and Recycling Commission and the Silicon Valley Pollution Prevention Center. The Green Business Program will continue within the Integrated Waste Management Program.

Another FY 2004 recommendation is to transfer the Graffiti and Litter Abatement programs from the Planning and Development Department (BU 260) to the Integrated Waste Management Program, to substantially reduce general fund support for the program.

Agricultural Inspection

Agricultural Inspection services, which protect our agricultural and urban environment, including:

- Pest detection and exclusion
- Pest Evaluation and Management Programs
- Certification of agricultural shipments
- Agricultural Pest Surveillance and Food Commodity Inspections

These inspection services are related to agricultural imports and exports, nursery products, farmers markets, and fruit, vegetable, and egg quality control. The purpose of the service is to prevent the introduction and establishment of unwanted and invasive pests in urban and agricultural areas of the County. The division also provides export certification services for agricultural commodities on a fee-for-service basis.

The State of California contracts with the County to perform "high-risk" pest exclusion inspections. These inspections typically occur at parcel handling centers, postal centers, San Jose International Airport, and various retail and wholesale businesses throughout the County. The program also inspects specialty food markets and flea markets for prohibited agricultural produce.

Pesticide Use and Permitting

This regulatory service is designed to ensure the legal and responsible use of pesticides and to prevent the introduction, establishment, and spread of destructive

insects, plant diseases and weeds. The Department of Agriculture serves as the principal local agency responsible for regulating the use of all pesticides, such as insecticides, herbicides, fungicides, sanitizers and disinfectants. Pesticide use enforcement is the division's largest program.

This service provides pesticide use inspections and audits, and restricted pesticide use permitting and oversight designed to protect the County's human and animal population from pesticide harm. Pesticide use inspections are performed for agricultural and residential/urban use. In addition to inspection and enforcement activities, the Department of Agriculture performs pesticide training and outreach activities.

Weights and Measures Oversight and Inspection

The desired result of this service is to promote equity in the marketplace by protecting the buyer and seller in monetary transactions involving weight, measure, or count. The service includes investigation of complaints and inspections for accuracy of:

- Weights and measures devices and device repair
- Petroleum signage and petroleum quality
- Scanning devices and packaged commodities

The device program is mandated by State law that requires frequencies of various device types as specified in the California Code of Regulations. Over 80% of the funding for this service is used for device inspection. Consumers must rely on the Department to test commercial devices, as they have no means to check the accuracy of a gas pump, taximeter, or a computing scale at a supermarket. Over 54,000 commercial weighing and measuring devices are used by 3,300 businesses in the County. The Business and Professions Code and County Ordinance require businesses to pay the Department an annual device registration fee that offsets approximately half of the program's costs.

Field and Shelter Animal Services

The Division of Animal Care and Control is mandated under State laws and County ordinances to protect the public from diseased and vicious animals, and provides adoption services for homeless animals. The division currently operates two main program elements - field services and shelter services which promote a healthy animal population in the County.

The adoption program provides spay/neuter services, licensing, and rabies vaccinations with minimum cost to the public. The shelter takes in 3,500 animals annually from unincorporated residents and animal control officers. The Department also contracts with the cities of Morgan Hill and Gilroy to accept a limited number of animals from emergency response personnel.

Approximately 30% of the intake animal population returns to the general public as part of the Department's adoption program. The Shelter's adoption rate exceeds the national shelter adoption rate by 5%. The remaining animal population is either redeemed by owners, placed through non-profit rescue organizations, or is humanely euthanized by shelter personnel.

Fire Marshal

The Fire Marshal's Office is divided into two programs:

- Land Development Construction and Code Enforcement
- Hazardous Vegetation Management

As a referral agency for the Planning Department, the Fire Marshal reviews land use proposals for compliance with fire department access and fire protection water supply regulations. Plan review for code compliance is conducted as part of the building and fire code permit process, followed by inspections to ensure compliance with approved plans. Special events throughout the County are subject to plan review and inspection, and permit issuance. State licensed care facilities providing medical, social, or rehabilitation services are inspected upon request for fire clearance by the State, as required by the Health and Safety Code. Revenue is generated by permit fees, and has allowed Land Development, Construction and Code Enforcement program to achieve total cost recovery for several years.

Fire hazard complaints are investigated upon receipt, and Deputies work with property owners to achieve code compliance in existing occupancies. Annual inspections are conducted as required by Title 19 of the California Code of Regulations in state regulated occupancies such as schools, dorms, and detention facilities. Annual inspections are also conducted in all significant county-owned or leased facilities.

The primary objective of the Hazardous Vegetation Management program is to achieve voluntary compliance, and the tools employed are education and enforcement (abatement). The abatement of fire hazards caused by hazardous vegetation and combustible debris is achieved through an administrative process authorized by the Health and Safety Code. Properties identified as being potentially hazardous are inspected for hazardous vegetation and/or combustible debris, and if a hazard is found, abatement is performed by a contractor to the County. The program has been mandated to be cost recovery, and revenue is collected through County tax rolls, making it a non-General Fund program.

Integrated Waste Management

The two major components of the Integrated Waste Management (IWM) Program are Countywide Cooperative Program and Unincorporated Area Administration.

Countywide Cooperative Program responsibilities include:

- Coordinating countywide solid waste planning activities
- Overseeing countywide programs and special projects
- Serving as staff to Recycling and Waste Reduction Commission
- Providing staff support to the Commission's Technical Advisory Committee

State legislation, primarily the California Integrated Waste Management Act of 1989 (AB 939) mandates certain planning, data collection, and reporting activities. Mandates include development and periodic reviews of the Countywide Integrated Waste Management Plan, and specified data collection, studies, coordination, and reporting to the State, local jurisdictions, and other counties. The Countywide Solid Waste Planning Fee supports the Countywide Cooperative Program, and those funds reside in Fund 0037, the Solid Waste Planning Fund.

Unincorporated Area Administration responsibilities include:

- Administration of solid waste and recycling collection services
- Compliance with State mandates for waste reduction and recycling, planning, and reporting
- Collection of franchise fee and surcharge payment
- Other waste-related activities

The program is operated on a full cost recovery basis with funding from a surcharge on residential and commercial garbage rates and the unincorporated area share of the Countywide AB939 Implementation Fee. Surcharge and AB939 fee revenues are reserved for

expenditures related to unincorporated area services and state-mandated planning and reporting. Franchise fee payments are deposited into the General Fund.

In FY 2003 the entire Integrated Waste Management Program was consolidated into Integrated Waste Management Fund 0037 to ensure fiscal accountability, as recommended by Internal Audit.

As discussed below, the Green Business Program and the Graffiti and Litter Abatement programs are being recommended for placement in the Integrated Waste Management Program in FY 2004. In addition, the Home Composting Program will be placed under the management of IWM. This program has been funded by Fund 0037 since its inception.

County Executive's Recommendation

The Department of Agriculture and Resource Management has met its budget reduction target of \$441,100 with this proposal.

Eliminate Staff Support, Expenditures, and Revenues for Pollution Prevention Program

Recommendation: Eliminate County support for the Pollution Prevention Program, for a net reduction of \$299,381 to the general fund.

Background: Support for the Pollution Prevention (P2) Program will be eliminated, with the exception of the Green Business Program (GBP). To accomplish the savings, the GBP will relocate to the Integrated Waste Management Program, Fund 0037, to be staffed by a Management Analyst position that was formerly vacant.

The two positions that formerly staffed the P2 program will be deleted: 1.0 FTE Program Manager II (vacant) and 1.0 FTE Management Analyst (vacant). All other expenditures will be deleted from the general fund, as well as the offsetting reimbursements and revenues.

Impact on Services: The countywide benefits of pollution prevention efforts will continue without ongoing cost to the County by eliminating the County's

Pollution Prevention Committee and consolidating its function within two ongoing forums: the County's Waste Reduction and Recycling Commission and the Silicon Valley Pollution Prevention Center.

Total Ongoing Reduction: (\$299,381)

Increase Animal Control Fees

Recommendation: Recognize \$73,000 in new revenue for increased fees in animal licensing and animal adoption services. It is recommended that \$58,369 be allocated toward new related expenditures, leaving a balance of \$14,631 to be used toward the department's budget reduction target.

Background: It is anticipated the Board will approve animal control fee increases in Spring 2004 which will increase FY 2004 revenues by \$73,000.

Impact on Services: The fee increases will allow the department to proactively pursue compliance in animal licensing in the unincorporated area. The increased funding will also allow additional overtime hours required for emergency animal services.

Net Ongoing New Revenue: \$14,631

Total Net Ongoing Revenue: \$73,000
Offset by Total New Ongoing Cost: \$58,369



Increase Taxicab Device Registration Fees

Recommendation: Increase taxicab device registration fees by recognizing each taxicab as a separate business location for purposes of assessing the existing device fee.

Background: The existing device fee is assessed per taxicab business, rather than per taxicab as is the standard in most counties statewide. The existing fee schedule does not need to be changed, nor is any further action needed by the Board of Supervisors, to interpret each individual taxicab as being a separate business location.

Impact on Services: There is no impact to services.

Total Ongoing New Revenue: \$30,000

Recalculate Revenue from Garbage Franchise Fees

Recommendation: Use \$10,000 of the FY 2004 revenue from garbage franchise fees to partially meet the department's budget reduction target.

Impact on Services: There is no impact to services. The garbage franchise contracts include an automatic fee increase for cost-of-living adjustments, which has resulted in increased revenues. The department proposes to apply \$10,000 of the increase toward the department's budget reduction target.

Total Ongoing New Revenue: \$10,000

Reduce Fire Marshal Plan Check Contract Services

Recommendation: Reduce plan check contract in the Fire Marshal's Office in the amount of \$85,000.

Impact on Services: The contract services that will be eliminated through this reduction are not currently necessary because the downturn in the economy has resulted in a lower demand for building permit application checks.

Total Ongoing Reduction: (\$85,000)

Transfer Graffiti Abatement Program to Integrated Waste Management Program

Recommendation: Delete 1.0 filled FTE Senior Management Analyst (B1N) from BU 260, and add the position to the Integrated Waste Management Program (IWMP) in BU 262, Fund 0037.

Impact on Services: The existing level of service will be retained under the IWMP, which will allow 75% of the position to be funded through the Integrated Waste Management fund. The remaining 25% (litter services) does not qualify for this funding and will continue to be supported by the general fund, using existing funds in BU 262 Administration.

Total Ongoing Reduction: (\$100,891)

Agriculture And Resource Management — Budget Unit 0262

Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
1185	Fire Marshal	744,806	887,335	887,335	842,307	(45,028)	-5
1186	Pollution Prevention	426,289	446,383	461,383		(446,383)	-100
1187	Integrated Waste Management	823,110	1,191,258	1,191,258	1,252,510	61,252	5
	1 General Fund	266,511	240,025	240,025	109	(239,916)	-100
	37 Solid Waste Management Fund	556,599	951,233	951,233	1,252,401	301,168	32
1188	Hazardous Vegetation Management	650,069	579,185	579,185	599,306	20,121	3
5660	Agricultural Commissioner/Sealer	1,725,792	2,135,747	2,277,904	1,827,231	(308,516)	-14
5661	Home Composting Program	121,799	(29,557)	(29,557)	4,026	33,583	-114
5663	Weights and Measures	511,531	562,803	562,803	577,569	14,766	3
5665	Administration	1,067,410	1,199,598	1,224,598	1,473,150	273,552	23
5670	Animal Care and Control	841,644	876,790	856,790	951,748	74,958	9
5710	Cooperative Extension	373,707	413,141	413,141	418,483	5,342	1
	Total Expenditures	7,286,157	8,262,683	8,424,840	7,946,330	(316,353)	-4%

Agriculture And Resource Management — Budget Unit 0262

Revenues by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
1185	Fire Marshal	471,316	493,000	493,000	463,000	(30,000)	-6
1186	Pollution Prevention	258,888	316,467	361,467	0	(316,467)	-100
1187	Integrated Waste Management	1,336,037	1,665,306	1,665,306	1,476,622	(188,684)	-11
	1 General Fund	724,811	850,022	850,022	555,000	(295,022)	-35
	37 Solid Waste Management Fund	611,226	815,284	815,284	921,622	106,238	13
1188	Hazardous Vegetation Management	827,454	520,000	520,000	730,000	210,000	40
5660	Agricultural Commissioner/Sealer	1,766,285	2,319,427	2,511,584	1,038,270	(1,281,157)	-55
5663	Weights and Measures	335,223	321,100	321,100	366,600	45,500	14
5664	Pierces Disease Control Program				880,000	880,000	
5670	County Animal Control	249,137	249,143	249,143	316,000	66,857	27
	Total Revenues	5,244,340	5,884,443	6,121,600	5,270,492	(613,951)	-10%



Fire Marshal — Cost Center 1185 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	1.0	887,335	493,000
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		(5,172)	
Internal Service Funds Adjustment		(1,937)	
Other Required Adjustments		47,083	(30,000)
Subtotal	1.0	927,309	463,000
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
General Fund ISD Services Adjustment		(2)	0
1. Reduce Plan Checking Contract in Fire Marshal's Office			
To achieve its budget reduction target, the department proposes to reduce the amount of the plan checking contract in the Fire Marshal's Office by \$85,000.			
Subtotal	0.0	(85,002)	0
Total Recommendation	1.0	842,307	463,000

Pollution Prevention — Cost Center 1186 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	2.0	446,383	316,467
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		(1,813)	
Internal Service Funds Adjustment		(18,582)	
Other Required Adjustments		(44,707)	(265,467)
Subtotal	2.0	396,281	96,000
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
Fleet Reduction		(900)	0
GSA Postage Reduction		(512)	
1. Eliminate Expenses and Revenues in Pollution Prevention Program			
In order to achieve its budget reduction target, the department recommends elimination of the 2 staff positions, expenditures and revenues in the Pollution Prevention Program, for a net cost savings of \$299,381. The countywide benefits of the program will continue without ongoing cost to the County by consolidating the function of the County's Pollution Prevention Committee within the County's Waste Reduction and Recycling Commission and the Silicon Valley Pollution Prevent Center. The vacant staff positions to be deleted are:			
◆ 1.0 FTE Program Manager II (B3N)			
◆ 1.0 FTE Management Analyst (B1N)			
Subtotal	-2.0	(396,281)	(96,000)
Total Recommendation			



Integrated Waste Management — Cost Center 1187

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	5.0	240,025	850,022
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-5.0	35,277	
Internal Service Funds Adjustment		298,630	
Other Required Adjustments		(573,823)	(305,022)
Subtotal	0.0	109	545,000
Recommended Changes for FY 2004			
1. Increase Franchise Fee			10,000
The franchise fees for unincorporated area garbage and recycling services have increased due to application of the annual garbage service cost-of-living rate adjustments. The department proposes to apply \$10,000 of this revenue toward its budget reduction target.			
Subtotal	0.0	0	10,000
Fund Subtotal	0.0	109	555,000
Solid Waste Management Fund (Fund Number 0037)			
FY 2003 Approved Budget		951,233	815,284
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	6.0		
Internal Service Funds Adjustment		(365,966)	
Other Required Adjustments		591,243	106,338
Subtotal	6.0	1,176,510	921,622
Recommended Changes for FY 2004			
1. Transfer Graffiti Abatement Program to Fund 0037 in Integrated Waste Management	1.0	75,891	
To achieve its budget reduction target, ERA recommends transferring the graffiti abatement and litter abatement activities from the Planning Department (BU 260) to Fund 0037 in the Integrated Waste Management Program (BU 262). The program consists of one staff position only, 1.0 FTE Senior Management Analyst (B1N), which will be transferred to IWMP. 75% of the position cost is eligible to be supported by Fund 0037, and the remaining 25% of the position cost will be supported within the existing general fund budget of BU 262.			
Subtotal	1.0	75,891	0
Fund Subtotal	7.0	1,252,401	921,622
Total Recommendation	7.0	1,252,510	1,476,622

Hazardous Vegetation Management — Cost Center 1188

Major Changes to the Budget

	Positions	Appropriations	Revenues
Weed Abatement (Fund Number 0031)			
FY 2003 Approved Budget	4.0	579,185	520,000
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		7,980	
Internal Service Funds Adjustment		12,141	
Other Required Adjustments			210,000
Subtotal	4.0	599,306	730,000
Recommended Changes for FY 2004			
Total Recommendation	4.0	599,306	730,000



Agricultural Commissioner/Sealer — Cost Center 5660 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	23.0	2,135,747	2,319,427
Board Approved Adjustments During FY 2003	0.5	142,157	192,157
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	(67,967)	
Internal Service Funds Adjustment		(7,263)	
Other Required Adjustments		(375,443)	(1,473,314)
Subtotal	21.5	1,827,231	1,038,270
Recommended Changes for FY 2004			
Total Recommendation	21.5	1,827,231	1,038,270

Home Composting Program — Cost Center 5661 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	1.0	(29,557)	
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	10,030	
Internal Service Funds Adjustment		127,710	
Other Required Adjustments		(104,157)	0
Subtotal	0.0	4,026	
Recommended Changes for FY 2004			
Fund Subtotal	0.0	4,026	0
Total Recommendation		4,026	

Weights and Measures — Cost Center 5663 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	8.0	562,803	321,100
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	72,211	
Internal Service Funds Adjustment		(415)	
Other Required Adjustments		(57,030)	15,500
Subtotal	7.0	577,569	336,600
Recommended Changes for FY 2004			
1. Increase Taxicab Registration Device Fee			30,000
To achieve its budget reduction target, the department proposes to change the way in which taxicab device registration fees are assessed. Instead of assessing each taxicab business as a separate business location, each individual taxicab will be assessed as a separate business location, increasing the amount of fees collected by an additional \$30,000.			
Subtotal	0.0	0	30,000
Total Recommendation	7.0	577,569	366,600



Pierces Disease Control Program — Cost Center 5664
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget			
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			880,000
	Subtotal		880,000
Recommended Changes for FY 2004			
Total Recommendation			880,000

Administration — Cost Center 5665
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	10.5	1,199,598	
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	185,421	
Internal Service Funds Adjustment		(31,714)	
Other Required Adjustments		87,719	0
	Subtotal	1,466,024	
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
General Fund ISD Services Adjustment		7,126	0
	Subtotal	7,126	0
Total Recommendation	12.5	1,473,150	



Animal Care and Control — Cost Center 5670 Major Changes to the Budget

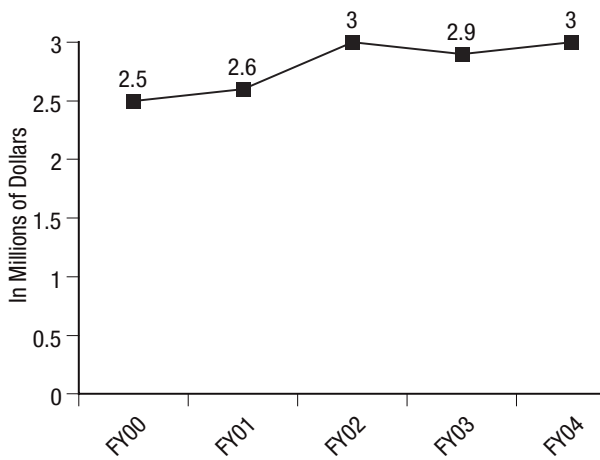
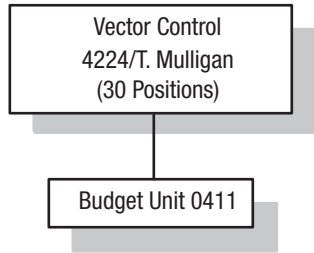
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	9.5	876,790	249,143
Board Approved Adjustments During FY 2003		(20,000)	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		42,916	
Internal Service Funds Adjustment		688	
Other Required Adjustments		(2,461)	(6,143)
Subtotal	9.5	897,933	243,000
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
Fleet Reduction		(4,554)	0
1. Increase Animal Control Licensing Fees and Expenses		58,369	73,000
The department proposes to increase animal licensing fees by \$27,000 and animal shelter adoption fees by \$46,000, for a total of \$73,000 in new revenue. The Board of Supervisors is expected to approve the fee increases in Spring 2003 for FY 2004. Expenditures in these programs are estimated to be \$58,369. The remaining \$14,631 will be used to help achieve the department's budget reduction target.			
Subtotal	0.0	53,815	73,000
Total Recommendation	9.5	951,748	316,000

Cooperative Extension — Cost Center 5710 Major Changes to the Budget

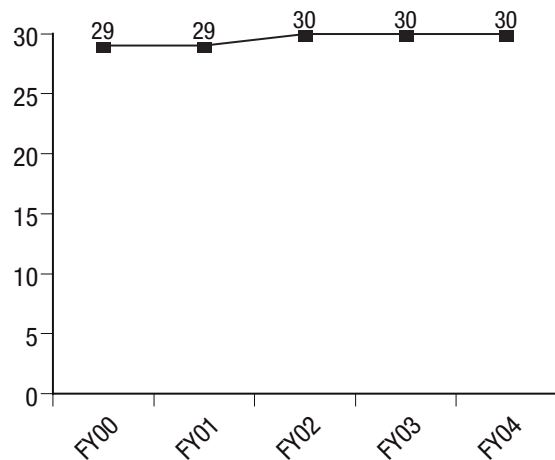
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2003 Approved Budget	2.0	413,141	
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		(4,815)	
Internal Service Funds Adjustment		(9,678)	
Other Required Adjustments		19,835	0
Subtotal	2.0	418,483	
Recommended Changes for FY 2004			
Total Recommendation	2.0	418,483	



Vector Control District



Appropriation Trend



Staffing Trend



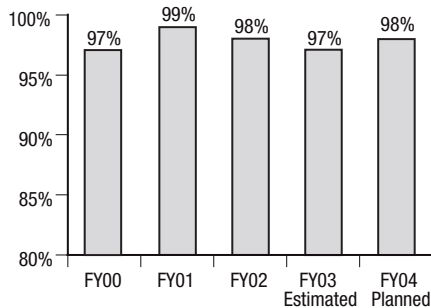
Public Purpose

- Protect the Environment
- Protect Public Health and Safety

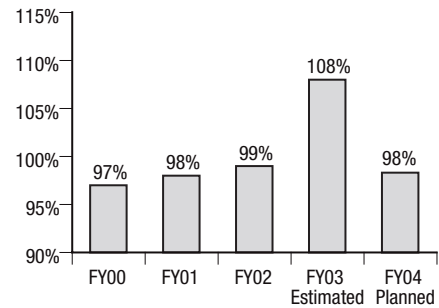


Desired Results

Prevent disease and illness by ensuring that sources of vector development are identified, inventoried, inspected, and treated to suppress vector development.



Percent of Monthly Inventoried Vector Breeding Sources Inspected
Goal: 98%

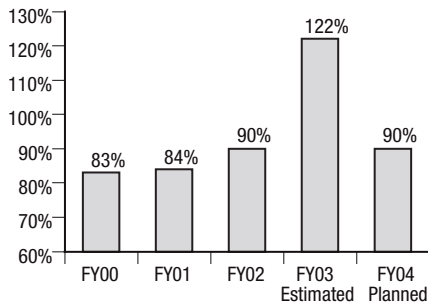


Percent of Planned Disease Surveillance Activity Conducted
Goal: 98%

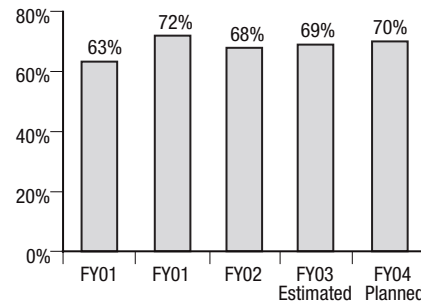
Section 5: Housing, Land Use, Environment & Transportation



Provide education and outreach by development and distribution of educational materials, public announcements, and school presentations.

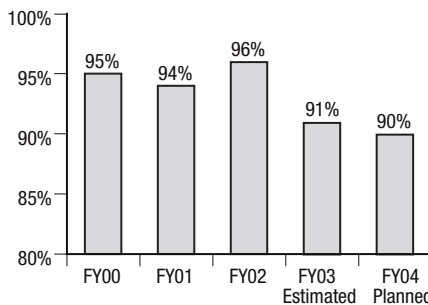


Percent of Planned Educational Outreach Activities Provided to the Community

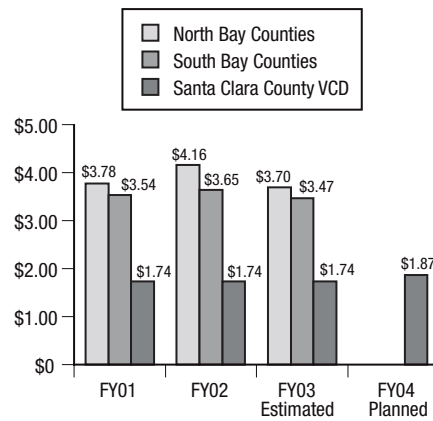


Percent of Customers Who Contact the District as the Result of Education and Outreach Programs

Promote customer service and satisfaction by timely delivery of services, and resolution of vector problems at an affordable cost.



Percent Rating Services as Good to Excellent



Cost Per Capita in Comparison with Other Bay Area Vector Control Districts

Description of Major Services

The Santa Clara County Vector Control District was formed in 1988 and is one of ten 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 six special districts in the State wherein the County Board of Supervisors acts as Trustee.

Revenue to operate the District is generated by benefit assessment charges levied against all non-exempt parcels in the County. The District is 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 the County have elected to join and participate in vector control services offered by the District.

Prevention of Vector-borne Disease and Illness

The District ensures disease and illness prevention by ensuring that sources of vector development are identified, inventoried, inspected, and treated no less than once a month and as often as needed to suppress vector development.



This is especially critical this year as the mosquito-borne West Nile Virus is expected to arrive in California during FY 2004. The virus caused over 4,100 cases of illness and over 284 deaths in the United States in FY 2003.

The District conducts planned disease surveillance activities and vector abundance studies for such vector-borne diseases as malaria, arthropod-borne encephalitis, plague, hantavirus, Lyme disease, and other insect and animal-borne pathogens.

The District provides the following vector control services:

- Property evaluations to detect and minimize vector development
- Utilizing Integrated Pest Management (IPM) techniques to control vectors
- Conduct surveillance for significant numbers of known disease-carrying arthropods and animals
- Conduct surveillance for malaria, encephalitis, and other vector-borne diseases
- Conduct inspections to abate mosquito development within the County's 300 miles of streams, 5,000 acres of marshlands, and 27,000 storm catch basins
- Participate in projects to restore sensitive tracts of land to their original ecological state while encouraging development of guidelines to minimize mosquito development

- Provide wildlife management services where health and safety are at risk
- Initiate legal proceedings to abate public nuisances as provided for by the California Health and Safety Code

Education and Outreach

The following activities encompass the District's community services:

- Development and distribution of educational materials about vector-borne diseases
- News media contact to promote District programs
- Public service announcements
- Educational presentations to schools
- Translation of educational materials
- Targeting special interest groups for outreach

The District measures performance with customer survey cards. The responses provide the District with an overview of the results of their efforts in education and outreach.

Service Delivery and Resolution of Vector Problems

The District promotes customer service and satisfaction by timely delivery of services and resolution of vector problems at an affordable cost. The District's assessment methodology allows operational costs to be contained without impacting customer service, so that program costs are the lowest per capita in comparison with the other nine Bay Area mosquito and vector control districts.

County Executive's Recommendation

The Vector Control District does not have a budget reduction target, as it is not supported by the general fund. The District does not propose any recommended budget actions; but rather, will continue the existing level of program services during FY 2004.

Vector Control District — Budget Unit 0411 Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
4224	Vector Control District	2,585,492	2,906,507	4,761,507	3,038,539	132,032	5
	28 Vector Control District	2,585,492	2,906,507	2,974,507	3,038,539	132,032	5
	199 VCD Capital Fund			1,787,000			
	Total Expenditures	2,585,492	2,906,507	4,761,507	3,038,539	132,032	5%

Vector Control District — Budget Unit 0411 Revenues by Cost Center

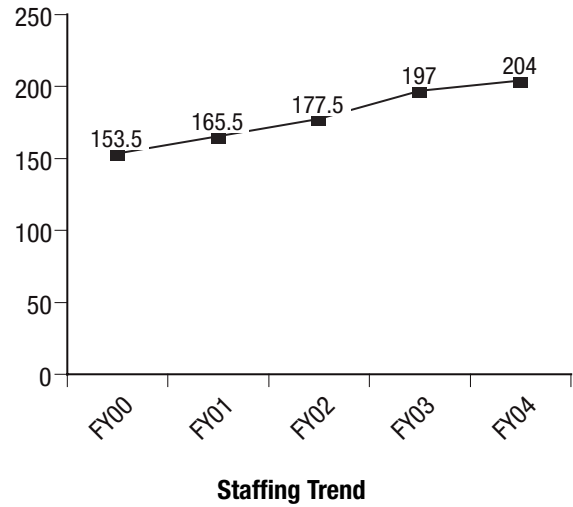
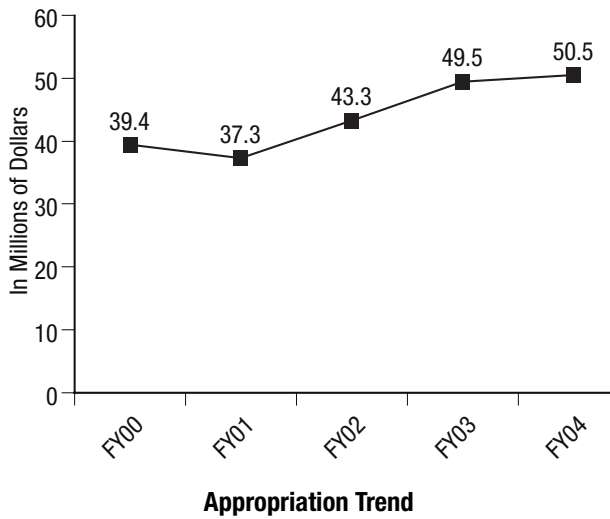
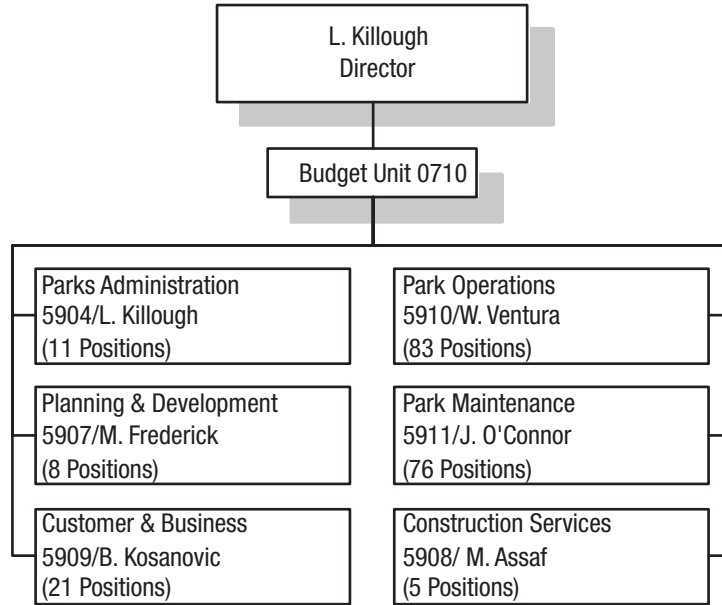
CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
4224	Vector Control District	2,754,912	2,939,218	3,007,218	2,754,528	(184,690)	-6
	28 Vector Control District	2,673,383	2,939,218	3,007,218	2,709,528	(229,690)	-8
	199 VCD Capital Fund	81,529			45,000	45,000	0
	Total Revenues	2,754,912	2,939,218	3,007,218	2,754,528	(184,690)	-6%

Vector Control District — Cost Center 4224 Major Changes to the Budget

	Positions	Appropriations	Revenues
Vector Control District (Fund Number 0028)			
FY 2003 Approved Budget	30.0	2,906,507	2,939,218
Board Approved Adjustments During FY 2003		68,000	68,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		180,948	
Internal Service Funds Adjustment		(50,072)	
Other Required Adjustments		(53,956)	(297,690)
Subtotal	30.0	3,051,427	2,709,528
Recommended Changes for FY 2004			
Internal Service Fund Adjustments		-	-
Fleet Reduction		(12,888)	0
Subtotal	0.0	(12,888)	0
Fund Subtotal	30.0	3,038,539	2,709,528
VCD Capital Fund (Fund Number 0199)			
FY 2003 Approved Budget			
Board Approved Adjustments During FY 2003		1,787,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(1,787,000)	45,000
Subtotal			45,000
Recommended Changes for FY 2004			
Fund Subtotal	0.0	0	45,000
Total Recommendation	30.0	3,038,539	2,754,528



Department of Parks and Recreation



Section 5: Housing, Land Use, Environment & Transportation



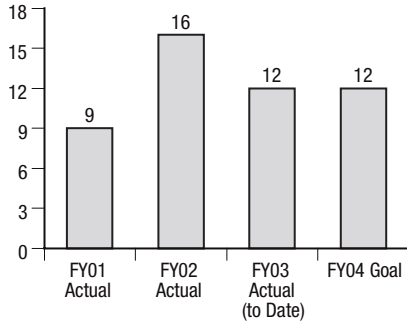
Public Purpose

- ➔ Provide, protect, and preserve regional parklands for the enjoyment, education, and inspiration of this and future generations



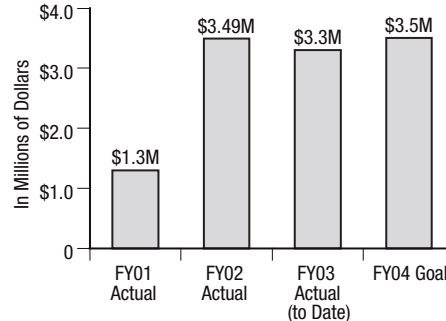
Desired Results

Ensure that the department meets its financial responsibilities for sustaining and expanding the existing regional park system by applying for grants from state and federal governments, private and public foundations, and other organizations.



Number of Grants Applied for Annually

FY 2004 Initiative: Apply for 12 grants by June 2004 to supplement CIP funding.



Total Grant Funding Awarded Per Year



Ensure that the department meets the regional recreation, trail and open space needs of the public by expanding the parks system and providing quality park facilities.

Data under development for FY 2005

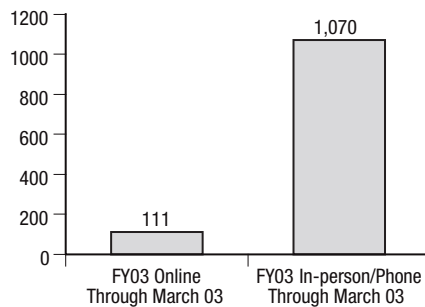
Public Opinion Survey

Data under development for FY 2005

Number of Outdoor Recreation Programs

FY 2004 Initiatives: Inventory outdoor recreation programs provided by staff and volunteers; Inventory outdoor recreation programs provided by annual permit and special permit holders and other commercial and education partners; Establish a baseline from which to develop an Outdoor Recreation Program Plan.

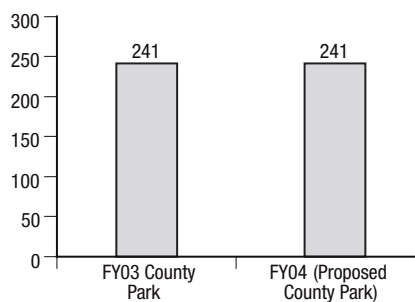
Ensure the department meets the responsibility of sustaining and expanding the existing regional park system by increasing public awareness of website-based services and increasing camping and group picnic revenue.



Number of Group Picnic and Camping Reservations

FY 2004 Initiative: Increase customer use of department website for group picnic and camping reservations.

Meet the community's need for regional recreation by developing and maintaining trails.



Total Miles of County Park and Regional Trails

FY 2004 Initiative: Establish an Interagency Trails Committee to initiate a trail inventory of countywide/regional trails; encourage local adoption of the Countywide Trails Master Plan; reassess regional trail priorities; and pursue partnerships for acquisition/joint implementation.

Note: Regional trails will be inventoried in FY 2004 and reported in FY 2005.



Description of Major Services

The Department of Parks and Recreation administers the County's parks and recreation programs, operates and maintains the 27 diverse parks, and works with other jurisdictions to develop complementary park and recreation programs. The Department maintains more than 44,000 land acres and 3,640 lake acres. There are more than 241 miles of trails available for public use and visitors have access to 40 group picnic sites, five camping parks, six boating parks, two golf courses, three archery ranges, a motorcycle park, and rifle/pistol and trap/skeet ranges.

The Park Charter was initially approved by voters in 1972. In 1996, voters approved a twelve-year extension to the Park Charter through and including FY09. In anticipation of the reduction of available funding in FY03, the Department began a Revenue Enhancement Program in FY98, aimed at increasing revenues through the creation of new and innovative programs.

Administration of a Growing Regional Park System

The desired result of this service is to ensure that the Department meets regional recreation and open space needs. This entails partnering with community and other recreation and open space providers in order to create a vision for park and trail development, provide a county-wide network of regional parks and trails, expand park facilities and services, and ensure that the public's need and desire for recreational programs is met. The three basic services provided by Parks administration are strategic planning, master planning, and construction services.

Administrative Financial Service

The desired result of these services is to ensure that the Department meets its financial responsibilities for sustaining and expanding the existing regional park system. The services provided by this division are applying for grant funding and increasing public awareness of group picnic and camping in parks, in order to increase revenue.

Natural Resource Management Program

The desired result of this program is to preserve and protect the Department's natural resources while providing safe, appropriate access to recreational opportunities in the park system. The services of this program are:

- Natural resource protection and preservation
- Habitat restoration and enhancement
- Environmental regulation compliance
- Natural resource management planning
- Public use and resource protection
- Natural resource inventory and monitoring
- Leadership and best practices related to maintenance activities

Park Operations and Public Safety

The desired result of this service is to provide quality customer service, visitor safety, public education, and resource protection. This service will ensure that the Department protects natural resources by maintaining and restoring natural habitats and ecosystems, and that Park Rangers work within a structured plan to achieve adequate customer service and safety standards for the various types of patrols.

Park Maintenance

The desired result of this service is to promote visitor enjoyment by ensuring that park facilities are clean, safe, functional, and attractive. This Division operates programs and employs work crews to provide the following services:

- Custodial services
- Facility and equipment maintenance and repair
- Small project construction
- Turf and landscape maintenance
- Material and supply warehousing and distribution

Construction Services

The desired result of this service is to meet the community and departmental needs for development of park facilities and amenities through design, construction and quality control services. Services provided by this division include design and management of construction, rehabilitation and renovation of park facilities represented in the Department's Capital Improvement Projects Plan, Strategic Plan, Trails Master Plan and individual park master plans.



County Executive's Recommendation

The department does not have a budget reduction target because it is not supported by the general fund. However, the department has submitted a prudent budget that deletes two positions in an effort to streamline its staff. Three additional positions are requested; two of these will substantially decrease extra help use and one is offset by 75% grant funding. Ongoing funding is requested for Integrated Pest Management implementation. One-time funding for necessary equipment is included, as well as several capital projects related to Parks facilities and new land acquisitions. The Park Charter Fund and grants will support all augmentations to the Parks budget.

Delete Two Positions

Recommendation: Delete the following vacant positions:

- 1.0 FTE Park Deputy Director (A68) - \$129,456
- 1.0 FTE Park Maintenance Worker Lead (T27) \$68,172

Impact on Services: The Parks Deputy Director position is one of two deputy positions, both of which report directly to the Parks Director. Historically these two executive management positions have divided their duties so one provides leadership for maintenance and operations, while the other is responsible for planning and programs. The deletion of one position will necessitate reorganization of duties, with the Parks Director, the remaining deputy and other managers taking on a greater scope of responsibility.

The Maintenance Worker Lead position was created to lead the roving maintenance crew from the Elmwood Correctional Facility. This crew is no longer operational, as the arrangement with Elmwood failed to meet expectations. Therefore, the lead position is no longer needed.

Total Ongoing Reduction: (\$197,628)

Add Two Positions and Reduce Extra Help Hours

Recommendation: Add the following positions and reduce extra-help hours accordingly:

- 1.0 FTE Park Ranger (T09) - \$67,872

- Reduce 2,900 Seasonal Park Ranger hours - \$75,062
- 1.0 FTE Range Master I (T38) - \$62,412
- Reduce 2,080 extra-help hours at Field Sports Park \$44,150

Impact on Services: The Park Ranger position will meet the demand of the soon-to-be-opened Harvey Bear/Mendoza Ranch, and will replace 2,900 seasonal park ranger hours. The permanent full-time Range Master position will provide a greater level of service to Field Sports Park than the 2,080 extra help hours formerly used to staff the firearms sporting facility. The reduction in extra help hours will offset 75% of the cost of the new Range Master.

Net Cost: \$11,072

Total Cost: \$130,284

Offset by extra help hours reduction: (\$119,212)

Add Position for Motorcycle Park

Recommendation: Add 1.0 FTE Heavy Equipment Operator (M18) - \$60,972

Impact on Services: This position will provide track and trail grooming for Motorcycle Park, thereby improving the quality of the track. It is 75% offset by the State's Off Highway Vehicle Grant.

Net Cost: \$15,243

75% offset by state grant: \$45,729
Full Year Ongoing New Cost: \$60,972

Integrated Pest Management Implementation

Recommendation: Allocate \$44,150 for Integrated Pest Management (IPM) implementation

Impact on Services: This funding will supply the necessary tools and contract services to provide an alternative method of weed abatement on parklands, in compliance with the County's new IPM ordinance.

Total Ongoing New Cost: \$44,150

Contingency Reserve for Parks Operations

Recommendation: Appropriate a 2% contingency reserve for Parks operations, in the amount of \$450,000.

Impact on Services: The contingency reserve is re-established annually and used for emergency funding and unanticipated budget augmentations.

Total One-Time New Cost: \$450,000

One-Time Fixed Asset Purchases

Recommendation: Allocate funding of \$110,700 to purchase the following items:

Item	Amount
Five (5) Fire Pumpers, to be mounted on five park patrol units for fire suppression capability.	\$41,500
One (1) Honda Rincon all terrain vehicle to patrol trails and track at Motorcycle Park (\$8,000 is 75% offset by state off-highway vehicle grant).	\$2,000
One (1) Equipment Trailer to replace unsafe trailer	\$5,500
One (1) Trailer Office for Mounted Ranger Unit	\$15,200
Two (2) Computer Servers, to replace and consolidate 5 old servers.	\$30,000
One (1) Color Laser Printer to be used by all units.	\$6,000
One (1) GPS Hand Held Unit, to be used or existing trail maintenance and new trail construction.	\$6,500
Total	\$106,700

Total One-Time New Cost: \$106,700

Capital Projects and Land Acquisition

Consistent with prior years, the Department's Capital Improvement Plan budget recommendation for FY 2004 was developed and recommended through the Parks and Recreation Commission CIP review process, which was open to the public. The following is a listing of capital improvement projects for FY 2004, endorsed by the Commission on April 2nd, 2003. The funding for the projects consists of Park Charter Funds and grants from Proposition 12. The total one-time cost of the CIP projects is estimated at \$1,890,000. The total one-time cost for land acquisition is \$4,945,000 and the one-time cost for capital improvement contingencies is \$500,000.

Anderson Exit Road and Vasona Roadway Repaving

This project is Parks' FY 2004 Paving Management Program. To comply with safety and maintenance standards of road maintenance, it includes the exit road at Anderson and the roadway at Vasona County Park. The project is partially funded by State grant revenue of Proposition 12, the Roberti-Z'berg-Harris portion.

Total One-Time Cost: \$425,000

Ed Levin South Bay Aqueduct Water Pump

This project is to upgrade the existing water pump for the Sandy Wool Lake and the Golf Course at Ed Levin County Park. The upgrading will connect the water pump to the renovated South Bay Area Aqueduct (SBA) to provide adequate water supply.

Total One-Time Cost: \$250,000

Ed Levin Sandy Wool Lake Dam Repair

This project is for repair of a dam at Sandy Wool Lake in Ed Levin County Park. The riprap installation on the face of the dam will comply with regulatory and safety regulations as required by the California Division of Safety of Dams. The existing dam at the Sandy Wool Lake has been eroded, and poses a safety hazard.

Total One-Time Cost: \$100,000

Los Gatos Creek Waterline Replacement

This project is for installation of proper equipment for backflow prevention and separation of potable and non-potable water. The backflow prevention equipment at the newly constructed picnic shelter will insure the quality of drinkable water. This project is part of the improvements noted in the Master Plan. This project is funded by State grant revenue of Proposition 12, Per Capita portion.

Total One-Time Cost: \$200,000

Coyote Creek Parkway Master Plan

This project is to prepare Master Plan and environmental documentation for the area between Metcalf and Malaguerra. The project scope will include development of a comprehensive Master Plan, with corresponding environmental studies and CEQA documentation; outlining the resource management principles and practices with interpretive plans; and providing guidelines for future recreational options in the area. This project is funded by State grant revenue of Proposition 12, Per Capita portion.

Total One-Time Cost: \$250,000

Swimming Feasibility Study

In response to the public demand for an open water area designated for swimming, this project will identify feasibility sites within the County parks system to develop a lagoon-style swimming facility. All reservoirs within the Parks system are owned by the Water District. All but two have a state-mandated exclusion

for swimming, and swimming is not currently permitted in any County park facility. A few Master Plan studies have identified the potential for development of swimming lagoons separate from reservoirs at three reservoir parks.

Total One-Time Cost: \$80,000

Field Sports Park Rifle/Pistol Range Apron

To comply with regulatory requirements for collecting bullet casings that are contaminated with lead, this project will install a concrete apron onto the shooting gallery of the Rifle/Pistol Range at Field Sports Park.

Total One-Time Cost: \$35,000

Diocese Property Trail Improvement

This project is to implement trail improvements noted in the Master Plan at Rancho San Antonio County Park. The project will link several existing trail routes, access points, and staging areas, including some new improvements.

Total One-Time Cost: \$50,000

Capital Improvement Contingency

Appropriate a contingency reserve for capital projects for unanticipated costs or underestimated needs, and provide a source of funding to address emergency health and safety issues.

Total One-Time Cost: \$500,000

Historical Heritage Preservation Project

Appropriate annual funding for Historical Heritage Preservation projects, 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 Acquisition

Appropriate funding for general parkland acquisition as mandated by Park Charter. Specific acquisitions will be determined as the opportunity arises. All parkland acquisitions will require future Board approval.

Total One-Time Cost: \$4,945,440

County Parks And Recreation — Budget Unit 0710 Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
5901	Parks Capital Project Fund				1,050,000	1,050,000	
5902	Parks HHC Fund				500,000	500,000	
5903	Parks Acquisition Fund				4,945,440	4,945,440	
5904	Administration	1,650,635	1,749,076	1,749,076	1,583,787	(165,289)	-9
5905	Parks Capital Project Grant				840,000	840,000	
5907	Long-Range Planning And Property Management	1,059,398	998,164	998,164	1,037,539	39,375	4
5908	Construction Services	202,823	517,231	517,231	532,648	15,417	3
5909	Customer and Business Services	30,101,290	29,107,613	48,361,503	22,992,324	(6,115,289)	-21
5910	Park Operations	6,494,951	9,928,320	9,985,110	9,092,943	(835,377)	-8
5911	Park Maintenance	6,261,176	7,239,474	7,396,474	7,934,107	694,633	10
	Total Expenditures	45,770,273	49,540,370	69,008,050	50,509,280	968,910	2%



County Parks And Recreation — Budget Unit 0710

Revenues by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
5901	Parks Capital Project Fund				50,000	50,000	0
5902	Parks HHC Fund				500,000	500,000	0
5905	Parks Capital Project Grant				840,000	840,000	0
5907	Long-Range Planning And Property Management	1,689,671	1,677,194	1,677,194	1,604,880	(72,314)	-4
	39 County Parks & Recreation Fund	(1,689,671)	1,677,194	1,677,194	1,604,880	(72,314)	-4
5909	Customer and Business Services	49,153,621	49,961,381	59,093,823	47,959,663	(2,001,718)	-4
5910	Park Operations	330,768			51,729	51,729	0
	Total Revenues	51,174,060	51,638,575	60,771,017	51,006,272	(632,303)	-1%

Parks Capital Project Fund — Cost Center 5901

Major Changes to the Budget

	Positions	Appropriations	Revenues
County Park Fund-Discretionary (Fund Number 0056)			
FY 2003 Approved Budget			
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			
			0
Subtotal			
Recommended Changes for FY 2004			
1. Capital Improvement Program		1,050,000	50,000
This action includes the Parks Capital Improvement Program (CIP) projects as recommended by the Parks and Recreation Commission, including:			
◆ Anderson and Vasona Road Paving - \$150,000			
◆ Ed Levin South Bay Acqueduct Water Pump - \$250,000			
◆ Ed Levin Sandy Wool Lake Dam Repair - \$100,000			
◆ Rancho San Antonio Diocese Property Trail Improvement - \$50,000			
◆ Parks Capital Improvement Plan Contingency - \$500,000.			
Subtotal		0.0	50,000
Fund Subtotal		0.0	50,000
Total Recommendation		1,050,000	50,000



**Parks HHC Fund — Cost Center 5902
Major Changes to the Budget**

	Positions	Appropriations	Revenues
County Parks & Recreation Fund (Fund Number 0039)			
Historical Heritage Projects (Fund Number 0065)			
FY 2003 Approved Budget			
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			
0			
Subtotal			
Recommended Changes for FY 2004			
1. Capital Improvement Program		500,000	500,000
This action includes the Parks Capital Improvement Program (CIP) project for Historical Site Preservation as recommended by the Parks and Recreation Commission.			
Subtotal		0.0	500,000
Fund Subtotal		0.0	500,000
Total Recommendation		500,000	500,000

**Parks Acquisition Fund — Cost Center 5903
Major Changes to the Budget**

	Positions	Appropriations	Revenues
County Park Fund - Acquisition (Fund Number 0066)			
FY 2003 Approved Budget			
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			
0			
Subtotal			
Recommended Changes for FY 2004			
1. Capital Improvement Program		4,945,440	
This action reflects FY 2004 funding for land acquisition in the Parks Capital Improvement Program (CIP) as mandated by the Parks Charter.			
Subtotal		0.0	4,945,440
Fund Subtotal		0.0	4,945,440
Total Recommendation		4,945,440	



Administration — Cost Center 5904 Major Changes to the Budget

	Positions	Appropriations	Revenues
County Parks & Recreation Fund (Fund Number 0039)			
FY 2003 Approved Budget	12.0	1,749,076	
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		26,801	
Internal Service Funds Adjustment		(684)	
Other Required Adjustments		(61,950)	0
Subtotal	12.0	1,713,243	
Recommended Changes for FY 2004			
1. Delete 1.0 Deputy Director of Parks (A68)	-1.0	(129,456)	
Delete vacant Deputy Director of Parks position in order to reduce expense to the Park Charter Fund.			
Subtotal	-1.0	(129,456)	0
Total Recommendation	11.0	1,583,787	

Parks Capital Project Grant — Cost Center 5905 Major Changes to the Budget

	Positions	Appropriations	Revenues
County Park Fund - Grants (Fund Number 0067)			
FY 2003 Approved Budget			
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal			
Recommended Changes for FY 2004			
1. Capital Improvement Program		840,000	840,000
This action includes the Parks Capital Improvement Program (CIP) projects as recommended by the Parks and Recreation Commission, including:			
◆ Anderson and Vasona Road Repaving - \$275,000			
◆ Los Gatos Creek Water Line Replacement - \$200,000			
◆ Coyote Creek Parkway Master Plan - \$250,000			
◆ Parkwide Swimming Feasibility Study - \$80,000			
◆ Field Sports Park Rifle/Pistol Range Apron - \$35,000			
All appropriations are offset by grants from Proposition 12.			
Subtotal	0.0	840,000	840,000
Fund Subtotal	0.0	840,000	840,000
Total Recommendation		840,000	840,000



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 2003 Approved Budget	8.0	998,164	1,677,194
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		96,441	
Internal Service Funds Adjustment			
Other Required Adjustments		(57,066)	(72,314)
Subtotal	8.0	1,037,539	1,604,880
Recommended Changes for FY 2004			
Total Recommendation	8.0	1,037,539	1,604,880

Construction Services — Cost Center 5908

Major Changes to the Budget

	Positions	Appropriations	Revenues
County Parks & Recreation Fund (Fund Number 0039)			
FY 2003 Approved Budget	5.0	517,231	
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		34,145	
Internal Service Funds Adjustment			
Other Required Adjustments		(18,728)	0
Subtotal	5.0	532,648	
Recommended Changes for FY 2004			
Total Recommendation	5.0	532,648	

Customer and Business Services — Cost Center 5909

Major Changes to the Budget

	Positions	Appropriations	Revenues
County Parks & Recreation Fund (Fund Number 0039)			
FY 2003 Approved Budget	21.0	1,770,636	19,899,489
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		34,600	
Internal Service Funds Adjustment		98,226	
Other Required Adjustments		(159,965)	1,040,961
Subtotal	21.0	1,554,707	20,940,450
Recommended Changes for FY 2004			
1. Appropriate a 2% Contingency Reserve for Parks Operations		450,000	
The contingency reserve is re-established annually and used for emergency funding and unanticipated budget augmentations.			
		42,500	
2. One-time Fixed Asset Appropriation			



Customer and Business Services — Cost Center 5909
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
One-time appropriations for the following fixed asset purchases:			
◆ 2 Computer Servers-\$30,000			
◆ 1 Color Laser Printer-\$6,000			
◆ 1 GPS Hand-held Unit-\$6,500			
Subtotal	0.0	492,500	0
Fund Subtotal	21.0	2,047,207	20,940,450
County Park Fund-Discretionary (Fund Number 0056)			
FY 2003 Approved Budget		21,760,584	22,554,514
Board Approved Adjustments During FY 2003		6,215,931	5,708,481
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		(23,882)	
Other Required Adjustments		(7,355,920)	(7,087,626)
Subtotal		20,596,713	21,175,369
Recommended Changes for FY 2004			
Fund Subtotal	0.0	20,596,713	21,175,369
Historical Heritage Projects (Fund Number 0065)			
FY 2003 Approved Budget		500,000	500,000
Board Approved Adjustments During FY 2003		1,580,250	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(2,080,250)	(500,000)
Subtotal			
Recommended Changes for FY 2004			
Fund Subtotal	0.0	0	0
County Park Fund - Acquisition (Fund Number 0066)			
FY 2003 Approved Budget		5,076,393	5,082,378
Board Approved Adjustments During FY 2003		2,514,057	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		23,625	
Other Required Adjustments		(7,265,671)	211,466
Subtotal		348,404	5,293,844
Recommended Changes for FY 2004			
Fund Subtotal	0.0	348,404	5,293,844
County Park Fund - Grants (Fund Number 0067)			
FY 2003 Approved Budget			
Board Approved Adjustments During FY 2003		3,423,961	3,423,961
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(3,423,961)	(3,423,961)
Subtotal			
Recommended Changes for FY 2004			
County Park Fund - Interest (Fund Number 0068)			



Customer and Business Services — Cost Center 5909

Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
FY 2003 Approved Budget			1,925,000
Board Approved Adjustments During FY 2003		5,708,481	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(5,708,481)	(1,375,000)
Subtotal			550,000
Recommended Changes for FY 2004			
Fund Subtotal	0.0	0	550,000
Total Recommendation	21.0	22,992,324	47,959,663

Park Operations — Cost Center 5910

Major Changes to the Budget

	Positions	Appropriations	Revenues
County Parks & Recreation Fund (Fund Number 0039)			
FY 2003 Approved Budget	78.0	9,928,320	
Board Approved Adjustments During FY 2003	6.0	56,790	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-4.0	413,507	
Internal Service Funds Adjustment		(37,555)	
Other Required Adjustments		(1,343,227)	0
Subtotal	80.0	9,017,835	
Recommended Changes for FY 2004			
Internal Service Fund Adjustments		-	-
Fleet Reduction		(30,060)	0
1. All Terrain Vehicle		8,000	6,000
One-time appropriation for the purchase of one Honda Rincon 650 All Terrain Vehicle Quad, offset by one-time revenue from State Off-Highway Vehicle Grant.			
		41,500	
2. Fire Pumpers			
One-time appropriation for the purchase of five 50-gallon fire pumps.			
		15,500	
3. Mounted Ranger Trailer Office			
One-time appropriation for a Mounted Ranger Trailer Office.			
4. Add 3.0 FTE in Park Operations and Reduce Extra Help Hours	3.0	40,168	45,729
Add 1.0 FTE Heavy Equipment Maintenance Helper (M18) at the Motorcycle Park (75% funded by the State's Off Highway Vehicle Grant). In addition, add 10 the following 2 positions and reduce extra help hours accordingly:			
◆ Add 1.0 Parks Rangemaster I (T38) at Field Sports Park and reduce 2,080 extra help hours			
◆ Add 1.0 Park Ranger (T09) at Harvey Bear/Mendoza Ranch and reduce 2,900 extra help hours			
Subtotal	3.0	75,108	51,729
Total Recommendation	83.0	9,092,943	51,729

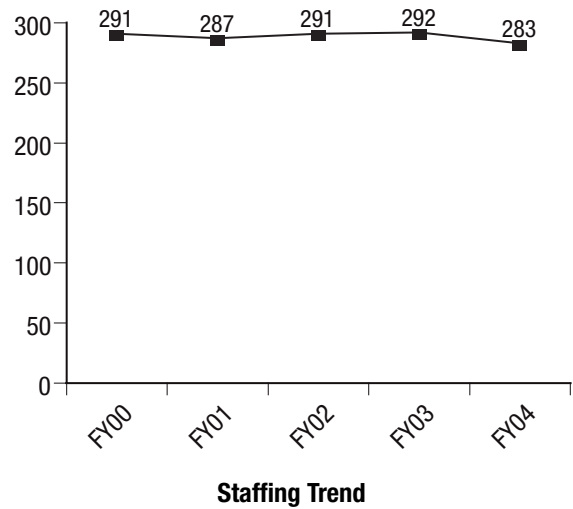
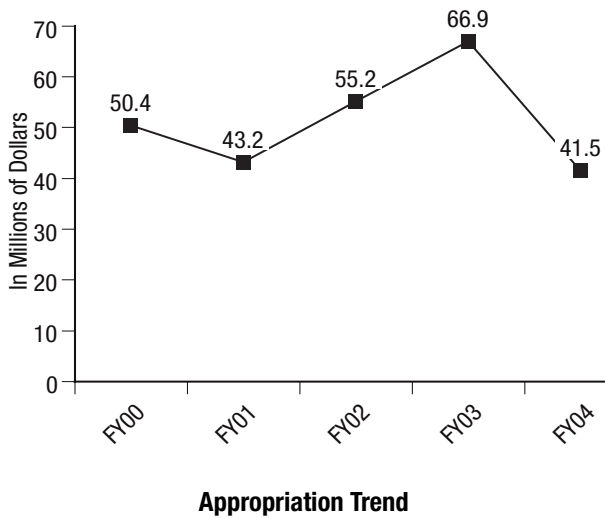
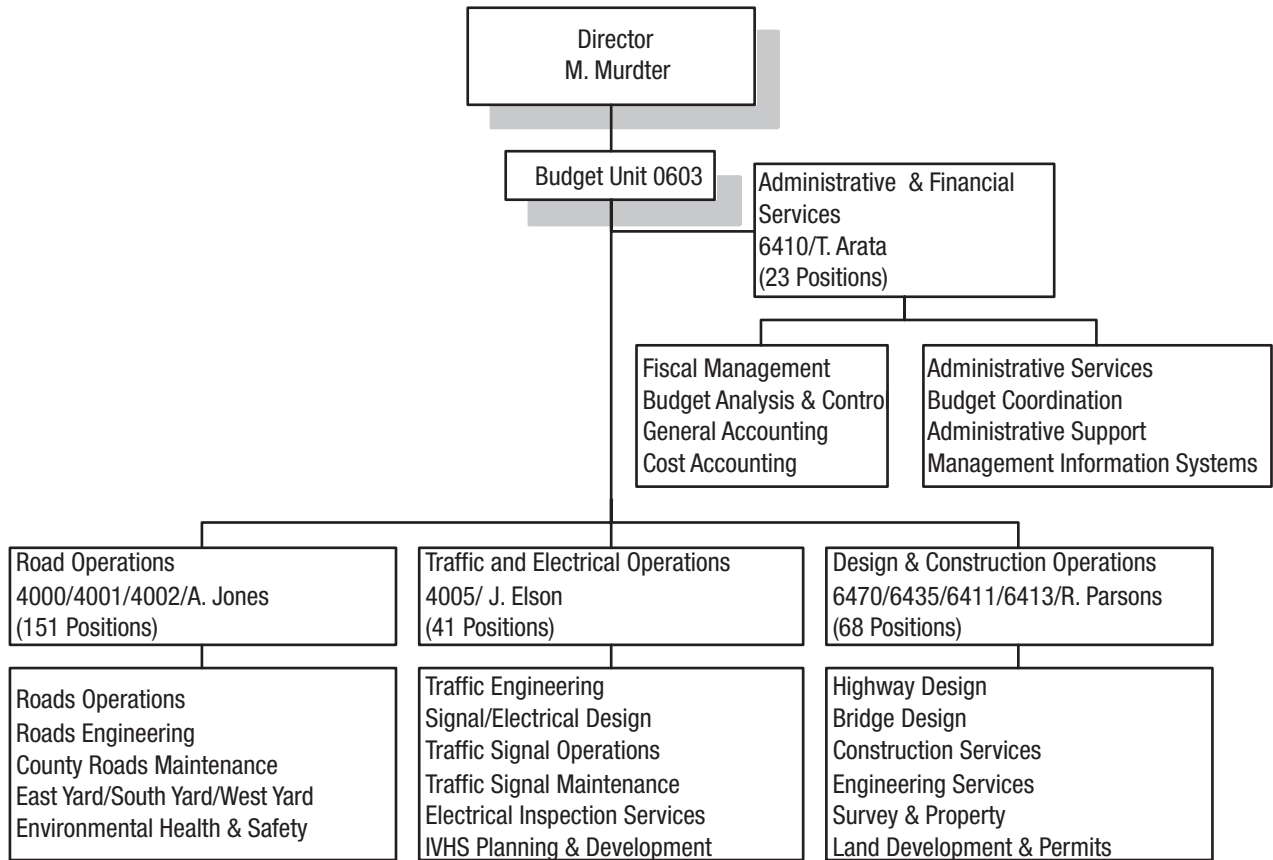


Park Maintenance — Cost Center 5911
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Parks & Recreation Fund (Fund Number 0039)			
FY 2003 Approved Budget	73.0	7,239,474	
Board Approved Adjustments During FY 2003		157,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	4.0	593,860	
Internal Service Funds Adjustment		2,973	
Other Required Adjustments		(27,658)	0
Subtotal	77.0	7,965,649	
Recommended Changes for FY 2004			
Internal Service Fund Adjustments			
Fleet Reduction		(13,020)	0
1. Delete 1.0 FTE in Maintenance 1	-1.0	(68,172)	
Delete 1.0 Park Maintenance Lead Worker (T27) in Maintenance 1.			
		5,500	
2. One-Time Object 4 Expense in Park Maintenance			
One-time funding for a replacement equipment transport trailer for the Grounds Crew Unit.			
		44,150	
3. Implement Integrated Pest Management Program			
Ongoing costs to implement IPM Program:			
◆ \$19,750-Tools and equipment			
◆ \$14,400-Contract for weed abatement services			
◆ \$6,000-Vegetation management			
◆ \$4,000-Equipment maintenance			
Subtotal	-1.0	(31,542)	0
Total Recommendation	76.0	7,934,107	



Roads Department

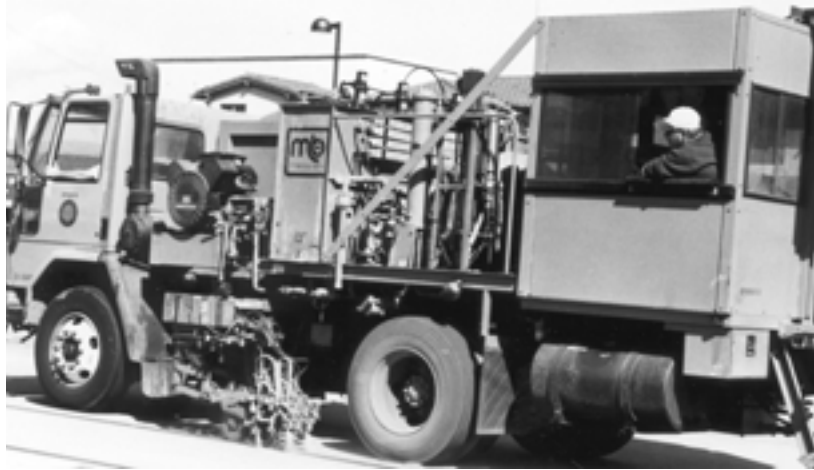


Section 5: Housing, Land Use, Environment & Transportation



Public Purpose

- ➔ **Promote the economic vitality and quality of life of the County by ensuring the safety of the traveling public and accommodating road travelers**



Performance-based Budget Information

Service Area: Housing, Land Use, Environment and Transportation

Department: Roads Department

Public Purpose: Promote the economic vitality and quality of life of the County by ensuring the safety of the traveling public and accommodating road travelers

Activity: Traffic Management

Program Objectives:

- ◆ Provide ongoing roadway monitoring and traffic engineering services as needed, or in conjunction with capital improvement projects
- ◆ Optimize traffic signal timing
- ◆ Install and maintain traffic control devices to mitigate recurrent traffic congestion

Performance Indicators	FY 2001 Actual	FY 2002 Actual	FY 2003 Projected	FY 2004 Estimate
Workload				
1. Percentage of Engineering Study Requests requiring action (changes to control devices, speed limits, or a future construction project to address an identified deficiency)	NA	85%	67%	75%
2. Metal Beam Guard Rail Projects in total lineal feet/Fiscal Year	5,992	4,688	9,262	3,000
Analysis: Traffic Engineering services include monitoring roadway conditions, mitigating existing deficiencies, and identifying future improvement needs. Traffic engineering studies are typically initiated by the public, law enforcement agencies, County maintenance forces, other cities, school districts, or by referral from the Board of Supervisors. The quantity of requests received is driven by customer demand. Most requests require a traffic engineering study. This performance measurement relating to engineering studies tracks the percentage of requests received that result in an action taken, such as changes to control devices, speed limits, or a future construction project to address an identified deficiency.				
Metal beam guard rail is installed as a direct result of engineering studies.				
Effectiveness				
Average Travel Speed (miles per hour)				
1. Average travel speed on <i>all expressways</i> during a.m. peak hours - General Use Lanes	29.24	28.45	28.53	28.13
2. Average travel speed on <i>all expressways</i> during p.m. peak hours - General Use Lanes	30.09	27.76	29.18	28.38
3. Average travel speed of <i>General Use lanes on expressways with HOV lanes</i> - a.m. peak hours	NA	26.45	26.65	26.25
4. Average travel speed of <i>General Use lanes on expressways with HOV lanes</i> - p.m. peak hours	NA	26.68	27.98	27.25

Performance-based Budget Information

Performance Indicators, continued	FY 2001 Actual	FY 2002 Actual	FY 2003 Projected	FY 2004 Estimate
5. Average travel speed on <i>expressway HOV lanes</i> during a.m. peak hours	NA	33.04	35.68	35
6. Average travel speed on <i>expressway HOV lanes</i> during p.m. peak hours	NA	32.06	36.30	36
Number of Stops per Mile				
1. Total number of stops per mile on <i>all expressways</i> during a.m. peak hours - General Use Lanes	NA	0.86	0.85	0.84
2. Total number of stops per mile on <i>all expressways</i> during p.m. peak hours - General Use Lanes	NA	0.91	0.77	0.85
3. Total number of stops per mile on <i>General Use Lanes on expressways that have HOV lanes</i> - a.m. peak hours	NA	1.02	1.00	0.98
4. Total number of stops per mile on <i>General Use Lanes on expressways that have HOV lanes</i> - p.m. peak hours	NA	0.94	0.82	0.90
5. Total number of stops per mile on <i>expressway HOV lanes</i> during a.m. peak hours	NA	0.75	0.81	0.77
6. Total number of stops per mile on <i>expressway HOV lanes</i> during p.m. peak hours	NA	0.76	0.50	0.69
Bridge Sufficiency Rating				
1. Percentage of County bridges with a sufficiency rating above 50	77%	77%	77%	77%

Analysis: Traffic Management - The Department strives to maximize the average travel speed and minimize the number of stops/mile on the expressways during peak hours. This is achieved by a combination of synchronizing and adjusting traffic control devices. The expressway average speed measurements project a decline of average speed for both general use lanes and HOV lanes in FY 2004, based on the assumption that traffic will increase slightly as the result of a stronger economy. The total number of stops/mile during AM peak hours is projected to decrease slightly on all lane types in FY 2004. The number of stops/mile is projected to increase slightly on all lane types during the PM peak hours, based on the fact that more traffic is on our roads during the PM hours.

The ongoing operation of the traffic control and synchronization systems involves constant monitoring of traffic volumes, speeds, and travel conditions on all of the County expressways. When a traffic condition change is noticed, signal operation is adjusted to accommodate the change. The data gathered on a routine basis is input for a traffic model to analyze the operation for efficiency and potential time delays. Any changes in the traffic timing parameters are then verified by measurements in the field and new data is then gathered for input to the next modeling effort. The data gathered helps to determine the optimum signal timing for the expressways and the efficiency and effectiveness of the High Occupancy Vehicle (HOV) lanes that are on several of the expressways.

A Comprehensive County Expressway Planning Study is nearing completion. The study will serve as a long range strategic plan for the improvement and maintenance of the expressway system. Implementation of all or part of the study's recommendations will assist in reducing the number of stops and increase the average travel speed during peak hours.

Bridge Sufficiency Rating: The Bridge Sufficiency Rating (SR) is used as a tool to determine eligibility for Highway Bridge Replacement Program (HBRR) funds. Caltrans develops a bridge sufficiency rating for bridges on the State system and sets a sufficiency rating threshold for the use of HBRR funds. Sufficiency rating factors include: Structural Adequacy and Safety; Serviceability and Functional Obsolescence; and Essentiality for Public Use.

Bridges with a SR below 50 are candidates for bridge replacement funds. Bridges with a SR below 80 are eligible for bridge rehabilitation funds. As bridge replacement and rehabilitation projects are completed, the overall percentage of County bridges with an SR *above* 50 will increase.



Performance-based Budget Information

Activity: Property Management

Program Objectives:

- ◆ Provide responsive and effective land development, survey, inspection, permit and property services

Performance Indicators	FY 2001 Actual	FY 2002 Actual	FY 2003 Projected	FY 2004 Estimate
Responsiveness				
1. Percentage of Land Development applications completed within 15 days	94%	90%	90%	90%
2. Percentage of Environmental Reviews successfully completed within 30 days	94%	85%	85%	90%
3. Percentage of inspections responded to within 24 hours of request	80%	80%	85%	89%

Analysis: The Land Development unit 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 project traffic impacts, or installing new driveways according to County standards. The quantity of work in the Land Development area is driven by customer demand. The goal is to process permits, complete environmental reviews, and respond to inspection requests in a timely manner. The performance measures indicate that the Land Development unit continues to provide efficient services to their customers.

Activity: Road and Expressway Infrastructure Improvement and Preservation

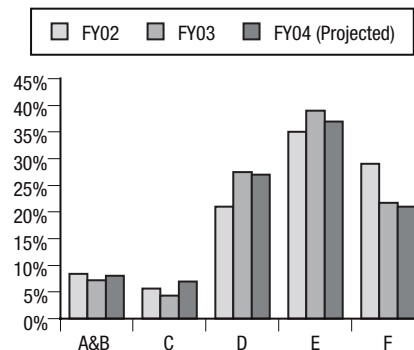
Program Objectives:

- ◆ Maintain, repair and replace paved surfaces, bridges and traffic signals
- ◆ Repair and replace road signage, pavement striping and road markings, and street lights
- ◆ Maintain and improve other road features to ensure safety and to minimize life-cycle costs

See analysis beneath the LOS (level of service) graph

Desired Result

Road and Expressway Infrastructure is Improved and Preserved by maintaining, repairing, and replacing paved surfaces, bridges, traffic signals, road signage, striping & markings, guardrails, street lights, and other road features to ensure the safety of the traveling public and minimize life-cycle costs.

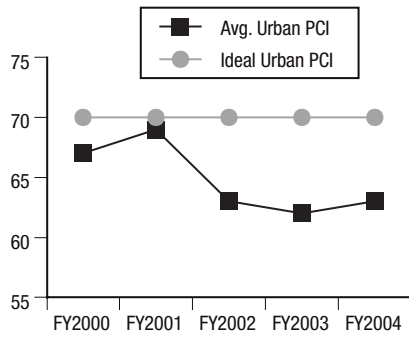


**Intersection Level of Service - PM Peak Hour for
69 Targeted County Expressway Intersections**

The capacity of the County expressway system reflects its ability to accommodate a moving stream of people or vehicles and in turn, illustrates the relative number of vehicles that can be carried on a roadway segment or passed through an intersection. The Level of Service (A through F) assigned to a roadway or intersection provides a qualitative measure that will characterize operational conditions within a traffic stream and their perception by the motorists and/or passengers. The descriptions of individual levels of service characterize these conditions in terms of such factors as speed, travel time, freedom to maneuver, traffic interruptions, comfort, and convenience.

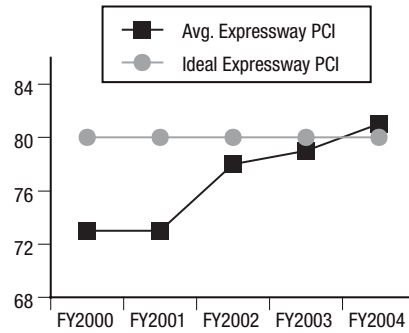
There are six Levels of Service (LOS) defined qualitatively and designated by letters A through F. Level of service for signalized intersections is defined in terms of delay, which is a measure of driver discomfort and frustration, fuel consumption, and lost travel time. Specifically, level of service is stated in terms of average stopped delay per vehicle for a given analysis period. The qualitative definition of Level of Service is as follows:

- ❑ LOS A describes operation with very low delay, up to 5 seconds per vehicle. This level occurs when progression is extremely favorable and most vehicles arrive during the green phase. Most vehicles do not stop at all.
- ❑ LOS B describes operations with delay greater than 5 and up to 15 seconds per vehicle. This level generally occurs with good progression, short cycle lengths, or both. More vehicles stop than with LOS A, causing higher levels of average delay.
- ❑ LOS C describes operations with delay greater than 15 and up to 25 seconds per vehicle. These higher delays may result from fair progression, longer cycle lengths, or both. Individual cycle failures may begin to appear at this level. The number of vehicles stopping is significant at this level, though many still pass through the intersection without stopping.
- ❑ LOS D describes operations with delay greater than 25 and up to 40 seconds per vehicle. At level D, the influence of congestion becomes more noticeable. Longer delays may result from some combination of unfavorable progression, long cycle lengths, or high v/c ratios. Many vehicles stop, and the proportion of vehicles not stopping declines. Individual cycle failures are noticeable.
- ❑ LOS E describes operations with delay greater than 40 and up to 60 seconds per vehicle. This level is considered by many agencies to be the limit of acceptable delay. These high delay values generally indicate poor progression, long cycle lengths, and high v/c ratios. Individual cycle failures are frequent occurrences.
- ❑ LOS F describes operations with delay in excess of 60 seconds per vehicle. This level, considered unacceptable to most drivers, often occurs when arrival flow rates exceed the capacity of the intersection. It may also occur at high v/c ratios below 1.0 with many individual cycle failures. Poor progression and long cycle lengths may also be major contributing causes to such delay levels.
- ❑ The Roads and Airports Department has set LOS D as the goal for the operation of the intersections on the Expressway system. As part of the County's congestion management program, major intersections are monitored on an annual basis and a list of "deficient" intersections is prepared for consideration of potential capital or operational projects. From this list, projects are selected for minor or major modifications to raise the LOS from the level of E or F to LOS D.
- ❑ The Comprehensive County Expressway Planning Study will identify long range operation and maintenance improvements, as well as a funding strategy, to drastically reduce congestion and improve the Level-of-Service on the expressway system.



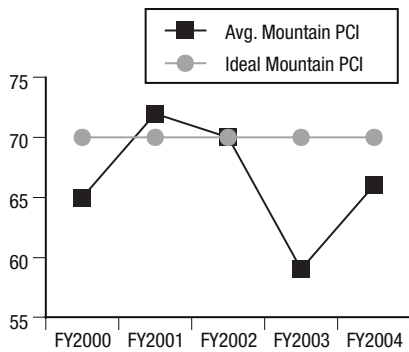
Average Pavement Condition Index (PCI) - Urban Pockets

Measure: PCI of 100 indicates new pavement



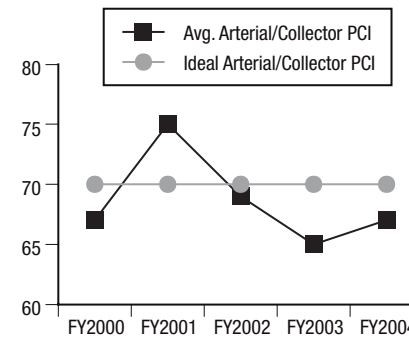
Pavement Condition Index (PCI) - Expressways

Measure: PCI of 100 indicates new pavement



Average Pavement Condition Index (PCI) - Mountain Roads

Measure: PCI of 100 indicates new pavement



Average Pavement Condition Index (PCI) - Arterial/Collector Roads

Measure: PCI of 100 indicates new pavement

The County’s road system is comprised of some 636 miles of unincorporated roads and a 62-mile expressway system that carries over 500,000 vehicles daily. The County expressway system is unique since Santa Clara County is the only county in the state that solely maintains an expressway system. 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, Unincorporated: 70)

The Pavement Condition Index rates the condition of pavements on a scale of 0 to 100. A higher value of PCI indicates a better pavement condition. The PCI rating scale is as follows:

- Excellent: PCI 90-100 Pavements are most likely newly constructed or resurfaced and have few or no distresses.
- Very good: PCI 75-89 Pavements require mostly preventative maintenance and have only low levels of distress such as minor cracks or surface flaking.
- Good: PCI 60-74 Pavements exhibit some low-severity distresses but still have satisfactory ride quality. Pavements at the low end of the "Good" range have significant levels of distress and may require a combination of rehabilitation and preventative maintenance to keep them from deteriorating rapidly.



- ❑ Fair: PCI 45-59 Pavements are deteriorated and require immediate attention, including rehabilitative work; ride quality is significantly inferior to the better pavement categories above.
- ❑ Poor: PCI 25-44 Pavements have extensive amounts of distresses and require rehabilitation or reconstruction. Pavements in this condition significantly affect the speed and flow of traffic.
- ❑ Very poor: PCI 0-24 Pavements need reconstruction and are difficult to drive on.

The PCI rate for all categories of roads has been steadily increasing over the last four years due to the Department's execution of the 1996 Measure B

Pavement Management Program. In addition, the Department has received other revenues (AB 2928/Prop. 42, TEA-21, etc.) that have enabled the Department to increase the level of pavement maintenance and repair. While most of the revenues from these various funding programs have been received and programmed for various projects, the availability of capital project funding is forecast to decline over the next several fiscal years, which will translate into a decline of PCI levels for all categories of roads.

Description of Major Services

The County of Santa Clara is the only county in the State of California that operates and maintains its own expressway systems. In addition to the approximately 62 miles of expressways, the Department's programs cover approximately 636 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 Department is comprised of the following divisions: Road and Fleet Operations, Design and Construction Operations, Traffic and Electrical Operations, and Department Administration.

Roadway Preservation: The desired result of this service is to promote roads and expressway infrastructure improvement and preservation by performing appropriate maintenance and repair activities in a timely and cost-effective manner. The service includes road resurfacing, rehabilitation, preventive and stopgap maintenance.

Traffic Operations: The desired result of this service is to promote traffic management by optimizing traffic signal timing, reducing congestion, responding to traffic concerns and achieving feasible solutions to traffic issues, providing clear directions to users of county roads, and improving the overall operational conditions of the County roads.

In addition, this service provides maintenance and operation of the traffic signals on county roads. The ongoing operation of the traffic control system involves constant monitoring of traffic volumes, speeds, and

travel conditions on all of the county roadways. When a change in traffic conditions is observed, signal operation, signing and/or striping modifications are implemented to accommodate the traffic conditions. The pursuit of this service ensures safe and efficient operation of the county road system.

Design: The desired result of this service is to promote road and expressway infrastructure improvement and preservation, and traffic management by effectively designing and managing road and bridge projects.

The Highway and Bridge design group works closely together in support of promoting street and infrastructure preservation. The engineering design work on highways and bridges typically results in capital projects that are advertised for contract bids. The project engineers within these units then oversee the construction of projects on county highways and bridges. These units are also tasked with the planning of improvements on Department facilities. They coordinate closely with the State and Federal funding agencies to ensure maximum funding and project compliance with contract law and funding agency policy.

Road System Improvements and Management: The desired result of this service is to promote road and expressway infrastructure improvement and preservation, and traffic management by continually improving the road system and effectively managing the Department's assets.



As traffic volumes on freeways and major arterial roadways increase, travelers seek less congested alternative routes. For the County, this means increased use of the expressway system and the use of rural roadways which originally were not intended to carry the volume of traffic now using them. It is the Department's responsibility to identify, prioritize, and implement improvements to ensure a safe and adequate system for these users. Through the development of the Department's Five Year Expenditure Plan, these needs have been acknowledged and quantified. Identified improvements include resurfacing, widening, improved alignment, intersection widening, and improved signal timing. Annually the Department prepares a Capital Improvement plan that implements the constrained funding piece of the Five Year Expenditure Plan, which addresses a portion of the programs within this service.

Improvements are also made via the use of traffic signs, guardrails, and reflectorized pavement markings. The installation and maintenance of these devices contribute to a safer road system. In addition to traffic signs, pavement markers, and guardrails, additional services are provided to install and maintain roadway appurtenances for compliance with the Americans with Disabilities Act (ADA).

Support Function: The desired result of this service is to promote optimum right-of-way and property management by providing timely responses to external clients and affording efficient and effective support services to our internal divisions.

The Survey and Property Division consists of three sections:

- Survey Section provides field and office survey services to the Department in support of the design and construction of capital projects, and management of the Roads and Airports real property.
- Property Section provides real property services to obtain the necessary Rights-of-Way for the construction of capital projects, and manages the various Roads and Airports property throughout the County.
- Plan Counter Section provides "one-stop shopping" service for the sale of all County construction projects, and maintains the archive of survey records and "as-built" County road plans.

Land Development Services consists of three groups:

- Permit Issuance Group issues encroachment permits for private work done by utility companies and private companies within a County right-of-way.
- Permit Inspection Group provides inspection services for private work performed within a County right-of-way to ensure the safety of the work and maintain the integrity of the right-of-way.
- Engineering Review Group provides comments or conditions to the following land development documents: Environmental, Land Development Applications, Improvement Plans

County Executive's Recommendation

Delete Positions

Recommendation: Delete the following positions in the Roads Department:

FTE	Code	Class Description	Vacant/Filled
3.0	N66	Road Maintenance Worker II	Vacant
2.0	K93	Electrical Electronic Assistant	Vacant
2.0	K66	Field Survey Technician	Vacant
1.0	L18	Assistant Civil Engineer	Vacant
1.0	N31	Senior Construction Inspector	Vacant
9.0		Total Deletion	

Background: The Roads Department operates within special revenue Fund 0023. Like the General Fund departments in the current economic situation, the Roads Department must reduce costs in order to maintain a balanced budget.

Impact on Services: The deletion of nine positions impacts Roads Operations and Traffic and Electrical Operations. The reduction in labor costs is consistent with the reduction in Road project funding.

Total Ongoing Reduction: (\$624,879)

Chipseal Materials

Recommendation: Increase funding for chipseal materials

Background: Asphalt deteriorates over time due to environmental conditions. A chipseal helps seal the surface and provides a coat for skid and weather resistance. The chipseal materials will be used to cover sixty miles of County roads.

Impact on Services: This action increases the funding amount for ongoing road maintenance in the Department's Annual Chipseal Program.

Total Cost: \$130,000

Light and Heavy Vehicles and Equipment

Recommendation: Increase one-time funding for light and heavy vehicles and equipment

Background: This funding recommendation relates to the procurement of vehicles and equipment such as sedans, hybrid sedans, pick-up trucks, and road maintenance vehicles.

Impact on Services: This recommendation supports the services that promote road and expressway infrastructure improvement and preservation.

Total One-time Cost: \$749,500

Contingency Reserves

Recommendation: Establish a consolidated contingency funds account for all Roads Fund activities

Background: In the Administration division, the consolidated contingency funds account is for all Road Fund activities and includes local match requirements for Capital Project grants.

Impact on Services: This recommendation supports traffic management by effectively managing the Department's assets.

Total Cost: \$302,000

Increase Reimbursements For Capital Project Labor

Recommendation: Provide for the reimbursement of labor for the cost of Traffic and Electrical Design, Survey Crew, Highway and Bridge Design, Roads Engineering Design, and Construction Inspection associated with Capital Projects.

Description	Amount
Traffic and Electrical Design	\$693,557
Survey Crew	\$737,392
Highway and Bridge Design	\$1,592,901
Roads Engineering Design	\$230,481
Construction Inspection	\$1,745,669
Total Addition	\$5,000,000

Background: Labor costs related to Capital Projects are budgeted and paid from Object One (Salaries and Benefits) then charged to individual Capital Projects in Object 2 (Services and Supplies). Reimbursements to Object One are budgeted as negative expenditures (Object 7) against Capital Projects.

Impact on Services: This recommendation supports traffic management by effectively managing the Department's assets.

Total One-time Cost: \$5,000,000

FY 2003 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 part of the project is not eligible for reimbursement.

For Measure B-funded projects, the Base Case approved by the Board 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 time to identify the variance. All projects are specifically identified in master calendars approved by the Board or Board Committee.

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. Board approval is required on all capital project proposals before implementation.

Traffic and Electrical Capital Projects

The additional funds recommended for Traffic and Electrical Capital Projects total \$650,000 in one-time funds.

Total One-time Cost: \$650,000

Maintenance Capital Projects

The additional funds recommended for Maintenance Capital Projects total \$1,635,000 in one-time funds.

Total One-time Cost: \$1,635,000

Highways and Bridges Capital Projects

The additional funds recommended for Highways and Bridges Capital Projects total \$9,899,000 in one-time funds.

Total One-time Cost: \$9,899,000

Capital Projects Combined Total: \$12,184,000

Roads Department Capital Project Plan Detail

Traffic and Electrical

Road	Treatment	Total
TOS - Capitol Expressway Segment	TOS Elements on Capitol Expressway	\$500,000
Junipero Serra Boulevard (Phase II)	Traffic Calming - Phase II Design	\$25,000
San Martin Ave/Monterey Rd RR Xing	RR Xing Improvements (VTA lead agency)	\$125,000
Total		\$650,000

Maintenance

Road	Treatment	Total
Old Santa Cruz Highway Repair	Slope Repair	\$650,000
Santa Teresa Blvd Culvert Repair	Install Culvert	\$375,000
Stevens Canyon Road Bridge Installation	Install Bridge above High Water	\$60,000
Sunnyslope Dr Drainage Project	Install Drainage System	\$25,000
Uvas Rd Retaining Wall Project	Install Retaining Wall	\$25,000
Gilroy Hot Springs Phase II - Storm Damage Repair	Creek Realignment	\$500,000
Total		\$1,635,000

Highways and Bridges

Road	Treatment	Total
County Slurry Seal Project	Slurry Seal	\$350,000
Almaden Road Repair	Digout and Overlay	\$560,000
Bear Creek Road Repair	Digout and Overlay	\$300,000
Monterey Road Project	Profile and Railroad Crossing	\$330,000
Lawrence Expy Prospect to Hwy 280	Resurfacing	\$60,000
Lawrence Expy Hwy 280 to Hwy 101	Resurfacing	\$1,186,000
Almaden Expressway Branham Ln to Harry Road	Resurfacing	\$1,240,000
Capitol Expressway Repair	Stop Gap and Pavement Repair	\$14,000



Road	Treatment	Total
McKee Road Sidewalk Installation	Sidewalk Installation	\$50,000
Almaden Expressway Pedestrian Project	Pedestrian Improvements - Design and Construction	\$1,880,000
Various Expressways	Bicycle Shoulder Delineation - Restripe for Bikes	\$600,000
Bike Detection Loops - Various Expressways	Installation of Bicycle Detection Loops	\$62,000
Elliot Street Sidewalk Improvement	Sidewalk Improvements	\$27,000
Montague Expy Improvement Project	Improvement	\$999,000
Central Expressway Improvement Project	Intersection Improvement with Additional Turn Lanes	\$1,501,000
Los Gatos Crk/Aldercroft Heights Rd Seismic Retrofit	Seismic Retrofit	\$250,000
Stevens Crk Blvd/Stevens Canyon Rd Bridge Project	Bridge Replacement - 37C-576	\$40,000
Stevens Crk Blvd/Stevens Canyon Rd Bridge Project	Bridge Replacement - 37C-577	\$50,000
Bridge Inspection	Bridge Inspection	\$400,000
Total		\$9,899,000

Roads Operations — Budget Unit 0603 Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
4000	Roads Operations	2,404,774	2,525,911	3,084,052	2,012,448	(513,463)	-20
4001	Road Maintenance	11,669,861	12,286,924	12,486,924	12,512,228	225,304	2
	23 Road Fund	11,622,181	12,170,924	12,370,924	12,376,228	205,304	2
	1618 Overlook Road District	4,613	61,000	61,000	61,000		
	1620 El Matador Drive Maint	34,457	25,000	25,000	45,000	20,000	80
	1622 Casa Loma-Loma Chiquita	8,610	30,000	30,000	30,000		
4002	Road Engineering	1,769,442	209,049	1,453,421	435,825	226,776	108



Roads Operations — Budget Unit 0603
Expenditures by Cost Center (Continued)

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
4005	Road Traffic And Electrical	4,239,930	3,067,913	3,358,380	4,412,898	1,344,985	44
4101	Road Fleet	2,756,983	2,712,480	2,902,480	2,615,928	(96,552)	-4
6410	Roads And Airports Administration	5,273,835	8,484,880	7,908,893	4,518,141	(3,966,739)	-47
6411	Land Development	1,591,343	1,832,166	2,012,509	1,962,346	130,180	7
	23 Road Fund	1,277,543	1,432,987	1,613,330	1,617,346	184,359	13
	1528 County Lighting Service Fund	313,800	399,179	399,179	345,000	(54,179)	-14
6413	Survey and Property	399,621	930,542	930,542	592,909	(337,633)	-36
6435	Highway And Bridge Design	218,360	974,844	974,844	292,459	(682,385)	-70
6470	Roads Construction	340,672	(546,488)	(546,488)	220,625	767,113	-140
6472	Roads And Airports Fiscal	2,413					
6474	Roads Capital Projects-Traffic and Electrical	4,519,374	18,322,000	30,228,114	650,000	(17,672,000)	-96
	20 Road CIP				650,000	650,000	
	23 Road Fund	4,519,374	18,322,000	30,228,114		(18,322,000)	-100
6475	Roads Capital Projects-Maintenance	3,590,831	1,375,000	3,089,757	1,421,683	46,683	3
	20 Road CIP				1,635,000	1,635,000	
	23 Road Fund	3,590,831	1,375,000	3,089,757	(213,317)	(1,588,317)	-116
6476	Roads Capital Projects-Highways & Bridges	17,152,904	14,684,937	44,787,413	9,899,000	(4,785,937)	-33
	20 Road CIP				9,899,000	9,899,000	
	23 Road Fund	17,152,904	14,684,937	44,787,413		(14,684,937)	-100
	Total Expenditures	55,930,343	66,860,158	112,670,841	41,546,490	(25,313,668)	-38%



Roads Operations — Budget Unit 0603

Revenues by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
4000	Roads Operations	525,580	185,000	262,747	108,000	(77,000)	-42
4001	Road Maintenance	305,265	235,700	235,700	291,700	56,000	24
	23 Road Fund	(256,231)	184,000	184,000	240,000	56,000	30
	1618 Overlook Road District	(21,920)	23,700	23,700	23,700		0
	1620 El Matador Drive Maint	(2,307)	2,000	2,000	2,000		0
	1622 Casa Loma-Loma Chiquita	(24,807)	26,000	26,000	26,000		0
4002	Road Engineering	659,261	75,000	1,119,382	75,000		0
4005	Road Traffic And Electrical	52,498	50,000	55,000	112,900	62,900	126
4101	Road Fleet	5,920	30,000	30,000	230,000	200,000	667
6410	Roads And Airports Administration	45,402,877	41,539,517	50,024,321	28,378,356	(13,161,161)	-32
6411	Land Development	1,073,880	824,000	940,490	1,120,720	296,720	36
	23 Road Fund	(750,933)	500,000	616,490	786,000	286,000	57
	1528 County Lighting Service Fund	(322,947)	324,000	324,000	334,720	10,720	3
6413	Survey and Property	72,665	40,500	40,500	30,000	(10,500)	-26
6435	Highway And Bridge Design	(3,425)					0
6470	Roads Construction	53,326	50,000	50,000	50,000		0
6474	Roads Capital Projects-Traffic and Electrical	1,003,466	16,779,700	27,401,664	500,000	(16,279,700)	-97
6475	Roads Capital Projects-Maintenance	(189,758)			1,560,000	1,560,000	0
6476	Roads Capital Projects-Highways & Bridges	5,712,105	5,579,000	30,112,923	9,808,000	4,229,000	76
	Total Revenues	54,673,660	65,388,417	110,272,727	42,264,676	(23,123,741)	-35%

Roads Operations — Cost Center 4000

Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 2003 Approved Budget	15.0	2,525,911	185,000
Board Approved Adjustments During FY 2003	1.0	558,141	77,747
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	14,781	
Internal Service Funds Adjustment		(3,435)	
Other Required Adjustments		(1,082,950)	(154,747)
	Subtotal	14.0	2,012,448
Recommended Changes for FY 2004			
Total Recommendation	14.0	2,012,448	108,000



Road Maintenance — Cost Center 4001

Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 2003 Approved Budget	137.0	12,170,924	184,000
Board Approved Adjustments During FY 2003		200,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		576,900	
Internal Service Funds Adjustment		(9,697)	15,000
Other Required Adjustments		(517,898)	76,000
Subtotal	137.0	12,420,229	275,000
Recommended Changes for FY 2004			
Internal Service Fund Adjustments		—	—
Eliminate Funds for Fire Trail Maintenance		0	(35,000)
1. Delete 3.0 FTE Road Maintenance Worker Positions	-3.0	(167,904)	
These positions are vacant. In order to achieve a balanced budget in the Roads Fund, vacant positions have been targeted for deletion. The duties of these positions will be spread to the remaining staff.			
		130,000	
2. Chipseal Materials			
This recommendation increases funding for Chipseal materials, which will allow the Department to cover 60 miles of County roads, plus the City of Gilroy Chipseal contract.			
		(6,097)	
3. Capital Project Reimbursable Labor			
This represents the reimbursable labor for Road Engineer Design costs associated with Capital Projects.			
Subtotal	-3.0	(44,001)	(35,000)
Fund Subtotal	134.0	12,376,228	240,000
Overlook Road District (Fund Number 1618)			
FY 2003 Approved Budget		61,000	23,700
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal		61,000	23,700
Recommended Changes for FY 2004			
Fund Subtotal	0.0	61,000	23,700
El Matador Drive Maint (Fund Number 1620)			
FY 2003 Approved Budget		25,000	2,000
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		20,000	0
Subtotal		45,000	2,000
Recommended Changes for FY 2004			
Fund Subtotal	0.0	45,000	2,000



**Road Maintenance — Cost Center 4001
Major Changes to the Budget (Continued)**

	Positions	Appropriations	Revenues
Casa Loma-Loma Chiquita (Fund Number 1622)			
FY 2003 Approved Budget		30,000	26,000
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal		30,000	26,000
Recommended Changes for FY 2004			
Fund Subtotal	0.0	30,000	26,000
Total Recommendation	134.0	12,512,228	291,700

**Road Engineering — Cost Center 4002
Major Changes to the Budget**

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 2003 Approved Budget	3.0	209,049	75,000
Board Approved Adjustments During FY 2003		1,244,372	1,044,382
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		39,994	
Internal Service Funds Adjustment			
Other Required Adjustments		(1,057,590)	(1,044,382)
Subtotal	3.0	435,825	75,000
Recommended Changes for FY 2004			
Total Recommendation	3.0	435,825	75,000

**Road Traffic And Electrical — Cost Center 4005
Major Changes to the Budget**

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 2003 Approved Budget	42.0	3,067,913	50,000
Board Approved Adjustments During FY 2003		290,467	5,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	460,065	
Internal Service Funds Adjustment		200	
Other Required Adjustments		1,410,258	57,900
Subtotal	43.0	5,228,903	112,900



Road Traffic And Electrical — Cost Center 4005 Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Recommended Changes for FY 2004			
1. Delete 2.0 FTE Electrical Electronic Assistant	-2.0	(122,448)	
These positions have been vacant for over two years. The duties normally assigned to these positions will be spread to the remaining staff.			
		(693,557)	
2. Capital Project Reimbursable Labor			
This represents the reimbursable labor for Traffic and Electrical Design costs associated with Capital Projects.			
	Subtotal	(816,005)	0
Total Recommendation	41.0	4,412,898	112,900

Road Fleet — Cost Center 4101 Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 2003 Approved Budget		2,712,480	30,000
Board Approved Adjustments During FY 2003		190,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		152	(40,000)
Other Required Adjustments		(1,036,204)	240,000
	Subtotal	1,866,428	230,000
Recommended Changes for FY 2004			
1. Vehicles and Equipment		749,500	
This recommendation is for one-time funding. This action replaces six light vehicles (\$117,500) and nine heavy vehicles/equipment (\$632,000). The Roads Department utilizes light vehicle replacement criteria similar to those of General Services Agency to evaluate its motor pool's useful life.			
	Subtotal	749,500	0
Total Recommendation		2,615,928	230,000



Roads And Airports Administration — Cost Center 6410

Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 2003 Approved Budget	23.0	8,484,880	41,539,517
Board Approved Adjustments During FY 2003		(575,987)	8,484,804
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		96,267	
Internal Service Funds Adjustment		(372,659)	(3,949,604)
Other Required Adjustments		(3,416,360)	(17,696,361)
Subtotal	23.0	4,216,141	28,378,356
Recommended Changes for FY 2004			
1. Contingency Reserve		302,000	
This recommendation establishes a consolidated contingency reserve fund for all Road Fund activities. In addition, the reserve will be used as a local match set-aside for FY 2004, which will be used for any unanticipated grant funding requiring a local match of funds.			
Subtotal	0.0	302,000	0
Total Recommendation	23.0	4,518,141	28,378,356

Land Development — Cost Center 6411

Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 2003 Approved Budget	16.0	1,432,987	500,000
Board Approved Adjustments During FY 2003	-1.0	180,343	116,490
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	118,020	
Internal Service Funds Adjustment		(121)	
Other Required Adjustments		(102,816)	169,510
Subtotal	16.0	1,628,413	786,000
Recommended Changes for FY 2004			
1. Capital Project Reimbursable Labor		(11,067)	
This represents the reimbursable labor for Road Engineering Design costs associated with Capital Projects.			
Subtotal	0.0	(11,067)	0
Fund Subtotal	16.0	1,617,346	786,000
County Lighting Service Fund (Fund Number 1528)			
FY 2003 Approved Budget		399,179	324,000
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(54,179)	10,720
Subtotal		345,000	334,720
Recommended Changes for FY 2004			
Fund Subtotal	0.0	345,000	334,720
Total Recommendation	16.0	1,962,346	1,120,720



Survey and Property — Cost Center 6413

Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 2003 Approved Budget	14.0	930,542	40,500
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	169,702	
Internal Service Funds Adjustment		(264)	
Other Required Adjustments		389,561	(10,500)
Subtotal	15.0	1,489,541	30,000
Recommended Changes for FY 2004			
1. Delete 2.0 FTE Field Survey Technicians	-2.0	(159,240)	
		These positions are vacant. Due to a decrease in Capital Project revenues, the need for survey services is declining.	
		(737,392)	
2. Capital Projects Reimbursable Labor			
		This represents the reimbursable labor for Survey Crew costs associated with Capital Projects.	
Subtotal	-2.0	(896,632)	0
Total Recommendation	13.0	592,909	30,000

Highway And Bridge Design — Cost Center 6435

Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 2003 Approved Budget	20.0	974,844	
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	93,203	
Internal Service Funds Adjustment		750	
Other Required Adjustments		899,930	0
Subtotal	19.0	1,968,727	
Recommended Changes for FY 2004			
1. Delete 1.0 FTE Assistant Civil Engineer	-1.0	(83,367)	
		This position is vacant. Due to a decrease in Capital Project revenues, the need for engineering services is declining.	
		(1,592,901)	
2. Capital Project Reimbursable Labor			
		This represents the reimbursable labor for Highway and Bridge Design costs associated with Capital Projects.	
Subtotal	-1.0	(1,676,268)	0
Total Recommendation	18.0	292,459	



Roads Construction — Cost Center 6470

Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 2003 Approved Budget	22.0	(546,488)	50,000
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		149,798	
Internal Service Funds Adjustment		385	
Other Required Adjustments		2,454,519	0
Subtotal	22.0	2,058,214	50,000
Recommended Changes for FY 2004			
1. Delete 1.0 FTE Senior Construction Inspector	-1.0	(91,920)	
This position is vacant. Due to the decrease in Capital Project revenues, the need for inspection services is declining.		(1,745,669)	
2. Capital Project Reimbursable Labor			
This represents the reimbursable labor for Construction Inspection costs associated with Capital Projects.			
Subtotal	-1.0	(1,837,589)	0
Total Recommendation	21.0	220,625	50,000

Roads Capital Projects-Traffic and Electrical — Cost Center 6474

Major Changes to the Budget

	Positions	Appropriations	Revenues
Road CIP (Fund Number 0020)			
FY 2003 Approved Budget			
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal			
Recommended Changes for FY 2004			
1. Traffic and Electrical Capital Improvement Projects		650,000	
This recommendation adds funding for Traffic and Electrical Capital Improvement Projects			
◆ TOS Capitol Expy Segment: \$500,000			
◆ Junipero Serra Boulevard Phase II: \$25,000			
◆ San Martin Ave/Monterey Rd RR Xing: \$125,000			
Subtotal	0.0	650,000	0
Fund Subtotal	0.0	650,000	0



Roads Capital Projects-Traffic and Electrical — Cost Center 6474
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 2003 Approved Budget		18,322,000	16,779,700
Board Approved Adjustments During FY 2003		11,906,114	10,621,964
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(30,228,114)	(26,901,664)
Subtotal			500,000
Recommended Changes for FY 2004			
Fund Subtotal	0.0	0	500,000
Total Recommendation		650,000	500,000

Roads Capital Projects-Maintenance — Cost Center 6475
Major Changes to the Budget

	Positions	Appropriations	Revenues
Road CIP (Fund Number 0020)			
FY 2003 Approved Budget			
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			0



Roads Capital Projects-Maintenance — Cost Center 6475
Major Changes to the Budget (Continued)

	Positions	Appropriations	Revenues
Subtotal			
Recommended Changes for FY 2004			
1. Maintenance Capital Improvement Projects		1,635,000	
This recommendation adds funding for Maintenance Capital Improvement Projects			
◆ Old Santa Cruz Hwy Repair: \$650,000			
◆ Santa Teresa Blvd Culvert Repair: \$375,000			
◆ Stevens Cnyn Rd Bridge Install: \$60,000			
◆ Sunnyslope Dr Drainage Project: \$25,000			
◆ Uvas Rd Retaining Wall Project: \$25,000			
◆ Gilroy Hot Spring Phase II Storm Damage Repair: \$500,000			
Subtotal	0.0	1,635,000	0
Fund Subtotal	0.0	1,635,000	0
Road Fund (Fund Number 0023)			
FY 2003 Approved Budget		1,375,000	
Board Approved Adjustments During FY 2003		1,714,757	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(3,089,757)	1,560,000
Subtotal			1,560,000
Recommended Changes for FY 2004			
1. Capital Project Reimbursable Labor		(213,317)	
This represents the reimbursable labor for Road Engineering Design costs associated with Capital Projects.			
Subtotal	0.0	(213,317)	0
Fund Subtotal	0.0	(213,317)	1,560,000
Total Recommendation		1,421,683	1,560,000



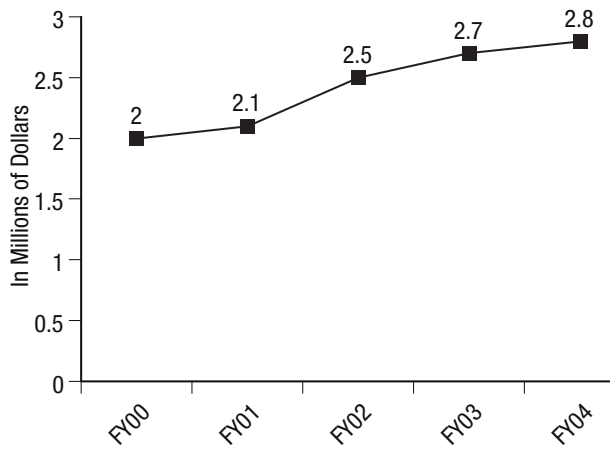
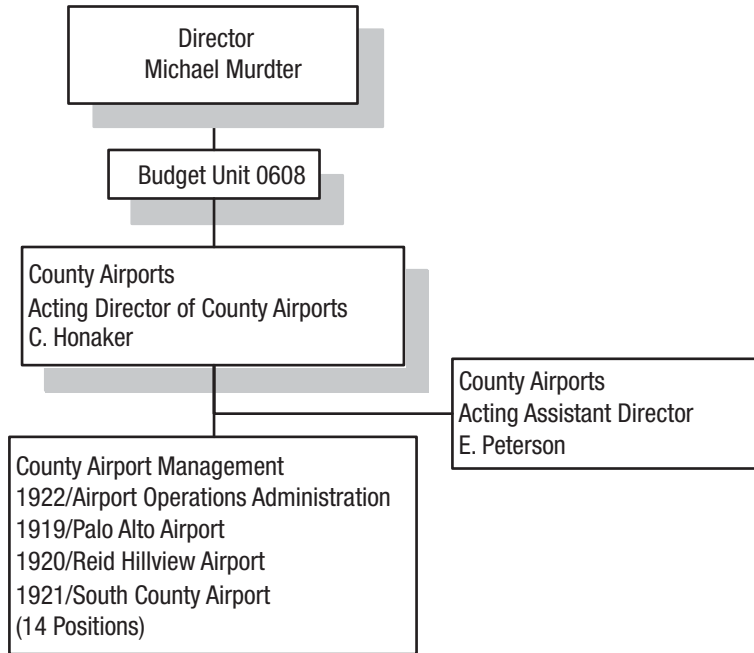
Roads Capital Projects-Highways & Bridges — Cost Center 6476

Major Changes to the Budget

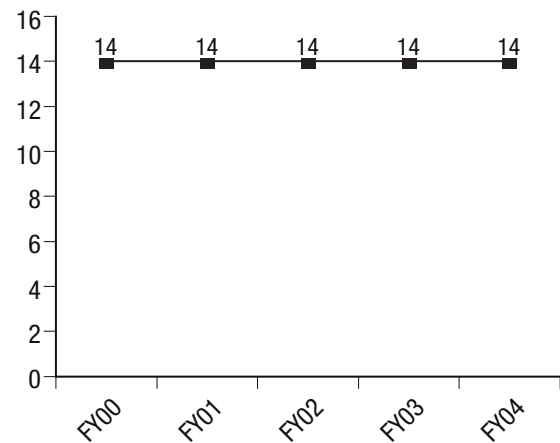
	Positions	Appropriations	Revenues
Road CIP (Fund Number 0020)			
FY 2003 Approved Budget			
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			0
Subtotal			
Recommended Changes for FY 2004			
1. Highway and Bridge Capital Improvement Projects		9,899,000	
This recommendation adds funding for Highway and Bridget Capital Improvement Projects			
◆ County Slurry Seal: \$350,000			
◆ Almaden Rd Repair: \$560,000			
◆ Bear Creek Rd Repair: \$300,000			
◆ Monterey Rd Project: \$330,000			
◆ Lawrence Expy Prospect to Hwy 280: \$60,000			
◆ Lawrence Expy Hwy 280 to Hwy 101: \$1,186,000			
◆ Almaden Expy Branham to Harry Rd: \$1,240,000			
◆ Capitol Expy Repair: \$14,000			
◆ McKee Rd Sidewalk Install: \$50,000			
◆ Almaden Expy Pedestrian Project: \$1,880,000			
◆ Various Expys: \$600,000			
◆ Bike Detection Loops on Various Expys: \$62,000			
◆ Elliot St Sidewalk Improvement: \$27,000			
◆ Montague Expy Improvement Project: \$999,000			
◆ Central Expy Improvement Project: \$1,501,000			
◆ Los Gatos Crk/Aldercroft Hts Rd Seismic Retrofit: \$250,000			
◆ Steven Crk Bridge/Stevens Cnyn Rd Bridge Project: \$90,000			
◆ Bi-annual Bridge Inspection: \$400,000			
Subtotal		0.0	0
Fund Subtotal		0.0	0
Road Fund (Fund Number 0023)			
FY 2003 Approved Budget		14,684,937	5,579,000
Board Approved Adjustments During FY 2003		30,102,476	24,533,923
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(44,787,413)	(20,304,923)
Subtotal			
Recommended Changes for FY 2004			9,808,000
Fund Subtotal		0.0	9,808,000
Total Recommendation		9,899,000	9,808,000



Airports Department



Appropriation Trend



Staffing Trend

Section 5: Housing, Land Use, Environment & Transportation



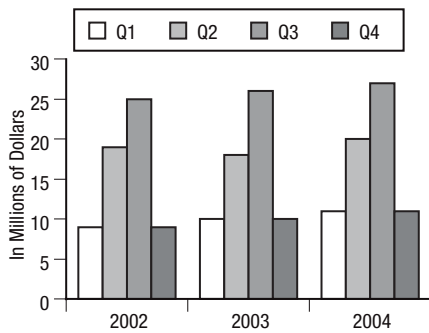
Public Purpose

- ➔ **Promote the economic and social vitality of the County by meeting the needs of the General Aviation (GA) community and the traveling public**



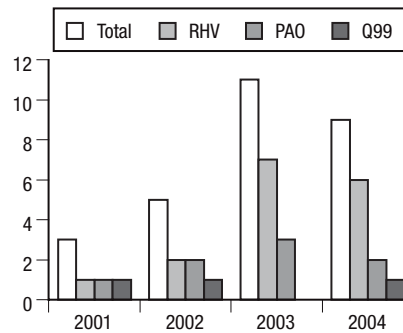
Desired Results

Airport Safety Maintained by assuring the proper maintenance of the airports' facilities and the design and implementation of appropriate improvement projects.



Hangars Repaired

Most hangar repairs related to leaking roofs, so as the rainy season begins, more repair requests are received, as shown by the graph. The Airports Department successfully strives to fulfill all repair requests within one to two days. There are no outstanding repair requests at this time.^a



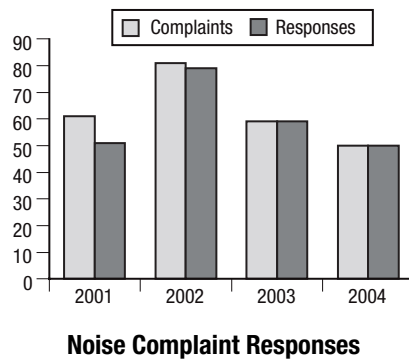
Aircraft Incidents

RHV = Reid Hillview; PAO = Palo Alto; Q99 = South County

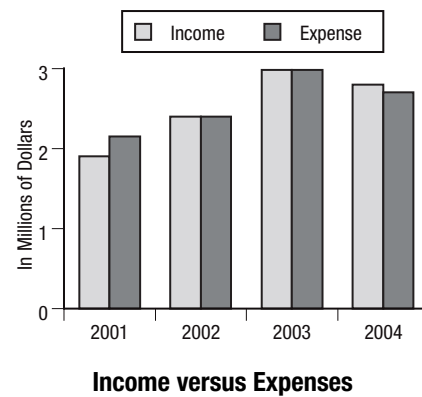
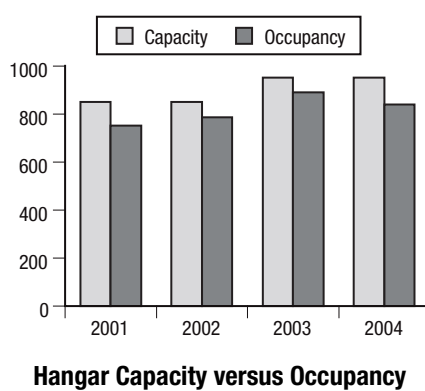
- General Aviation aircraft are defined by their use and typically includes all aircraft except those used for military and scheduled commercial aviation. (e.g., A Boeing 737 purchased by a private company for company business would be considered a *GA* aircraft, while the same aircraft used for passenger service by an airliner would be considered a *commercial* aircraft. Similarly, a T-34 military trainer aircraft purchased by an individual for their own enjoyment would be classified as *GA* aircraft, while the same aircraft used by the military for training purposes would be classified as a *military* aircraft).



Community Relations Enhanced by continued outreach through the ongoing efforts to design an Airport Master Plan and Business Plan for each of the three County Airports.



Financial Self-Sufficiency Maintained by ensuring the proper fiscal management of airport property.



Description of Major Services

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 operates 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 manages three airports: Palo Alto Airport, Reid-Hillview Airport, and South County Airport.

Airport Improvement Projects

The desired result of this service is to design and implement necessary capital projects that will continue to provide safe and useful facilities for general aircraft pilots while improving upon the current infrastructure.

The Airport Improvement Project service includes grant application, project planning, project design and project engineering. Many of the airports capital projects are eligible for Federal Aviation Administration (FAA) Airport Improvement Project (AIP) money in the form of grants. The maximum FAA grant amount covers 90% of an FAA-eligible project. In addition, the California Department of Transportation’s (Caltrans) Aeronautical division may provide an additional 4.5% of the project cost in grant money. Consequently, on eligible projects the Airport Enterprise Fund (AEF) only needs to fund 5.5% of the total project cost.

In order to maintain airport safety, the Airports Department will apply for grants to install new fencing, automatic gates, cameras and a computerized access control system. The gates and access control system will allow for better management of airfield access. In addition to providing a greater sense of security, the cameras and fencing will greatly reduce the potential for theft and vandalism to occur on the airports.

Airport Management

The desired result of Airport Management is to oversee the daily operations and maintenance services of the three County airports. This service includes maintenance and repair, runway & taxiway maintenance, storm-water pollution prevention, aircraft storage and twice-daily airfield safety inspections. In addition, Airports Management provides community and education services, business planning, noise abatement and special event services, as well as support to the Airport Commission.

Airport Management

The desired result of Airport Management is to oversee the daily operations and maintenance services of the three County airports. This service includes maintenance and repair, runway & taxiway maintenance, storm-water pollution prevention, aircraft storage and twice-daily airfield safety inspections. In addition, Airports Management provides community and education services, business planning, noise abatement and special event services, as well as support to the Airport Commission.

Airport Management, with the help of a consulting firm, is currently in the process of updating each of the three County airport master plans, which will chart the proposed evolution of the County Airports to meet future needs of Santa Clara County residents. When completed, the Master Plan will provide a graphic

presentation of the ultimate development of the airports and of anticipated land uses adjacent to them while establishing a schedule of priorities for the various improvement and safety enhancements. In addition to the three Master Plans, the County Airports are having a Business Plan created for each airport. When complete the Business Plans will provide the County's Airports Department with specific, feasible options as well as a "road map" to improve the facilities and operations of the airports, enhance the system's financial performance, and expand the system's capacity to fund required capital improvements.

Property Management

The desired result of this service is to oversee airport related license, leases, and rental agreements along with monitoring the Fixed Based Operator (FBO) agreements while maintaining a self-sufficient financial status.

Over the years the airport has maintained financial self-sufficiency through proper management of the airport facilities and resources. Airport Administration will continue to oversee existing leases and rental agreements, while investigating new means of deriving income. The recent past has seen a dramatic increase in demand for aircraft storage. Airport Administration is overseeing a project to building 100 County-owned hangar spaces at the South County airport. Doing so will increase income for the Airport Enterprise Fund (AEF) while providing a much-desired service for the people of Santa Clara County.

The Business Plan process will evaluate the airport fee pricing policy, real estate assets, and rental rate and lease agreement policies. It is anticipated that the Business Plan, when complete, will make recommendations on how to better manage the airport assets.

County Executive's Recommendation

Add Funding for Airports Noise Manager

Recommendation: Add funding for a 0.5 FTE Airports Noise Manager (job classification to be determined)

Background: The position will be responsible for the maintenance, monitoring, and report writing associated with the Aircraft Noise and Flight Track Monitoring System that will be installed at Reid Hillview Airport when FAA funding is provided. The Manager will also be responsible for the noise programs for all three county airports and will interface with the



public and the Airports Commission on noise-related incidents and issues, as well as provide educational outreach.

Impact on Services: This recommendation will increase the Department's efficiency in the reduction of noise impact from the three airports on local communities.

Total Cost: \$60,000

Airports Operations — Budget Unit 0608 Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
1919	Palo Alto Airport	449,083	366,594	375,194	396,351	29,757	8
	54 Palo Alto Special Aviation Fund	89,356		8,600			
	61 Airport Enterprise Fund	359,727	366,594	366,594	396,351	29,757	8
1920	Reid Hillview Airport	875,698	1,142,125	2,285,116	892,397	(249,728)	-22
	53 Reid Hillview Special Aviation Fund	130,928		21,000			
	61 Airport Enterprise Fund	744,770	1,142,125	2,264,116	892,397	(249,728)	-22
1921	South County Airport	205,889	284,357	6,318,358	529,825	245,468	86
	55 South County Special Aviation Fund	107,053		20,000			
	61 Airport Enterprise Fund	98,836	284,357	6,298,358	529,825	245,468	86
1922	Airports Operations Administration	802,596	877,797	877,797	987,357	109,560	12
	Total Expenditures	2,333,266	2,670,873	9,856,465	2,805,930	135,057	5%



Airports Operations — Budget Unit 0608

Revenues by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
1919	Palo Alto Airport	800,741	654,694	654,694	666,476	11,782	2
	54 Palo Alto Special Aviation Fund	47,979					0
	61 Airport Enterprise Fund	752,762	654,694	654,694	666,476	11,782	2
1920	Reid Hillview Airport	1,694,044	1,783,796	1,783,796	1,820,299	36,503	2
	53 Reid Hillview Special Aviation Fund	107,628					0
	61 Airport Enterprise Fund	1,586,416	1,783,796	1,783,796	1,820,299	36,503	2
1921	South County Airport	244,103	372,322	7,008,105	516,834	144,512	39
	55 South County Special Aviation Fund	99,473					0
	61 Airport Enterprise Fund	144,630	372,322	7,008,105	516,834	144,512	39
1922	Airports Operations Administration	76,111					0
	Total Revenues	2,814,999	2,810,812	9,446,595	3,003,609	192,797	7%

Palo Alto Airport — Cost Center 1919

Major Changes to the Budget

	Positions	Appropriations	Revenues
Palo Alto Special Aviation Fund (Fund Number 0054)			
FY 2003 Approved Budget			
Board Approved Adjustments During FY 2003		8,600	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(8,600)	0
Subtotal			
Recommended Changes for FY 2004			
Airport Enterprise Fund (Fund Number 0061)			
FY 2003 Approved Budget		3.6	654,694
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		16,379	
Internal Service Funds Adjustment		33,074	
Other Required Adjustments		(19,696)	11,782
Subtotal		3.6	666,476
Recommended Changes for FY 2004			
Total Recommendation		3.6	666,476



Reid Hillview Airport — Cost Center 1920

Major Changes to the Budget

	Positions	Appropriations	Revenues
Reid Hillview Special Aviation Fund (Fund Number 0053)			
FY 2003 Approved Budget			
Board Approved Adjustments During FY 2003		21,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			(101,750)
Other Required Adjustments		(21,000)	101,750
	Subtotal		
Recommended Changes for FY 2004			
	Fund Subtotal	0.0	0
Airport Enterprise Fund (Fund Number 0061)			
FY 2003 Approved Budget			
Board Approved Adjustments During FY 2003	6.0	1,142,125	1,783,796
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		(215,838)	
Other Required Adjustments		(1,180,687)	36,503
	Subtotal	6.0	892,397
Recommended Changes for FY 2004			
	Fund Subtotal	6.0	892,397
Total Recommendation	6.0	892,397	1,820,299

South County Airport — Cost Center 1921

Major Changes to the Budget

	Positions	Appropriations	Revenues
South County Special Aviation Fund (Fund Number 0055)			
FY 2003 Approved Budget			
Board Approved Adjustments During FY 2003		20,000	
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(20,000)	0
	Subtotal		
Recommended Changes for FY 2004			
Airport Enterprise Fund (Fund Number 0061)			
FY 2003 Approved Budget			
Board Approved Adjustments During FY 2003	0.4	284,357	372,322
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		(26,456)	
Other Required Adjustments		(5,743,881)	(6,491,271)
	Subtotal	0.4	516,834
Recommended Changes for FY 2004			
Total Recommendation	0.4	529,825	516,834



Airports Operations Administration — Cost Center 1922

Major Changes to the Budget

	Positions	Appropriations	Revenues
Airport Enterprise Fund (Fund Number 0061)			
FY 2003 Approved Budget	4.0	877,797	
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		18,322	
Internal Service Funds Adjustment		12,010	980
Other Required Adjustments		19,228	(980)
Subtotal	4.0	927,357	
Recommended Changes for FY 2004			
1. Add funding for 0.5 FTE Noise Mitigation Manager position in Airports Administration		60,000	
This action adds funding for a half-time position in Airports Administration. The job classification will be determined by Employee Services Agency.			
Subtotal	0.0	60,000	0
Fund Subtotal	4.0	987,357	0
Total Recommendation	4.0	987,357	



County Fire Districts

Public Purpose

- ➔ Protect life and property



Description of Major Services

Pursuant to state and local Health and Safety Code-related legislation, the residents of Santa Clara County are served by four fire protection districts: Santa Clara County Fire Department, 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 Central Fire Protection District, provides services to the communities of Campbell, Cupertino, Los Altos, Monte Sereno, Morgan Hill, half of Saratoga, the Town of Los Gatos, the Town of Los Altos Hills, and unincorporated areas generally west of these cities. The Board of Supervisors, sitting as the Board of Directors, hears all concerns at their regularly agendized meetings.

Health and Safety Code Section 13862 empowers the Department to provide services for fire protection, rescue, emergency medical, hazardous materials emergency response, and others related to the protection of life and property.

The organization is structured around five distinct service divisions:

- Fire Prevention Division provides public fire education, inspection services, and code enforcement
- Operations Division coordinates resources for emergency response
- Training Division coordinates and delivers training to District Employees
- Administrative Services Division provides general management and administrative support
- Support Service Division administers supplies, 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, supplemental property taxes, and miscellaneous revenues.

Saratoga Fire District

The Saratoga Fire District is governed by a three member Board of Fire Commissioners elected 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, supplemental property taxes, and miscellaneous revenues.

Los Altos Hills County Fire District

The Los Altos Hills County 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 Board of Supervisors, as a 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 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, 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 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. 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 district provides fire protection, first responder defibrillator medical services, and advanced life support to the unincorporated rural areas of South Santa Clara County.

The district includes the 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 employees 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, supplemental property taxes, and miscellaneous revenues.

County Executive's Recommendation

The County Executive recommends that the Office of Budget & Analysis adjust the revenues and expenditures for Santa Clara County Fire Department, Los Altos Hills County Fire District, South Santa Clara

County Fire District, and Saratoga Fire District in the FY 2004 Final Budget based on the District-approved budget submittals.

Santa Clara County Fire Department — Budget Unit 0904 Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
9104	Santa Clara County Fire Department	49,502,707	58,299,759	58,299,759	63,039,358	4,739,599	8
Total Expenditures		49,502,707	58,299,759	58,299,759	63,039,358	4,739,599	8%

Santa Clara County Fire Department — Budget Unit 0904 Revenues by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
9104	Santa Clara County Fire Department	50,328,830	53,117,960	53,117,960	53,979,326	861,366	2
Total Revenues		50,328,830	53,117,960	53,117,960	53,979,326	861,366	2%



Santa Clara County Fire Department — Cost Center 9104

Major Changes to the Budget

	Positions	Appropriations	Revenues
Central Fire District (Fund Number 1524)			
FY 2003 Approved Budget		58,299,759	53,117,960
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments		(6,986,000)	
Internal Service Funds Adjustment		458,295	
Other Required Adjustments		10,224,304	861,366
	Subtotal	61,996,358	53,979,326
Recommended Changes for FY 2004			
1. FY 2004 Capital Expenses		1,043,000	
FY 2004 expenses for:			
◆ Capital outlay - \$460,000			
◆ Capital projects - \$583,000			
	Subtotal	0.0	0
		1,043,000	
Total Recommendation		63,039,358	53,979,326

Los Altos Hills Fire District — Budget Unit 0979

Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
9114	Los Altos Fire District	3,456,911	11,464,493	11,464,493	14,251,169	2,786,676	24
	Total Expenditures	3,456,911	11,464,493	11,464,493	14,251,169	2,786,676	24%

Los Altos Hills Fire District — Budget Unit 0979

Revenues by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
9114	Los Altos Fire District	4,917,922	4,373,971	4,373,971	5,123,700	749,729	17
	Total Revenues	4,917,922	4,373,971	4,373,971	5,123,700	749,729	17%



Los Altos Fire District — Cost Center 9114 Major Changes to the Budget

	Positions	Appropriations	Revenues
Los Altos Fire District (Fund Number 1606)			
FY 2003 Approved Budget		11,464,493	4,373,971
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		830	
Other Required Adjustments		660,846	749,729
	Subtotal	12,126,169	5,123,700
Recommended Changes for FY 2004			
1. FY 2004 Capital Expenditures		2,125,000	
One-time expenditures for:			
◆ Purissima Hydrant Installation - \$330,000			
◆ Cal Water Hydrant Installation - \$1,700,000			
◆ Fire Station Roof Replacement			
	Subtotal	0.0	2,125,000
	Fund Subtotal	0.0	14,251,169
Total Recommendation		14,251,169	5,123,700

So. Santa Clara Co. Fire District — Budget Unit 0980 Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
9118	South Santa Clara County Fire District	2,722,745	2,689,655	2,689,655	2,911,683	222,028	8
9120	ALS Subcontract		120,000	120,000	120,000		
	Total Expenditures	2,722,745	2,809,655	2,809,655	3,031,683	222,028	8%

So. Santa Clara Co. Fire District — Budget Unit 0980 Revenues by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
9118	South Santa Clara County Fire District	2,738,276	2,441,261	2,441,261	2,441,261		0
9120	ALS Subcontract		120,000	120,000	120,000		0
	Total Revenues	2,738,276	2,561,261	2,561,261	2,561,261		0%



South Santa Clara County Fire District — Cost Center 9118 Major Changes to the Budget

	Positions	Appropriations	Revenues
So. Santa Clara County Fire (Fund Number 1574)			
FY 2003 Approved Budget		2,689,655	2,441,261
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment		3,319	
Other Required Adjustments		113,709	0
	Subtotal	2,806,683	2,441,261
Recommended Changes for FY 2004			
1. Heart Monitors		105,000	
One-time appropriation for the acquisition of heart monitors.			
	Subtotal	0.0	0
Total Recommendation		2,911,683	2,441,261

ALS Subcontract — Cost Center 9120 Major Changes to the Budget

	Positions	Appropriations	Revenues
So. Santa Clara County Fire (Fund Number 1574)			
FY 2003 Approved Budget		120,000	120,000
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments			0
	Subtotal	120,000	120,000
Recommended Changes for FY 2004			
Total Recommendation		120,000	120,000

Saratoga Fire District — Budget Unit 0981 Expenditures by Cost Center

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
9250	Saratoga Fire District	3,549,421	3,877,728	3,877,728	3,847,335	(30,393)	-1
	Total Expenditures	3,549,421	3,877,728	3,877,728	3,847,335	(30,393)	-1%



**Saratoga Fire District — Budget Unit 0981
Revenues by Cost Center**

CC	Cost Center Name	FY 2002 Actual	FY 2003 Appropriations		FY 2004 Recommended	Amount Chg From FY 2003 Approved	% Chg From FY 2003 Approved
			Approved	Adjusted			
9250	Saratoga Fire District	3,407,509	3,630,000	3,630,000	3,780,000	150,000	4
	Total Revenues	3,407,509	3,630,000	3,630,000	3,780,000	150,000	4%

**Saratoga Fire District — Cost Center 9250
Major Changes to the Budget**

	Positions	Appropriations	Revenues
Saratoga Fire District (Fund Number 1894)			
FY 2003 Approved Budget		3,877,728	3,630,000
Board Approved Adjustments During FY 2003			
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments			
Internal Service Funds Adjustment			
Other Required Adjustments		(30,393)	150,000
	Subtotal	3,847,335	3,780,000
Recommended Changes for FY 2004			
Total Recommendation		3,847,335	3,780,000





List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 2001 Approved	FY 2002 Approved	FY 2003 Approved	Amount as of April 2003
Alcohol Recovery Homes	Alcohol/Drug	3,036,971	3,209,473	3,402,041	4,111,156
Asian Amer Community Involvement	Alcohol/Drug	82,617	87,560	92,813	91,939
Asian American Recovery Services	Alcohol/Drug	355,089	369,348	391,508	428,633
Bill Wilson Center	Alcohol/Drug	28,687	28,687	30,408	30,121
Catholic Charities	Alcohol/Drug	254,758	265,026	280,927	471,370
Combined Addicts & Prof. Svcs. (CAPS)	Alcohol/Drug	279,230	273,759	290,184	497,205
Community Hlth Awareness Cncl (CHAC)	Alcohol/Drug	127,118	127,118	134,745	133,474
Community Solutions	Alcohol/Drug	440,894	458,182	485,672	494,528
Countywide Alcohol and Drug Services, Inc.	Alcohol/Drug	155,750	211,750	224,455	145,222
Crossroads	Alcohol/Drug	187,576	187,576	198,830	221,475
Eastfield Ming Quong	Alcohol/Drug	149,171	161,211	170,883	169,272
Economic and Social Opportunities (ESO)	Alcohol/Drug	330,273	342,768	363,334	460,840
Family & Children Services (FCS)	Alcohol/Drug	344,241	357,677	379,137	488,613
Gardner Family Care Corporation	Alcohol/Drug	1,047,511	1,030,176	1,091,986	1,214,146
Horizon Services Inc.	Alcohol/Drug	672,290	687,859	729,130	935,033
InnVision	Alcohol/Drug	108,175	108,175	114,665	154,169
National Council on Alcohol and Drug Dependence	Alcohol/Drug	304,654	304,654	322,933	327,974
Pate House	Alcohol/Drug	46,725	49,725	52,708	23,363
Pathway Society	Alcohol/Drug	998,270	1,000,269	1,060,285	1,418,201
Rainbow Recovery	Alcohol/Drug	542,880	542,880	575,452	705,087
Ujima	Alcohol/Drug	57,807	78,687	83,408	65,777
National Guard	Clerk of the Board	2,140	2,557	2,710	0
Santa Clara Arts Council	Clerk of the Board	312,140	425,000	425,000	307,298
United Veterans Parade	Clerk of the Board	10,608	20,538	21,770	10,608
Emergency Housing Consortium	County Executive	323,519	339,695	360,077	360,777
NCCJ (Spousal Abuse)	District Attorney	0	65,000	70,400	42,945
NCCJ (Victim Witness)	District Attorney	52,747	65,000	70,400	52,800
Center for Training and Careers (CTC)	DOC	485,680	527,864	518,000	0
Hands On Services	Employee Service Agency	8,632	9,064	9,607	975
Silicon Valley Independent Living Center	Employee Service Agency	296,336	388,752	412,077	164,891
Clara-Mateo Alliance	Housing and Community Development	25,907	27,202	0	0
Achieve	Mental Health	854,575	897,304	928,709	951,308
Ali Baba Riviera / Oasis Care	Mental Health	397,028	324,872	336,242	1,277,105
Alliance for Community Care	Mental Health	10,512,976	11,415,522	11,815,065	11,882,693
Alum Rock Counseling Center	Mental Health	89,438	67,660	70,028	0
Asian Amer Community Involvement	Mental Health	1,256,354	1,163,682	1,204,410	1,209,381
Catholic Charities	Mental Health	398,167	628,422	650,416	388,397
Chamberlain's Mental Health Services	Mental Health	450,286	394,050	407,841	405,339
Children's Health Council	Mental Health	220,057	231,060	239,147	239,146
City of San Jose/Grace Baptist	Mental Health	216,320	227,136	235,085	233,646
Community Solutions	Mental Health	1,244,530	1,306,751	1,352,487	1,365,338
Eastern European Services Agency	Mental Health	0	155,490	160,932	159,974
Eastfield Ming Quong	Mental Health	4,442,860	4,665,004	4,828,279	4,875,635
Emergency Housing Consortium	Mental Health	167,100	169,986	175,935	192,794



List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 2001 Approved	FY 2002 Approved	FY 2003 Approved	Amount as of April 2003
Family and Children's Services	Mental Health	506,365	531,682	550,290	601,666
Gardner Family Care Corp.	Mental Health	2,664,349	2,771,316	2,868,312	2,964,371
HOPE Rehabilitation Services	Mental Health	444,094	466,299	448,464	492,115
Indian Health Center	Mental Health	227,556	222,484	230,270	228,861
InnVision	Mental Health	493,966	553,450	572,820	569,312
Mekong Community Center	Mental Health	236,114	247,920	256,597	254,849
MH Advocacy Project - SC Co Bar Assoc	Mental Health	302,503	380,737	394,062	379,412
Rebekah Children's Services	Mental Health	565,542	593,819	614,602	610,840
Seneca Center	Mental Health	63,742	66,929	69,271	69,271
Ujima Adult & Family Services	Mental Health	444,040	409,893	424,239	421,610
Alum Rock Counseling Center - APA	Probation	0	77,400	78,000	78,000
Alum Rock Counseling Center - RJP	Probation	0	0	360,000	180,000
Asian American Recovery Services - RJP	Probation	185,000	140,000	420,000	284,697
Asian American Recovery Services, Inc.	Probation	0	0	71,000	49,714
Bill Wilson Center	Probation	0	0	12,500	7,952
Bill Wilson Center - RJP	Probation	0	330,000	330,000	179,058
Breakout Prison Outreach (CYO)	Probation	0	0	12,500	7,952
Breakout Prison Outreach (CYO) - APA	Probation	140,000	115,000	100,000	100,000
Breakout Prison Outreach (CYO) - RJP	Probation	0	330,000	330,000	245,518
California Youth Outreach	Probation	0	0	42,000	27,849
Catholic Charities - Behavioral Health Services	Probation	0	0	29,167	10,471
Catholic Charities - RJP	Probation	145,000	355,000	330,000	214,254
Catholic Charities (Foster Grandparents)	Probation	7,660	7,660	9,500	4,333
Center for Human Development (2 separate contracts)	Probation	9,500	37,000	78,160	54,220
CIC Ministries	Probation	0	0	18,000	18,000
Combined Addicts & Professional Services	Probation	0	0	35,000	26,245
Combined Addicts & Professionals Services	Probation	0	0	50,000	50,000
Community Health Awareness Council - RJP	Probation	110,418	165,000	165,000	68,750
Community Solutions	Probation	0	0	30,000	6,000
Community Solutions - RJP	Probation	0	280,000	430,000	205,139
Eastfield Ming Quong	Probation	37,320	98,408	98,407	93,711
Fresh Lifelines for Youth - APA	Probation	0	0	20,000	15,000
Friends Outside	Probation	0	0	30,000	15,000
MACSA	Probation	0	0	12,500	1,820
MACSA - JJCPA	Probation	0	0	508,333	308,959
MACSA - RJP	Probation	140,000	330,000	330,000	192,520
Parents Helping Parents	Probation	80,010	80,010	54,000	36,000
Pathway Society (3 separate contracts)	Probation	229,672	363,672	363,672	234,605
Sentencing Alternatives Program, Inc.	Probation	190,983	199,879	159,153	111,407
YWCA in Santa Clara Valley (2 separate contracts)	Probation	0	0	25,000	18,750
Aris	Public Health	376,904	441,786	457,248	0
Gardner Family Health Network	Public Health	971,301	1,019,866	1,055,561	1,055,866

Appendix

List of General-Funded Community-Based Organizations



County of Santa Clara
FY 2004 Recommended Budget

List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 2001 Approved	FY 2002 Approved	FY 2003 Approved	Amount as of April 2003
Gardner Family Health Network (Tobacco Settlement Funding)	Public Health	440,000	0	0	440,000
Indian Health Center	Public Health	150,000	0	0	150,000
May View Community Health Center	Public Health	572,314	600,930	621,962	640,632
Planned Parenthood Mar Monte	Public Health	580,421	609,442	630,772	649,145
Women's Health Alliance	Public Health	67,000	0	0	67,000
AIDS Resources Information & Svcs (ARIS) Housing Program	Social Svcs Gen Fund Contracts	21,632	22,714	0	0
AIDS Resources Information Svcs (ARIS) Food and Nutrition	Social Svcs Gen Fund Contracts	67,258	70,621	0	0
Asian Americans for Community Involvement - All Stars (Children)	Social Svcs Gen Fund Contracts	45,000	47,250	0	0
Asian Americans for Community Involvement - Domestic Violence Prgm	Social Svcs Gen Fund Contracts	18,536	19,463	25,000	25,000
Avenidas	Social Svcs Gen Fund Contracts	60,290	63,305	64,340	64,340
Bill Wilson Drop-in Center (Children)	Social Svcs Gen Fund Contracts	40,000	42,000	38,767	38,767
Billy De Frank Lesbian and Gay Community Center (Adult Services)	Social Svcs Gen Fund Contracts	60,000	63,000	64,640	64,640
Billy De Frank Lesbian and Gay Community Center (Youth Services)	Social Svcs Gen Fund Contracts	20,000	21,000	19,384	19,384
Camp Fire Boys & Girls - Teen Leadership Corps	Social Svcs Gen Fund Contracts	25,000	26,250	0	0
Catholic Charities - Grandparent Caregiver Program	Social Svcs Gen Fund Contracts	30,000	31,500	29,075	29,075
Catholic Charities - Immigration Legal Services Program	Social Svcs Gen Fund Contracts	151,424	158,995	159,000	159,000
Catholic Charities - Shared Housing Program	Social Svcs Gen Fund Contracts	31,533	33,110	0	0
Catholic Charities - YES (LEAP Project)	Social Svcs Gen Fund Contracts	75,000	78,750	72,689	72,689
Catholic Charities - YES (Truancy Outreach & Support Project)	Social Svcs Gen Fund Contracts	73,000	76,650	0	0
City Year San Jose/ Silicon Valley - Project CAST (Children)	Social Svcs Gen Fund Contracts	75,000	78,750	0	0
Community Health Awareness Council	Social Svcs Gen Fund Contracts	60,000	63,000	59,228	59,228
Community Solutions - La Isle Pacific Shelter	Social Svcs Gen Fund Contracts	29,279	30,743	36,909	36,909
Community Solutions - Senior Caregiver Support	Social Svcs Gen Fund Contracts	40,000	42,000	0	0
Community Solutions-Domestic Violence Support Services	Social Svcs Gen Fund Contracts	0	0	30,368	30,368
Community Svcs Agency of Mtn. View & Los Altos-Alpha Omega Shelter	Social Svcs Gen Fund Contracts	15,000	15,750	0	0
Community Svcs Agency of Mtn. View & Los Altos-Emergency Assistance	Social Svcs Gen Fund Contracts	25,070	26,324	24,298	24,298
Community Svcs Agency of Mtn. View & Los Altos-Senior Case Mgmt.	Social Svcs Gen Fund Contracts	18,210	19,121	19,064	19,064



List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 2001 Approved	FY 2002 Approved	FY 2003 Approved	Amount as of April 2003
Community Technology Alliance	Social Svcs Gen Fund Contracts	27,000	28,350	28,279	28,279
Concern for the Poor	Social Svcs Gen Fund Contracts	0	0	28,500	28,500
Court Designated Child Advocates	Social Svcs Gen Fund Contracts	61,323	64,389	62,999	62,999
Emergency Housing Consortium (Reception Center)	Social Svcs Gen Fund Contracts	44,006	46,206	43,896	43,896
Emergency Housing Consortium (South County)	Social Svcs Gen Fund Contracts	54,675	57,409	55,813	55,813
Ethiopian Community Services	Social Svcs Gen Fund Contracts	36,155	37,963	36,824	36,824
Friends Outside in Santa Clara County - Project Crime Stop (Children)	Social Svcs Gen Fund Contracts	63,727	66,913	0	0
Gardner Children's Center Campership Program	Social Svcs Gen Fund Contracts	21,632	22,714	0	0
Gardner Family Care Corporation - Family Wellness Classes	Social Svcs Gen Fund Contracts	20,000	21,000	0	0
Homeless Care Force	Social Svcs Gen Fund Contracts	25,600	26,880	20,121	20,121
HOPE Rehabilitation Services - Childcare	Social Svcs Gen Fund Contracts	25,000	26,250	0	0
Incubator Program	Social Svcs Gen Fund Contracts	0	21,000	0	0
Indian Health Center - Coordinating Care for Our Families	Social Svcs Gen Fund Contracts	0	0	15,000	15,000
Indochinese Resettlement & Cultural Center-Welfare Hotline Svcs	Social Svcs Gen Fund Contracts	41,600	43,680	0	0
Inn Vision- Family Place	Social Svcs Gen Fund Contracts	24,877	26,121	25,557	25,557
Inn Vision- Montgomery Shelter	Social Svcs Gen Fund Contracts	50,000	52,500	52,250	52,250
Inn Vision-Commercial Street	Social Svcs Gen Fund Contracts	31,500	33,075	38,000	38,000
InnVision - Safe Haven II for Homeless Mentally Ill	Social Svcs Gen Fund Contracts	28,000	29,400	29,039	29,039
International Rescue Committee - Citizen and Immigration Legal Services	Social Svcs Gen Fund Contracts	15,000	15,750	26,703	26,703
Live Oak Adult Day Care	Social Svcs Gen Fund Contracts	85,360	89,628	91,961	91,961
Loaves and Fishes Family Kitchen	Social Svcs Gen Fund Contracts	46,000	48,300	44,582	44,582
MATCH - Senior In-home Work Exchange	Social Svcs Gen Fund Contracts	15,600	16,380	0	0
Mexican American Community Services	Social Svcs Gen Fund Contracts	95,217	99,978	96,774	96,774
Next Door - Child Care Integration	Social Svcs Gen Fund Contracts	15,000	15,750	60,000	60,000
Next Door - The Shelter Next Door	Social Svcs Gen Fund Contracts	15,000	15,750	60,000	60,000

Appendix

List of General-Funded Community-Based Organizations



County of Santa Clara
FY 2004 Recommended Budget

List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 2001 Approved	FY 2002 Approved	FY 2003 Approved	Amount as of April 2003
Outreach & Escort (Senior Program)	Social Svcs Gen Fund Contracts	203,340	213,507	206,664	206,664
Peninsula Center for the Blind and Visually Impaired	Social Svcs Gen Fund Contracts	21,632	22,714	25,206	25,206
Planned Parenthood Mar Monte	Social Svcs Gen Fund Contracts	45,484	47,758	0	0
Respite & Research for Alzheimer's Disease	Social Svcs Gen Fund Contracts	45,069	47,322	48,096	48,096
Sacred Heart Community Services (At- Risk Youth Education)	Social Svcs Gen Fund Contracts	25,000	26,250	24,229	24,229
Sacred Heart Community Services (Community Food Program)	Social Svcs Gen Fund Contracts	41,250	43,313	38,981	38,981
Sacred Heart Community Services (Families First Program)	Social Svcs Gen Fund Contracts	25,000	26,250	24,229	24,229
Sacred Heart Community Services (Services to Immigrants)	Social Svcs Gen Fund Contracts	46,800	49,140	49,140	49,140
Santa Clara Unified School District - Skills Plus Program	Social Svcs Gen Fund Contracts	31,450	33,023	33,883	33,883
Santa Clara University - Legal Assistance for Low-income Immigrants	Social Svcs Gen Fund Contracts	40,000	42,000	50,891	50,891
Second Start - Youth Offenders with Disabilities	Social Svcs Gen Fund Contracts	15,000	15,750	0	0
Senior Adults Legal Assistance	Social Svcs Gen Fund Contracts	43,500	45,675	45,537	45,537
Services for Brain-Injury	Social Svcs Gen Fund Contracts	47,400	49,770	52,750	52,750
SIREN - Services, Immigrant Rights and Education Network	Social Svcs Gen Fund Contracts	63,018	66,169	70,000	70,000
St. Joseph's Family Center (Children/Youth)	Social Svcs Gen Fund Contracts	30,000	31,500	28,350	28,350
St. Joseph's Family Center (Shelter)	Social Svcs Gen Fund Contracts	15,000	15,750	25,175	25,175
St. Vincent de Paul Society - Emergency Assistance Project	Social Svcs Gen Fund Contracts	22,000	23,100	21,322	21,322
Sunnyvale Community Services	Social Svcs Gen Fund Contracts	0	0	40,686	40,686
Support Network for Battered Women - Project Right Response	Social Svcs Gen Fund Contracts	23,088	24,242	23,495	23,495
The Unity Care Group, Inc. Home and Education Program	Social Svcs Gen Fund Contracts	0	0	20,307	20,307
Unity Care Group, Inc. - Transitional Housing for Foster Care Youth	Social Svcs Gen Fund Contracts	15,000	15,750	23,750	23,750
Yu-Ai Kai	Social Svcs Gen Fund Contracts	195,882	205,676	211,029	211,029
YWCA - New Options (Children)	Social Svcs Gen Fund Contracts	50,000	52,500	0	0
YWCA - Next Step	Social Svcs Gen Fund Contracts	60,000	63,000	0	0
YWCA - Outlet Program (Children)	Social Svcs Gen Fund Contracts	15,000	15,750	15,000	15,000
Alum Rock Counseling Center	Social Svcs SOS Network	500,019	525,020	720,821	720,821



List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 2001 Approved	FY 2002 Approved	FY 2003 Approved	Amount as of April 2003
Bill Wilson Center	Social Svcs SOS Network	340,377	368,752	486,277	486,277
Community Solutions	Social Svcs SOS Network	127,092	122,090	208,915	208,915
Contact Cares	Social Svcs SOS Network	0	20,000	21,200	21,200
Social Advocates for Youth	Social Svcs SOS Network	165,092	173,347	263,248	263,248
Asian Americans for Community Involvement	Social Svcs Sr Nutrition Prog Contracts	47,142	44,909	47,214	47,214
Catholic Charities	Social Svcs Sr Nutrition Prog Contracts	587,646	555,557	629,466	629,466
City of Campbell	Social Svcs Sr Nutrition Prog Contracts	90,393	40,260	54,504	54,504
City of Milpitas	Social Svcs Sr Nutrition Prog Contracts	120,885	126,326	133,897	133,897
City of San Jose	Social Svcs Sr Nutrition Prog Contracts	852,532	867,826	978,380	978,380
City of Santa Clara	Social Svcs Sr Nutrition Prog Contracts	75,279	73,157	74,355	74,355
Community Services Agency of Mountain View & Los Altos	Social Svcs Sr Nutrition Prog Contracts	109,584	110,549	122,361	122,361
Compass Group USA, Inc. Frozen Meals	Social Svcs Sr Nutrition Prog Contracts	1,068,954	1,124,581	1,272,805	1,272,805
First Methodist Church of Sunnyvale	Social Svcs Sr Nutrition Prog Contracts	256,432	247,721	264,275	264,275
Indo-American Community Service Center in Santa Clara	Social Svcs Sr Nutrition Prog Contracts	31,412	35,568	61,280	61,280
Indo-American Senior Program at the Northside Community Center	Social Svcs Sr Nutrition Prog Contracts	16,598	16,036	14,750	14,750
Korean American Community Services Inc.	Social Svcs Sr Nutrition Prog Contracts	70,625	71,570	76,263	76,263
La Comida de California	Social Svcs Sr Nutrition Prog Contracts	174,466	187,260	227,541	227,541
Los Gatos United Methodist Church	Social Svcs Sr Nutrition Prog Contracts	75,797	79,259	81,892	81,892
Northside	Social Svcs Sr Nutrition Prog Contracts	110,495	68,484	97,090	97,090
Portuguese Org. for Social Services	Social Svcs Sr Nutrition Prog Contracts	38,310	54,774	50,060	50,060
Salvation Army	Social Svcs Sr Nutrition Prog Contracts	151,771	162,352	149,203	149,203
Self Help for the Elderly of Santa Clara County	Social Svcs Sr Nutrition Prog Contracts	107,526	118,796	134,569	134,569
Vietnamese American Cultural & Social	Social Svcs Sr Nutrition Prog Contracts	49,393	52,549	53,878	53,878
West Valley Presbyterian Church	Social Svcs Sr Nutrition Prog Contracts	153,352	140,332	154,341	154,341
Yu-Ai Kai	Social Svcs Sr Nutrition Prog Contracts	164,401	172,576	187,445	187,445
Mother's Milk Bank	Special Programs	43,250	45,412	48,137	48,137



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
2003 Estimate	83,400,000	37,000,000	8,620,000	5,900,000	21,880,000	10,000,000
2002 Actual	111,400,000	58,648,120	11,884,000	24,770,630	5,097,250	11,000,000
2001 Actual	133,646,748	68,146,748	36,057,140	17,754,696	11,688,164	
2000 Actual	96,572,592	28,100,000	41,319,874	19,382,745	7,769,673	
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			
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 2002 Actual	FY 2003 Approved	FY 2004 Recommended
110	Controller	9818	Local Contribution	5,147,129	19,575,000	22,559,010
110	Controller	9106	Sales and Use Tax	3,677,727	4,135,152	3,725,000
110	Controller	9122	Aircraft Taxes	1,758,289	1,950,000	1,200,000
110	Controller	9251	Investment Income	18,124,018	15,700,539	6,743,601
110	Controller	9313	Motor Vehicle in Lieu	160,158,073	171,267,000	174,538,816
110	Controller	9315	Highway Prop Rental	5,781	4,000	10,000
110	Controller	9367	HOPTR	3,692,248	3,700,000	4,000,000
112	Tax Collector	9010	Prop Tax-Current Secured	233,943,566	246,608,200	263,633,997
112	Tax Collector	9020	Prop Tax-Current Unsec	43,579,435	41,659,320	41,181,454
112	Tax Collector	9105	Prop Tax-Penalties & Costs	4,995,210	11,233,000	16,000,000
112	Tax Collector	9009	Prop Tax-SB-813	18,819,928	19,854,884	19,104,432
114	Clerk-Recorder	9121	Real Property Transfer Tax	14,805,707	16,190,000	20,200,000
148	Dept of Revenue	9107	Franchise Fees	1,240,096	1,000,000	1,150,000
148	Dept of Revenue	9124	Transient Occupancy Tax	307,298	295,000	340,000
292	Public Guardian	9251	AB 1018 Interest	758,654	500,000	600,000
810	Cnty Debt Service	9252	Net Interest on Notes	0	0	0
Total Unallocated Revenue				511,013,159	553,672,095	574,986,310



Use of Unallocated Revenue

Budget Unit	Department	FY 2003 Approved	FY 2004 Recommended
0	Use of Fund Balance	52,751,880	46,400,000
101	Supervisory Dist #1	(866,046)	(800,411)
102	Supervisory Dist #2	(866,046)	(800,411)
103	Supervisory Dist #3	(866,046)	(800,411)
104	Supervisory Dist #4	(866,046)	(800,411)
105	Supervisory Dist #5	(866,046)	(800,411)
106	Clerk of the Board	(5,569,668)	(5,006,774)
107	County Executive	(9,540,442)	(4,433,712)
110	Controller	39,568,377	35,238,347
112	Tax Collector	1,742,823	3,189,351
114	County Recorder	3,616,687	4,484,217
115	Assessor	(18,852,978)	(20,073,498)
116	In Home Support Service Program	(1,720,126)	(24,046,870)
118	Procurement	(2,294,897)	(1,849,063)
119	Special Programs	(100,459,322)	(98,557,245)
120	County Counsel	(3,898,176)	(3,588,465)
130	HR, LR & EOED	(10,876,959)	(10,211,203)
132	Dept of Risk Management	(21,460)	317,014
135	GSA Intergovernmental Svcs	(16,797,412)	(15,074,552)
140	Registrar of Voters	(5,928,174)	(10,375,961)
145	Information Systems	(12,470,938)	(9,051,003)
148	Dept of Revenue	1,398,182	1,931,390
168	Office of Affordable Housing	(667,445)	(707,272)
190	Communications	(7,629,971)	(8,150,626)
200	Dept of Child Support Services	0	0
202	DA Administration	(45,105,866)	(48,971,239)
203	DA Crime Lab	(2,857,803)	(2,944,437)
204	Public Defender	(29,742,229)	(28,454,210)
210	Pretrial Services	(4,948,083)	(4,175,201)
217	Criminal Justice System-Wide Costs	145,018,199	118,314,776
230	Sheriff	(40,235,777)	(46,283,833)
231	Court/Custody Operations	(12,698,556)	0
235	DOC Contract	(68,648,484)	(73,395,788)
240	Dept of Correction	(52,313,837)	(39,333,267)
246	Probation Dept	(55,752,375)	(54,729,383)
260	Environmental Resources Agency	(3,487,068)	(2,937,922)
262	Dept of Agric, Wts & Meas	(2,183,106)	(2,475,753)
263	GSA Facilities Dept	(39,191,790)	(26,117,435)
293	Medical Examiner	(2,620,624)	(2,338,367)



Use of Unallocated Revenue (Continued)

Budget Unit		Department	FY 2003 Approved	FY 2004 Recommended
410	Public Health		(43,609,388)	(44,782,023)
412	Mental Health		(55,345,025)	(61,142,454)
414	Children's Shelter & Custody Health		(2,108,929)	(700,000)
417	Dept of Alcohol & Drug Services		(18,353,042)	(16,737,957)
418	Community Outreach Programs		(7,699,818)	(6,923,510)
501	Social Services Administration		(73,475,510)	(69,306,385)
509	SSA Senior Nutrition		(2,868,470)	(2,660,711)
511	SSA Categorical Aids		(25,796,521)	(26,828,877)
810	Controller Debt Svc		(7,667,744)	(8,494,354)
Total Use of Unallocated Revenue			(553,672,095)	(574,986,310)



Budgeted Resources for Extra Help

Overview

The following information is provided pursuant to the current Agreement between the County of Santa Clara and SEIU Local 715 regarding Extra Help Usage. Section

6 of that Agreement requires that "a line item for each budget unit will be added to the County Budget starting FY 2001-2002 that represents the cost of budgeted extra help usage".

Extra Help Resources (Line Item 1187)

BU	Department Name	FY 2002 Actual	FY 2003		FY 2004 Recommended	Amount Change	% Change
			Approved	Adjusted		from FY 2003 Approved	from FY 2003 Approved
0101	Supervisorial District 1	7,002	4,571	4,571	4,571	0	
0102	Supervisorial District 2	17,445	4,571	4,571	4,571	0	
0103	Supervisorial District 3	13,421	4,571	4,571	4,571	0	
0104	Supervisorial District 4	45,155	4,571	4,571	4,571	0	
0105	Supervisorial District 5	7,549	4,571	4,571	4,571	0	
0106	Clerk Of The Board	14,074	0	0	0	0	
0107	County Executive	0	0	0	0	0	
0168	Office of Affordable Housing	0	0	0	0	0	
0113	LAFCO	0	0	0	0	0	
0117	Measure B Trans Improvement Pgm	0	0	0	0	0	
0140	Registrar Of Voters	592,766	678,036	678,036	664,244	(13,792)	-2.0%
0145	Information Services Department	96,086	38,143	38,143	38,143	0	
0115	Assessor	211,029	256,656	256,656	256,656	0	
0120	County Counsel	77,673	0	0	0	0	
0610	County Library	1,313,137	1,178,850	1,178,850	1,101,541	(77,309)	-6.6%
0118	Procurement	36,561	0	0	0	0	
0135	GSA Intragovernmental Services	71,880	11,484	11,484	11,484	0	
0190	GSA Communications	70,981	9,000	9,000	9,000	0	
0263	Facilities Department	35,792	0	0	0	0	
0410	Public Health	697,516	1,028,567	1,052,067	1,032,067	3,500	0.3%
0412	Mental Health	590,092	241,489	241,489	241,489	0	
0414	Shelter/Custody Health Services	2,130,313	1,747,255	1,747,255	1,747,255	0	
0417	Dept of Drug and Alcohol Services	272,857	112,305	112,305	112,305	0	
0418	Community Outreach Services	30,829	0	0	0	0	
0725	Valley Health Plan	72,707	0	0	0	0	
0921	Valley Medical Center	17,921,011	8,556,344	7,872,014	8,534,359	(21,985)	-0.03%
0200	Department of Child Support Services	147,574	0	0	0	0	
0501	Social Services Administration	2,800,869	336,892	336,892	653,485	316,593	94.0%
0202	District Attorney Administration	380,388	176,149	176,149	41,149	(135,000)	-76.6%
0203	District Attorney Crime Laboratory	25,809	0	0	0	0	
0204	Public Defender	552,392	0	0	0	0	
0210	Office Of Pretrial Services	153,555	217,301	217,301	177,301	(40,000)	-18.4%
0230	Sheriff Services	920,301	405,779	405,779	397,023	(8,756)	-2.2%
0231	Court/Custody Operations	0	2,810	2,810	0	(2,810)	-100%
0235	DOC Contract	448	0	0	0	0	
0240	Department Of Correction	419,562	3,504	3,504	3,504	0	
0246	Probation Department	2,912,916	1,781,366	1,781,366	1,781,366	0	



Extra Help Resources (Line Item 1187)

BU	Department Name	FY 2002	FY 2003		FY 2004	Amount Change	% Change
		Actual	Approved	Adjusted	Recommended	from FY 2003 Approved	from FY 2003 Approved
0293	Medical Examiner-Coroner	18,144	0	0	0	0	
0260	Planning and Development/ERA Admin	79,364	67,000	67,000	51,218	(15,782)	-23.6%
0261	Environmental Health	70,997	129,523	129,523	129,523	0	
0262	Agriculture And Resource Management	85,425	12,271	26,271	7,271	(5,000)	-40.7%
0411	Vector Control District	2,317	75,000	10,000	75,000	0	
0710	County Parks And Recreation	672,395	916,311	854,311	631,099	(285,212)	-31.1%
0130	HR, LR, and EOED	104,756	3,054	3,054	3,054	0	
0132	Department of Risk Management	17,898	15,198	15,198	15,198	0	
0110	Controller Treasurer	44,737	9,360	9,360	9,360	0	
0112	Tax Collector	85,462	99,010	99,010	99,010	0	
0114	County Clerk/Recorder	61,119	91,797	91,797	91,797	0	
0148	Department Of Revenue	24,037	19,882	19,882	0	(19,882)	-100%
0603	Roads Operations	53,800	57,895	57,895	60,790	2,895	5.0%
0608	Airports Operations	10,709	16,000	16,000	16,000	0	
0904	Santa Clara County Fire Department	12,025	5,000	5,000	0	(5,000)	-100%
Countywide Total		33,982,875	18,322,086	17,548,256	18,014,546	(307,540)	-1.7%





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				1115	247	1806	59
				1117	115	1807	123
				1118	115	1808	123
				1120	131	1809	123
				1126	223	1812	124
				1127	223	1919	676
				1129	223	1920	677
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				1140	224	1922	678
				1141	224	2111	251
						2113	248
						2116	249



2148	277	3440	371	4322	490	5575	165
2212	260	3441	372	4324	490	5576	165
2213	261	3446	372	4350	523	5577	166
2300	173	3449	373	4367	524	5585	166
2303	183	3500	310	4380	525	5586	166
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2630	158	3810	294	4655	557	5903	643
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2925	506	3815	296	4670	559	5909	645
2928	507	3817	297	4671	560	5910	647
2934	508	3818	297	4672	560	5911	648
2936	509	3819	298	4673	561	6112	569
2945	509	3820	303	4675	561	6410	665
2954	510	3832	299	4676	561	6411	665
2962	510	3834	300	4700	461	6413	666
2970	511	3835	301	4710	462	6435	666
2978	511	3836	302	4715	463	6470	667
3000	342	3900	331	4755	464	6474	667
3026	343	3901	332	4800	465	6475	668
3036	343	3903	332	4810	467	6476	669
3041	344	3904	333	4831	468	6852	592
3047	344	3905	334	4860	469	7000	571
3112	358	3906	335	4861	469	7250	578
3124	358	3907	335	4862	470	9104	682
3126	359	3909	336	4870	470	9114	683
3128	359	3910	336	4871	470	9118	684
3135	360	3912	337	4874	471	9120	684
3136	360	3913	337	4890	481	9250	685
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