
Fiscal Year 2005 Recommended Budget



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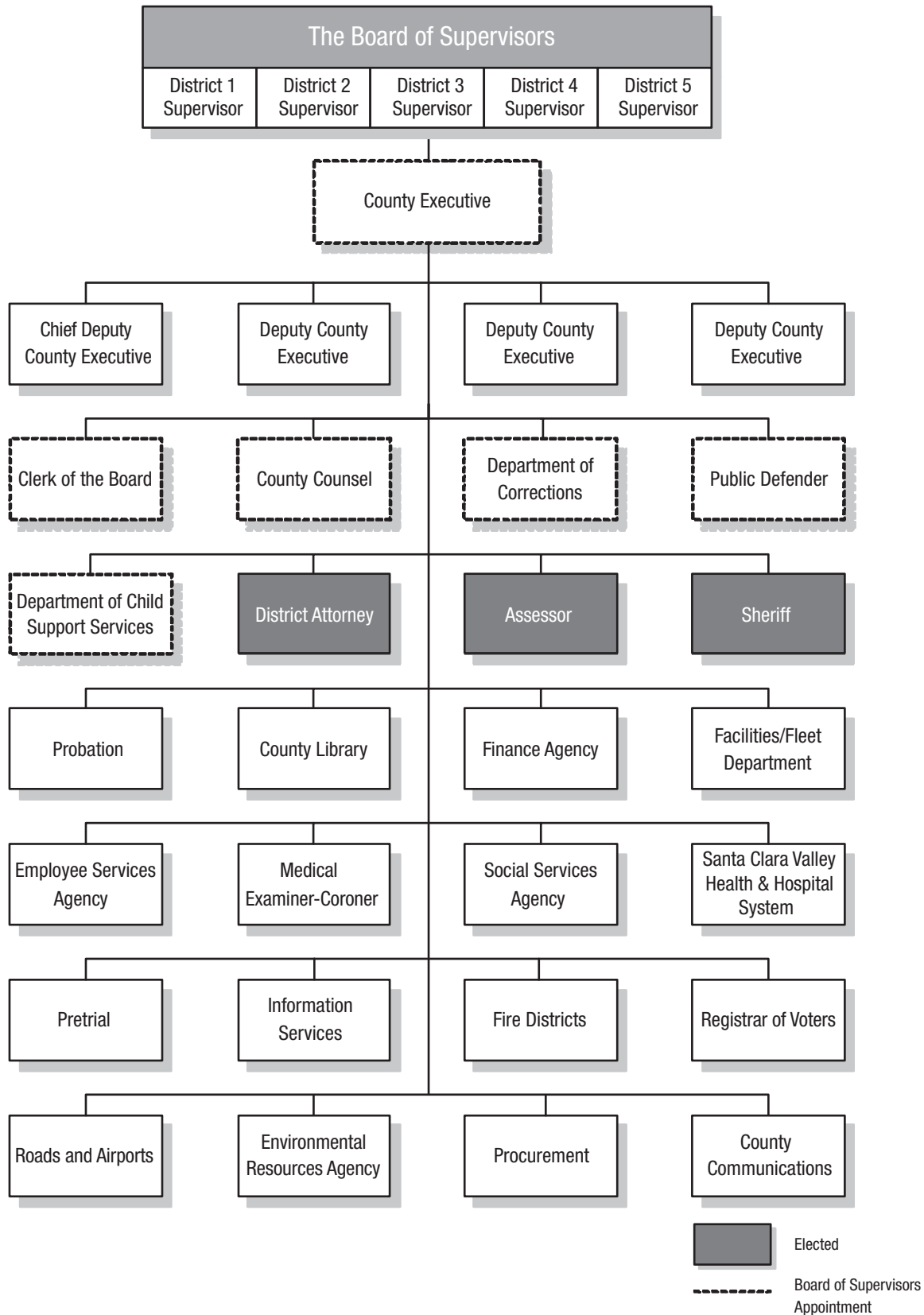
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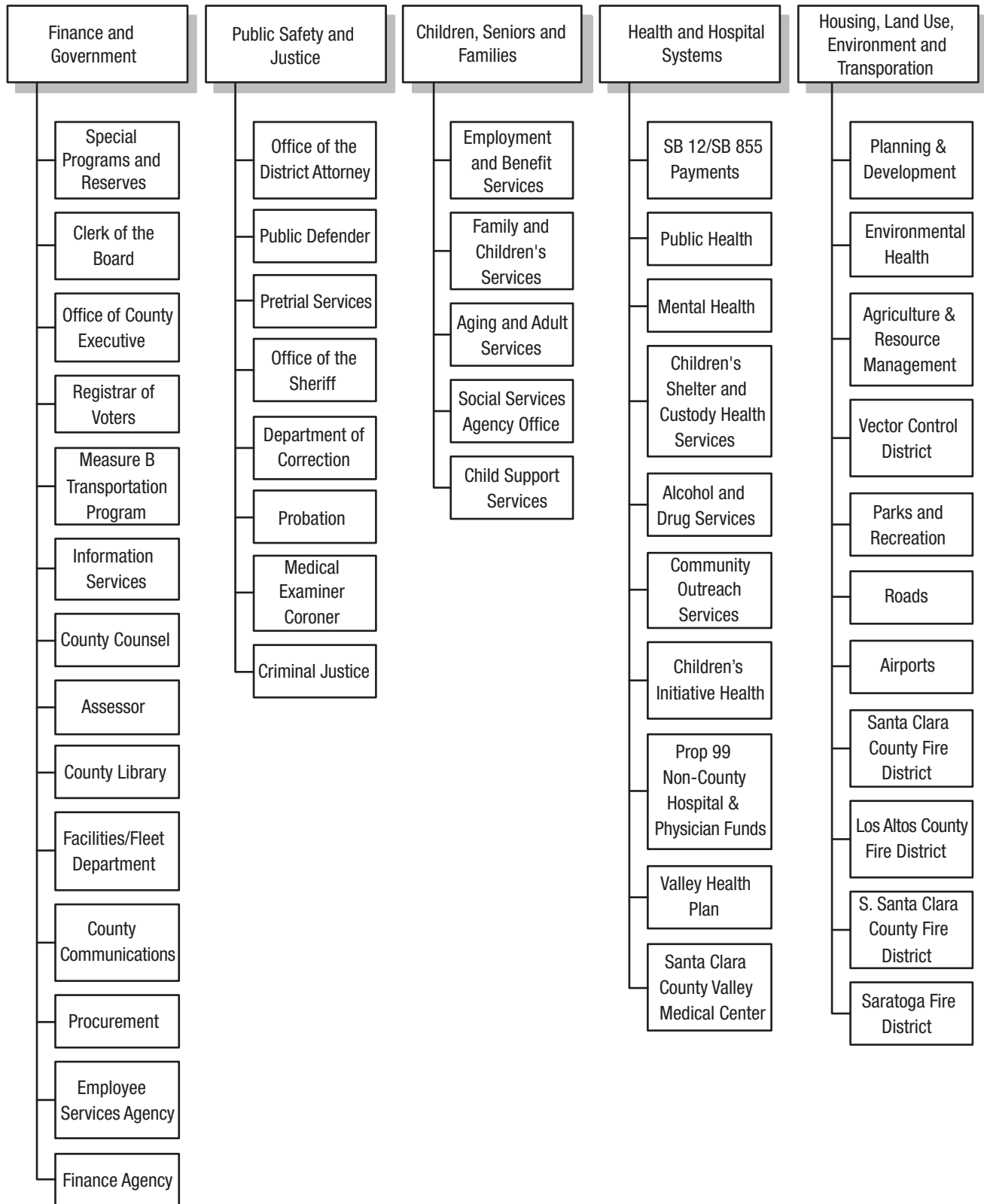
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COUNTY OF SANTA CLARA



Board of Supervisors





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County Executive's Budget Message

April 30, 2004

To: Board of Supervisors



From: Peter Kutras, Jr.
County Executive

Subject: FY 2005 Recommended Budget

One year ago, the FY 2004 County Executive's budget message acknowledged the confluence of world, state and local events that created an economic storm. The message closed with a hopeful note that, as with every storm, "...the winds eventually subside, the rain eventually stops and the sun reappears." FY 2005 finds us still in the midst of the economic storm, with an unsettled forecast for the future.

The recommended budget for FY 2005 presents a set of deficit solutions totaling \$200.3 million. The budget is designed to address our local budget gap of \$132 million, while setting aside a one-time reserve of \$50 million to deal with anticipated state

reductions. Additionally, \$18.5 million in one-time funds is set aside as long-term bridge funding through FY 2008 for safety net services in mental health and drug and alcohol.

These recommendations are consistent with the Board discussions of creating a sustainable County government over a period of time through prudent financial actions.

For the past two fiscal years, the County has had to develop budget reduction plans for both our own budget in June, and in response to State budget actions in the fall. The reserves recommended in this budget support an approach that will allow the Board to pre-approve solutions to possible State budget impacts as part of the June budget hearings. If state budget impacts come in at or under the \$50 million level, there will not be a need for a second round of hearings or further budget reductions this fiscal year. We believe it is important for the organization to be able to take some respite, however brief, from the budget reduction process.

Deficit Solutions

Since FY 2003, the County has been forced to find over one-half billion dollars in deficit solutions to meet local budget requirements and impacts of reduced state and federal funding. This is unprecedented. With the reductions proposed in this FY 2005 recommended budget many departments have hit "bottom" and have no elasticity remaining for future rounds of reductions.

Table 1 depicts the detail of these solutions.

Table 1: Summary of Deficit Solutions FY 2003 to FY 2005

	Department Reductions \$ Millions	Use of Reserves \$ Millions	Use of One-Time Funds \$ Millions	Modified Financial Policies \$ Millions	Increase Fees \$ Millions	Reimb/ Non-Tax Revenue \$ Millions	Total \$ Millions
FY 2003 Approved Budget	\$18.5	\$49.3	\$11.0	-	\$1.6	\$4.7	\$65.1
Economic Uncertainties Reserve		15.0					
Enterprise Fund Reserves		26.0					
Welfare Reform Reserve		2.5					
Tobacco Settlement Reserve		2.5					
Salary Reserve		3.3					
FY 2003 Second Round	\$9.7	\$3.1	-	-	\$0.3	\$4.3	\$17.4
Economic Uncertainties Reserve		3.1					
FY 2004 Approved Budget	\$105.6	\$8.2	\$10.0	\$19.8	\$1.2	\$11.4	\$156.2
Economic Uncertainties Reserve		5.1					
Welfare Reform Reserve		2.5					
SACPA Reserve		0.6					
FY 2004 Second Round	\$13.7	\$25.7	-	\$2.0	\$0.8	\$4.2	\$46.4
Economic Uncertainties Reserve		1.7					
Reserve for State Impacts		24.0					
FY 2005 Recommended Budget	\$91.6	-	\$45.0	\$56.6	\$1.7	\$5.5	\$200.3
Total Impact of Deficit Solutions	\$239.2	\$86.3	\$66.0	\$78.4	\$5.5	\$30.1	\$505.5

FY 2005 Solution Components

The Board of Supervisors, the Administration, County Employees, County Labor Organizations and our community partners have worked extraordinarily well this year to bring together all of the components necessary to create the basis for this FY 2005 recommended budget.

The employee and labor organizations' willingness to agree to contract extensions, forgoing or significantly reducing pay increases, and providing a more stable financial future were both the right thing to do, and demonstrated a commitment to public service and our community. These actions were an important component in reducing the deficit amounts. In addition, as you can see from Table 1, we have prudently used some one-time funds; modified some financial policies and reduced our PERS costs for next year due to extraordinary efforts from the Board and the management-labor coalition.

The FY 2005 recommended budget eliminates a net of 416.5 full time equivalent (FTE) positions. This results from the elimination, across all funds, of 535.1 FTEs and the addition of 118.6 FTEs to meet service needs and maximize outside revenue.

In crafting this recommended FY 2005 budget we utilized the tools developed and reviewed by the Board in December 2003 - the Harvey M. Rose Corporation Mandate study and the staff report on supervisor-to-staff ratios, referred to as the span of control study. As we have previously indicated to the Board the purpose and intent of both of these reports is to provide the Board and the Administration with tools to use in making budget decisions. Both reports have been used extensively. In some instances our budget recommendations increase the ratio and decrease layers of supervision; in other cases our recommendations may decrease the ratio. There is no standard ratio. For example, if we set a standard that required 1 manager to 10 employees, we would have to



increase the number of managers in some departments as their current ratio exceeds 1:10. The key point is that the ratio has been analyzed in making these recommendations and, by itself, does not drive our budget recommendations. The overall County ratio of 1:9.2 in the FY 2004 approved budget is now 1:9.8 in the recommended FY 2005 budget.

As was the case last year, in recommending reductions of employees, we have paid close attention to recommending reductions that are vertically appropriate. The percentage of executive managers, other managers and supervisors, and line staff has remained constant from the pre-reduction FY 2004 approved budget base to the post-reduction recommended FY 2005 staffing levels.

- a. The FY 2005 base, or current level budget (CLB), includes all position changes (adds and deletes) approved by the Board of Supervisors from July 1, 2003 through the Board meeting of April 6, 2004.
- b. The FY 2005 base budget is higher than the FY 2004 Approved budget despite the reductions made in the Fall of 2003, primarily due to the large numbers of Social Services and SCVMC staff added during the year for Medi-Cal eligibility and AB 394. Therefore, the reduction in FTEs from the FY 2005 base to the FY 2005 Recommended is a larger number than the reduction in FTEs from the FY 2004 Approved to the FY 2005 Recommended reflected in Table 1.

Table 6, directly following the County Executive's Budget Message, provides the departmental detail of positions as well as by committee.

Table 2: Percentage of Management and Line Staff^a

	FY 2004 Approved Budget		FY 2005 Recommended Budget		Net Change from FY 2004 to FY 2005	
	FTEs	%	FTEs	%	FTEs	%
Exec Mgmt	171.0	1.1	162.0	1.1	(9.0)	-5.3
Other Supv	1,297.0	8.7	1,205.0	8.2	(92.0)	-7.1
Line Staff	13,481.2	90.2	13,403.5	90.7	(77.7)	-.05
TOTAL	14,949.2		14,770.5		(178.7)	-1.2
Staff : Supv Ratio	9.2		9.8			

a. FTEs do not include positions in the offices of the Board of Supervisors or the County Library

Recommended Budget Impact and Development Strategy

As we developed these recommendations, we focused on the continuum of services and the interrelationship of components within the Health and Hospital System, the Public Safety and Justice System, Children, Seniors and Families, as well as Community and Environmental Services and General Government.

For example, in the FY 2005 budget we are continuing to fund Program Services in the Department of Correction, the Men's Work Furlough Facility and the Women's Residential Center, as all of these programs are fundamental system wide components that have been adopted as a way to shorten sentences with solid rehabilitative efforts or to offer alternatives to more costly incarceration. The same holds true in Mental Health and Drug and Alcohol, as these programs interact not only with the Public Safety system but also with the Health and Hospital system to avoid more costly acute hospitalization. Because of Juvenile Detention reform efforts and effective police and prosecutorial actions, we are able to consolidate juvenile ranch facilities and realize significant closure savings. Our goal in all of

Table 3: Net Change in FTEs by Policy Committee Area

	FY 2005 Base (CLB) as of 04/06/03 ^a		Recommended Budget		Net Change from Base to Recommended	
	FTEs	%	FTEs	%	FTEs	%
FGOC	1,802.5	11.9	1,727.0	11.7	(75.5)	-4.2
HLUET	790.5	5.2	775.8	5.3	(14.8)	-1.9
PSJC	3,515.0	23.1	3,418.0	23.1	(97.0)	-2.8
CSFC	3,005.5	19.8	2,858.5	19.4	(147.0)	-4.9
HHC	6,073.5	40.0	5,991.3	40.6	(82.2)	-1.4
TOTAL	15,187.0^a	100%	14,770.5	100%	(416.5)	-2.7%



these efforts and others is not only to provide our community with important safety net services, but also to keep populations in all our institutions from increasing dramatically and causing even greater expenditure growth.

While trying to salvage key system components to continue our prevention-first strategy, we have also looked at organizational streamlining and consolidation opportunities.

The recommended budget eliminates the General Services Agency and distributes functions and staff to existing County offices, moves the Office of Women's Advocacy and staff to the Office of Human Relations, and provides one-time bridge funding for FY 2005 to examine whether the Department of Correction can more effectively and efficiently operate the Men's Work Furlough facility. One-time funds have been appropriated to co-locate all of the County's fleet operations and move the garage from the San Pedro and Younger site to allow for the Civic Center master plan. Additionally, the Sheriff and the County Executive propose to enter into a contract to direct and manage the Medical Examiner/Coroners office. This will result in cost savings by deleting the department head position while maintaining the medical independence of the Medical Examiners.

Consistent with our strategy from the prior year, capital and technology funding recommendations have been reduced to only those projects we feel have the highest priority.

Table 4: FY 2005 Capital Projects

Project	Funding
Backlog Life Cycle Infrastructure	\$5,000,000
Purchase Korean Baptist Church	\$2,750,000
Juvenile Hall Housing Project Augmentation	\$2,820,000
Complete ROV Warehouse Project	\$650,000
Muriel Wright Program Building	\$605,000
Smoke Alarm System at Elmwood	\$225,000
Security Master Plan	\$2,000,000
Study to Relocate Men's Work Furlough	\$500,000
Total	\$14,550,000

Table 5: FY 2005 Technology Needs

Project	Funding
Replace Outdated Comptuers (District Attorney)	\$159,913
IT Security Resource Support	\$203,750
GIS Layer Adjustment/Repository	\$150,000
PROMIS (Data Warehouse) System	\$394,000
Migration of Public Portal to Vignette Version 7.2	\$120,000
Needs Assessment for Server Consolidations	\$225,000
Total	\$1,252,663

In FY 2005 only \$1.2 million is being allocated to technology and \$14.5 million to capital projects. After several years of significant investments in our capital and technology infrastructure, we are now utilizing significant one-time resources to spread the impact of reductions on direct services over more than one year. In FY 2005 we are allocating \$50 million in one-time funds to a reserve for state reductions. A potential agreement between local government and the Governor will result in two years of substantial state reductions followed by a constitutional protection of local resources. Our strategy is to resolve the state impacts with one-time funds and address our local structural problem with ongoing solutions. We believe this approach is responsible and allows us to avoid dismantling essential service delivery systems when relief may be only two years away.

The FY 2005 budget does not maintain current service levels for all county departments. Departments are still expected to achieve salary savings, despite having reduced their budgets. As expected, Departments have had significant difficulty in meeting the salary savings target during FY 2004. In future years we may have to consider reducing salary savings requirements. The FY 2005 recommended budget assumes \$32 million in salary savings. In essence, to meet this requirement departments must rely upon attrition beyond that which is assumed for budget reductions and/or purposely keep positions vacant, resulting in additional service diminution beyond the apparent budget cuts contained in the recommendations.

As required by law, the FY 2005 Recommended Budget is balanced. Other funds (Roads, VMC Enterprise etc.) are also balanced through a combination of revenues, expenditure reductions and prudent use of reserves. The VMC Financial Planning Task Force recommendations will be separately presented for the Board's review to provide a plan of action to meet future year funding requirements. It is important to note that the VMC Enterprise Fund continues to rely on diminishing reserves that will present a significant challenge for the Board and the Administration in FY 2006 and beyond.

The lack of strong revenue growth continues to be a major contributing factor to the financial problems we are now facing. Although we are projecting 2.5% growth in our discretionary revenues, it is inadequate to support the cost of maintaining our current level of service. Of greater concern is the lack of growth in state and federal revenues. Cost of living/cost of doing business adjustments have all but been eliminated at the state level and this has impacted the funding of important safety net services. In FY 2005 state revenues will increase from \$745 million to \$748.5 million. This is an increase of only \$3.5 million or 0.4%.

Federal revenues are projected to increase by \$19 million or 5.4%. This is a more healthy rate of growth but still insufficient to maintain our current level of service. From an overall perspective, ongoing general fund revenues are projected to increase by \$55 million or 3.1%. This rate of growth is historically low and continues to be insufficient to support our current service levels.

We have also allocated the FY 2004 fund balance and other sources in the FY 2005 recommended budget to provide a contingency reserve of 2.5% net of pass through. This meets the new policy goal of the Board, established in February 2004, as we move to an ultimate level of 5% by July 1, 2007. A complete list of the use of one-time funds can be found on page 12.

In summary, Table 1 shows that the \$200.3 million general fund FY 2005 deficit was resolved by the following combination of revenues, expenditure reductions, one-time funds and prudent use of funds resulting from modified financial policies:

- ❑ \$91.6 million in departmental expenditure reductions and revenue solutions
- ❑ \$56.6 million in reduced costs for workers compensation (\$10.6 million), retiree health (\$11.2 million), PERS (\$25.0 million) and related benefit savings within Valley Medical Center (\$9.8).
- ❑ \$44.9 million in one-time funding; \$36.3 million to spread the impact of reductions over more than one year; \$5.2 million imbedded in departmental reduction plans and \$3.5 million to provide time to achieve stated ongoing reduction proposals at Men's Work Furlough and attrition plans in the Office of the District Attorney and Public Defender.
- ❑ \$5.5 million in ongoing revenue and/or reimbursements
- ❑ \$1.7 million in increased fees from various departments

The Future

The storm is still here. The unsettled aspect of the future forecast revolves around actions at the State level. Unresolved issues include County Vehicle License Fee revenue, the ERAF property tax shift, voting machine requirements for November 2004, and many of the Governor's proposed program reductions included in his January 2004 budget.

At the time of this writing, there is hope that a compromise can be reached with the legislature that will result in essentially a period of 2 years of one-time state budget impacts that will be replaced in the 3rd year with a Governor-supported, voter-approved constitutional protection for revenue specifically dedicated to local government, as well as reinstatement of mandate payments from the State. This

fundamental local government financial reform is essential to our long-term stability. Absent a big picture solution like this proposed compromise, we will remain at the mercy of the Governor and State Legislature diverting local government resources to solve state funding problems.

We believe, barring any significant program shifts from the State or any significant economic recovery that we will continue to be dealing with deficits in FY 2006, FY 2007 and possibly in FY 2008. As this budget goes to print, we are translating the many actions that are being recommended in this financial plan into a future year projection to determine how this will affect our future financial position. Recognizing the complexities that are included in this financial plan, we are planning to provide the Board with a projection during the Budget Workshops later in May.

As we recommended in the FY 2004 budget, to prepare for the FY 2005 budget we completed an in-depth review of service mandates and discretionary programs to refine and define core services on a department/agency basis, and supervisor-to-staff ratios and levels in all departments. In addition, we adopted selective reduction plan amounts (as opposed to across-the-board amounts) that were designed to reduce discretionary or non-core service expenditures.

We recommend the following principles be considered as we put forward the FY 2005 recommendations and prepare for FY 2006:

- No new expenditures unless mandated or revenue-positive.
- No new services unless revenue-covered.
- Restrict new policy initiatives to only those designed to reduce actual expenditures and costs.
- Continue to explore ways to reduce costs or increase efficiencies by consolidating County operations.

Despite these difficulties and the reduced resources, County employees will continue to provide essential, quality public services daily 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 have been severely tested over the last several fiscal years to continue to carry out that mission with reduced resources.

Along with the Board of Supervisors and the Administration we continue to have confidence that every employee, our Community-Based Organization partners, County Labor Organizations, Boards and Commissions and our volunteers remain resolute in our commitment to this mission and to our community.

I remain extremely proud of our organization and thank each one of you for your support and your contributions. When we stand together we remain strong.



Summary of Recommended Position Changes

Table 6: Summary of Recommended Position Changes by Department and Board Policy Committee

Department	FY 2005	Recommended Deletion	Recommended Additions	Net FTE Change	FY 2005	%
	Base (CLB) ¹ Total FTE				Recommended Total FTE	
Clerk of the Board	33.0	(1.5)	-	(1.5)	31.5	-4.5%
County Executive Subtotal	85.0	(6.0)	1.0	(5.0)	80.0	-5.9%
<i>County Executive</i>	66.0	(6.0)	1.0	(5.0)	61.0	-7.6%
<i>LAFCO</i>	2.0	-	-	-	2.0	-
<i>Measure B</i>	3.0	-	-	-	3.0	-
<i>Office of Affordable Housing</i>	14.0	-	-	-	14.0	-
Registrar of Voters	48.0	(1.0)	-	(1.0)	47.0	-2.1%
Information Services	235.0	(19.0)	-	(19.0)	216.0	-8.1%
Assessor	282.0	(9.0)	9.0	-	282.0	-
County Counsel	132.0	(12.0)	0.5	(11.5)	120.5	-8.7%
Finance Agency Subtotal	321.0	(1.0)	-	(1.0)	320.0	-0.3%
<i>Controller-Treasurer</i>	100.0	(1.0)	-	(1.0)	99.0	-1.0%
<i>Tax Collector</i>	72.0	-	-	-	72.0	-
<i>Clerk-Recorder</i>	87.0	-	-	-	87.0	-
<i>Department of Revenue</i>	62.0	(1.0)	1.0	-	62.0	-
Procurement	23.0	-	1.0	1.0	24.0	4.3%
Intragovernmental Services	105.0	(11.0)	-	(11.0)	94.0	-10.5%
Communications	113.0	(1.0)	1.0	-	113.0	-
Facilities	247.0	(13.0)	5.0	(8.0)	239.0	-3.2%
Employee Services Agency Subtotal	178.5	(20.0)	1.5	(18.5)	160.0	-10.4%
<i>HR/Labor Relations/EOED</i>	115.5	(15.0)	-	(15.0)	100.5	-13.0%
<i>Risk Management</i>	63.0	(5.0)	1.5	(3.5)	59.5	-5.6%
FINANCE & GOVERNMENT OPERATIONS	1,802.5	(94.5)	19.0	(75.5)	1,727.0	-4.2%
% of Countywide Total	11.9%	17.7%	16.0%	18.1%	11.7%	
Environmental Resources Agency Subtotal	494.5	(16.8)	8.0	(8.8)	485.8	-1.8%
<i>Planning & Development/Agency Admin</i>	85.5	(5.5)	3.5	(2.0)	83.5	-2.3%
<i>Environmental Health</i>	115.0	(6.0)	-	(6.0)	109.0	-5.2%
<i>Vector Control</i>	30.0	-	-	-	30.0	-
<i>Agriculture & Resource Management</i>	64.0	(2.5)	3.5	1.0	65.0	1.6%
<i>Parks & Recreation</i>	200.0	(2.8)	1.0	(1.8)	198.3	-0.9%
Roads & Airports Subtotal	296.0	(6.0)	-	(6.0)	290.0	-2.0%
<i>Roads Department</i>	282.0	(6.0)	-	(6.0)	276.0	-2.1%
<i>Airports</i>	14.0	-	-	-	14.0	-
HOUSING, LAND USE, ENVIRONMENT & TRANSPORTATION	790.5	(22.8)	8.0	(14.8)	775.8	-1.9%
% of Countywide Total	5.2%	4.3%	6.7%	3.5%	5.3%	
District Attorney Subtotal	525.5	(7.0)	-	(7.0)	518.5	-1.3%
<i>DA Criminal</i>	470.5	(5.0)	-	(5.0)	465.5	-1.1%
<i>DA Crime Laboratory</i>	55.0	(2.0)	-	(2.0)	53.0	-3.6%
Public Defender	215.0	(6.0)	-	(6.0)	209.0	-2.8%



Table 6: Summary of Recommended Position Changes by Department and Board Policy Committee

Department	FY 2005	Recommended		Net FTE Change	FY 2005	%
	Base (CLB) ¹ Total FTE	Deletion	Additions		Recommended Total FTE	
Pretrial Services	42.5	-	-	-	42.5	-
Office of the Sheriff	813.0	(15.0)	7.0	(8.0)	805.0	-1.0%
Department of Correction Subtotal	1,084.0	(40.0)	1.0	(39.0)	1,045.0	-3.6%
<i>DOC Contract</i>	715.5	(19.0)	1.0	(18.0)	697.5	-2.5%
<i>Department of Correction</i>	368.5	(21.0)	-	(21.0)	347.5	-5.7%
Probation Department	814.0	(44.0)	8.0	(36.0)	778.0	-4.4%
Medical Examiner-Coroner	21.0	(1.0)	-	(1.0)	20.0	-4.8%
PUBLIC SAFETY AND JUSTICE	3,515.0	(113.0)	16.0	(97.0)	3,418	-2.8%
% of Countywide Total	23.1%	21.1%	13.5%	23.3%	23.1%	
Department of Child Support Services	356.0	(24.0)	-	(24.0)	332.0	-6.7%
Social Services Agency Subtotal	2,649.5	(129.0)	6.0	(123.0)	2,526.5	-4.6%
<i>Agency Office</i>	371.0	(44.0)	1.0	(43.0)	328.0	-11.6%
<i>Family and Children's Services</i>	831.5	(44.0)	5.0	(39.0)	792.5	-4.7%
<i>Employment and Benefit Services</i>	1,202.0	(18.0)	-	(18.0)	1,184.0	-1.5%
<i>Aging and Adult Services</i>	245.0	(23.0)	-	(23.0)	222.0	-9.4%
CHILDREN, SENIORS & FAMILIES	3,005.5	(153.0)	6.0	(147.0)	2,858.5	-4.9%
% of Countywide Total	19.8%	28.6%	5.1%	35.3%	19.4%	
Public Health Department	690.0	(51.5)	0.5	(51.0)	639.0	-7.4%
Mental Health Department	351.5	(26.0)	2.0	(24.0)	327.5	-6.8%
Custody Health Services	273.8	(6.5)	4.5	(2.0)	271.8	-0.7%
Department of Drug & Alcohol Services	182.5	(18.0)	2.5	(15.5)	167.0	-8.5%
Community Outreach Services	93.0	(9.0)	7.0	(2.0)	91.0	-2.2%
Valley Health Plan	51.0	-	-	-	51.0	-
Santa Clara Valley Medical Center (SCVMC) ²	4,431.7	(40.8)	53.1	12.3	4,444.0	0.3%
HEALTH & HOSPITAL SERVICES	6,073.5	(151.8)	69.6	(82.2)	5,991.3	-1.4%
% of Countywide Total	40.0%	28.4%	58.7%	19.7%	40.6%	
COUNTYWIDE TOTAL³	15,187.0	(535.1)	118.6	(416.5)	14,770.5	-2.7%

1. The FY 2005 base, or current level budget (CLB) includes all position changes (adds and deletes) approved by the Board of Supervisors from July 1, 2003 through the Board meeting of April 6, 2004.
2. All figures for SCVMC reflect funded FTEs only
3. The Countywide Total figures do not include positions in the offices of the Board of Supervisors or the County Library



Status of Inventory Items Approved in FY 2004

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 2004.					
130	20/20 Program -- Allocate the unspent balance of FY 2003 funds on a one-time basis for FY 2004.	HHC	0	\$65,000	Project Completed-No Funding
410	Lease Thornton Way Facility at 6-month cost of \$9,880 using existing funds for ARIS contracts that remain unspent. Remainder of unspent funds (\$100,120) to be reserved by Public Health for future consideration.	HHC	0	\$9,880	Project Completed-No Funding
The following items received one-time funding in FY 2004 and ongoing funding starting in FY 2005					
204	Restore 4 Attorneys, 1 Legal Clerk, 1 Justice System Clerk and 2 Senior Paralegals for a four-month period (through November 10, 2003) with the allocation of one-time funds of \$245,937.	Chair	0	\$245,937	Funded in Recommended Budget
417	Restore two Rehab Counselor Positions assigned to the Shelter Plus Care Program (SPCP).	HHC	0	\$190,948	Funded in Recommended Budget
The following items were funded on an ongoing basis in FY 2004.					
293	Restore 0.5 FTE Forensic Pathology Technician (\$31,584) and 0.5 FTE Forensic Pathology Technician Trainee (\$26,712) in the Medical Examiner-Coroner's Office.	PSJC	\$58,296	0	Funded in Recommended Budget
The following items were funded on a net zero basis in FY 2004.					
200	Restore 4 Attorneys and 4 FSO's to DCSS at a cost of \$982,865 offset by reductions in services and supplies and Targeted Attrition.	CSFC	0	0	Funded in Recommended Budget
412	Restore one Rehabilitation Counselor and one Occupational Therapist at a cost of \$176,713 and delete one (vacant) Patient Business Services Clerk, two (vacant) Office Specialists and Object appropriations to equal the same amount.	HHC	0	0	Funded in Recommended Budget
418	Restore one Social Worker position in School-Linked Services - Gilroy (\$79,104 in salaries and benefits offset by a reduction in services and supplies).	CSFC	0	0	Funded in Recommended Budget
418	Restore one bilingual Psychiatric Social Worker in School-Linked Services Cluster 1 at a cost of \$82,860 and delete one Community Worker (\$56,006) assigned to Cluster 1 and funds for services and supplies (\$26,674).	HHC	0	0	Funded in Recommended Budget
921	Restore 1.8 FTE Registered Nurses for the Valley Connection Call Center at a cost of \$185,825 and delete the same amount of funding from Medical Supplies.	HHC	0	0	Funded in Recommended Budget



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 crisis facing the County, the Administration is recommending that \$44.9 million in one-time funds be allocated to support ongoing operations. This action is being taken to avoid the dismantling of key service delivery networks. The primary source of one-time resources in FY 2005 is the reserve established to offset the loss of Motor Vehicle in Lieu revenues in FY 2004.

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 2004, the Administration is recommending the modification of the Tax Loss Reserve fund to free up an additional \$3 million to support one-time priorities. We are also recommending \$600,000 in interest earned on unexpended balances in Fund 50 (Capital Fund).

In FY 2005 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 2005, the County Executive recommends the following allocation of one-time resources:

Source of One-Time Resources

One-Time Resources	FY 2005 Value
FY 2004 Projected Fund Balance	9,000,000
Interest on Unexpended Balances in Fund 50	600,000
Recalculated Tax Loss Reserve	3,000,000
Excess Contingency Reserve	21,257,171
Payment from Elmwood Development	37,037,946
Reserve for State Reductions	63,742,829
Total Available One-Time Resource	\$134,537,946



Recommended One-Time Allocations

Capital Needs	Priority	FY 2005 Value
Backlog Life Cycle Infrastructure Investment	1	5,000,000
Final Payment - Korean Baptist Church	1	2,750,000
Juvenile Hall Construction Costs	1	2,820,000
Security Master Plan Projects	1	2,000,000
Complete Renovation of Berger Drive Warehouse	1	650,000
Complete Muriel Wright Ranch Program Building	1	605,000
Replace Smoke Alarm System at Elmwood	1	225,000
Study to Relocate the Men's Work Furlough Center	2	500,000
Total Capital Requirements		\$14,550,000
Technology Needs		
Replace Outdated Computers in the DA's Office	1	159,913
IT Security Resource Support	1	203,750
GIS Layer Adjustment/Repository	2	150,000
Fund the PROMIS (Data Warehouse) System - One-time	2	394,000
Migration of Public Portal to Vignette Version 7.2	2	120,000
Needs Assessment for Server Consolidations	2	225,000
Total Technology Needs		\$1,252,663
Other Miscellaneous One-Time Requirements		
Fund 50% of Retiree Health Normal Cost with one-time funds	1	9,871,267
One-time Funding to Support ongoing Operations	1	36,314,000
Fund to Support Vacation/Sick Leave Buyouts for Retirees	1	4,000,000
Acquire Property to Consolidate Fleet Management Yards	1	5,000,000
Final Payment for Electronic Voting Machines	1	1,887,509
Specific Bridge Financing to Ongoing Reductions	1	4,279,735
Contribution to Reserve for State Budget Impacts	1	10,952,658
Other Miscellaneous	2	2,724,170
Total Miscellaneous Requirements		\$75,029,339
Increase Contingency Reserve		
Increase Contingency Reserve to the 2.5% level	1	43,805,944
Total Contingency Requirements		\$43,805,944
Total Allocation of All One-Time Resources		\$134,637,946



Overview of General Fund Revenue Trends

General Fund revenues are projected to total \$1,893,125,795 in Fiscal Year 2005. Compared to the \$1,798,663,892 in the Fiscal Year 2004 Approved Budget, revenues are projected to increase by \$94,461,903 a 5.25% increase. It is important to note that \$38.9 million of that growth is a one-time payment related to the development of the Elmwood property in Milpitas. Taking this into account, the actual projected increase in General Fund revenues will be \$55.5 million or 3.1%. The outlook for revenue growth is considerably better this year than it was a year ago, when growth of only \$1.2 million or 0.06% was expected in FY 2004. In the coming year seven revenue sources are expected to increase and three to decrease, as shown in the table on this page.

For the second year in a row, the two largest revenue sources, State and Federal Aid, were not the major contributors to growth in General Fund revenue. The two top sources of revenue increases were "Other Revenues," increasing by \$30.7 million, and "Charges for Current Services," increasing by \$21.8 million. "Federal Aid" grew by \$19.1 million, while "State Aid" increased the least, by \$3.5 million, among the major General Fund revenue sources. 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.

Other Revenues. This source is growing by \$30.8 million, more than any of the other nine revenue sources in FY 2005. The big impetus is in the "Miscellaneous Income - Other" revenue account which contains a one-time increase of \$38.9 million in general-purpose revenue from the development of the Elmwood property. This is offset by other revenue declines, the largest being a \$5.9 million drop in local contributions from the San Jose Redevelopment Agency. Without the existence of the one-time payment explained above, revenues in this category would have declined by \$8.1 million.

Charges for Current Services. An increase of \$21.7 million in "Charges for Current Services" reflects growth in reimbursements for services by a variety of

departments. The Registrar of Voters is budgeting \$5.3 million in federal reimbursements for the County's new touch-screen voting system. The Department of Correction is expecting to see a net increase of \$5.3 million in prisoner housing funds. Other increases are \$2.5 million in Mental Health Medi-Cal receipts for dispensing drugs and \$2.1 million in increased fees for supplemental property tax assessments and collections.

Federal Aid. The second largest revenue source, "Federal Aid" is projected to increase by \$19.2 million. Three SSA Employment and Benefits revenue accounts are being augmented to help support families in transition from welfare to work and self-sufficiency: there is an increase of \$6.1 million in funds for Medi-Cal eligibility administration; a \$5.0 million increase for CalWORKs administration; and a \$4.3 million increase in Title IV-F Jobs funding. Also of note is the \$2.6 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 lifestyle.

Overview of FY 2004 - FY 2005 Growth in General Fund Revenue

Revenue Source	FY 2004 - FY 2005 Increase (Decrease) \$
Other Revenues	30,783,808
Charges for Current Services	21,786,937
Federal Aid	19,177,990
Current Property Taxes	12,667,117
Other Taxes	7,411,347
State Aid	3,493,678
Fines, Forfeitures, and Penalties;	724,299
Licenses, Permits and Franchises	(365,805)
Revenue From the Use of Money and Property	(399,696)
Transfers	(817,772)
FY 2004- FY 2005 Total Revenue Growth	94,461,903
FY 2004 Approved General Fund Revenue	1,798,663,892
FY 2005 Recommended General Fund Revenue	1,893,125,795

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,” \$12.7 million in FY 2005 versus \$15.8 million in FY 2004, reflects the continuing decline of the local economy and real estate markets in 2002 and 2003, a trend that is reversing itself in the first half of 2004. Secured Property Taxes are expected to increase the most, by \$10.8 million, followed by Supplemental Property Taxes with an increase of \$4.3 million. Unsecured Property Taxes are projected to shrink by \$2.4 million in FY 2005.

Other Taxes. The \$7.4 million increase in “Other Taxes” is due primarily to Real Property Transfer Taxes, expected to rise by \$5.7 million with the continuing recovery of the local economy and real estate markets. A \$1.1 million rise in Penalties and Costs of Delinquent Taxes is also anticipated to contribute to the growth of this revenue source.

State Aid. “State Aid” is the County’s largest revenue source, comprised of over fifty accounts totaling \$748.8 million. It is expected to increase by \$3.5 million, 0.5% more than the year-ago amount of \$745.3 million. The

largest revenue-account increases in State Aid are in the Social Services Agency: \$8.4 million more for CalWORKs, \$7.6 million more for Child Welfare Services, a \$4.6 million increase in public assistance Realignment revenues, and \$3.6 million more for Medi-Cal administration.

The largest decrease in State Aid in FY 2005 is the projected \$6.9 million decline in Foster Care aid payments. Other significant decreases are a \$4.1 million drop in Public Safety Sales Taxes, a \$3.6 million decline in payments for the severely-emotionally-disturbed, and \$3.0 million less in Tobacco Settlement revenue.

Four Other Sources. Relatively small changes in four other sources in the table shown below include: a \$724,000 increase in “Fines, Forfeitures, and Penalties;” a \$365,000 decrease in “Licenses, Permits, and Franchises;” a \$400,000 drop in “Revenue from the Use of Money and Property;” and an \$817,000 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 2004 Approved	FY 2005		
	Other Revenue		\$30,783,808		
4813800	Miscellaneous Income - Other		\$38,442,091	Various Departments	Advancement of Board Priorities
4813050	Local Contributions		(\$5,938,010)	Various Departments	Advancement of Board Priorities
	Charges For Current Services		\$21,786,937		
4580200	Federal - Other Funds		\$5,308,790	Registrar of Voters	Upgrade to Touchscreen Voting Systems
4723110	Prisoner Housing - Federal		\$5,239,575	Department of Correction	Reimbursement for Prisoner Housing Services
4723120	Prisoner Housing - State		\$4,965,325	Department of Correction	Reimbursement for Prisoner Housing Services
4723130	Prisoner Housing - Other County		\$3,020,251	Department of Correction	Reimbursement for Prisoner Housing Services
4723200	MediCal Receipts - Drugs		\$2,461,764	Mental Health Department	Reimbursement for Administering Drugs
4727100	Other Charges for Services		\$2,240,635	Various Departments	Reimbursement for Services
4701300	Supplemental Property Tax Fee		\$2,142,430	Assessor and Tax Collector Departments	Reimbursement for Supplemental Property Tax Assessment & Collections
	Federal Aid		\$19,177,990		
4510150	Federal Medi-Cal Eligibility Administration		\$6,129,366	SSA Employment & Benefit Services	Assist Low-income Families Self-Sufficiency through Health Care
4406120	Federal CalWORKs Family Group and Unemployed		\$4,998,373	SSA Employment & Benefit Services	Transition from Welfare to Work and Help Families become Self-Sufficient
4511150	Federal Jobs Title IV-F		\$4,380,089	SSA Employment & Benefit Services	Transition From Welfare to Work and Help Families become Self-Sufficient

Revenue Account	Revenue Source and Account Names	Revenue Inc./(Dec.) FY 2005		Department(s) Using Revenues	Desired Outcomes
		Recommended vs. FY 2004 Approved			
4510850	Federal In-Home Supportive Services - ICP	\$2,616,920		SSA Aging & Adult Services	Assist Low-income Seniors, Blind, Disabled to Remain Independently at Home
Current Property Taxes		\$12,667,117			
4001100	Current Secured Property Taxes	\$10,813,003		Departments Using Unallocated Revenues	Advancement of Board Priorities
4006100	SB 813 Supplemental Property Taxes	\$4,258,568		Departments Using Unallocated Revenues	Advancement of Board Priorities
4002100	Current Unsecured Property Taxes	(\$2,404,454)		Departments Using Unallocated Revenues	Advancement of Board Priorities
Other Taxes		\$7,411,347			
4020300	Real Property Transfer Taxes	\$5,700,000		Departments Using Unallocated Revenues	Advancement of Board Priorities
4205100	Penalties and Costs of Delinquent Taxes	\$1,139,000		Departments Using Unallocated Revenues	Advancement of Board Priorities
State Aid		\$3,493,678			
4406120	State CalWORKs Family Group and Unemployed	\$8,433,920		SSA Employment & Benefit Services	Transition from Welfare to Work and Help Families become Self-Sufficient
4405050	State Child Welfare Services	\$7,646,938		SSA Family & Children's Services and Probation	Wrap-around Services that Prevent Out-of-home Placement of At-risk Children
4405095	State Realignment Revenue - Public Assistance	\$4,265,783		SSA & Departments Using Realignment Revenues	Healthy Development of Abused and Neglected Children and Advancement of Board Priorities
4405020	State Medi-Cal Administration	\$3,621,567		SSA Employment & Benefit Services	Provide Low-income Families Access to Medications & Services for Mental Health
4812100	State Tobacco Settlement Revenue	(\$3,000,000)		VMC & Departments Using Realignment Revenues	Debt Service Support for the New Main Hospital and Advancement of Board Priorities
4406170	State Severely Emotionally Disturbed Aid Payments	(\$3,618,343)		SSA Family and Children Services	Wrap-around and Mental Health Services for Emotionally Disturbed Children
4420100	State Aid - Public Safety Sales Tax	(\$4,144,000)		Public Safety and Justice Departments	Increase Public Safety Services
4406110	State Foster Care Aid Payments	(\$6,904,051)		SSA Family & Children's Services and Probation	Wrap-around Services that Prevent Out-of-home Placement of At-risk Children
Fines, Forfeitures, and Penalties		\$724,299		Criminal Justice Departments	Increase Public Safety Services
Licenses, Permits, And Franchises		(\$365,805)		Public and Environmental Health, & Other Permit and Licensing Depts.	Preserve and Enhance Public and Environmental Health
Revenue From The Use Of Money And Property		(\$399,696)			
4701500	Property Tax Interest on Extended Payment Plans	\$(400,000)		Departments Using Unallocated Revenues	Advancement of Board Priorities
Transfers		(\$817,772)			
4920100	Operating Transfers In	(\$817,772)		VMC and Other Health Departments	Medical Services for the Poor
FY 2004- FY 2005 Total Revenue Growth		\$94,461,903			



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 reflect General Fund expenditure and revenue totals.

Countywide Budget Summary (All Funds)

	FY 2004 Appropriations			FY 2005 Recommended	Columns 2 to 4		
	FY 2003 Actual	As of 7/1/03	As of 4/6/04		Increase (Decrease)	% Change	
Expenditures by Agency							
Special Programs and Reserves	275,413,308	265,709,509	416,800,190	324,452,976	58,743,467	22.1%	
Legislative and Executive	500,597,424	361,311,497	429,259,422	284,588,355	(76,723,142)	-21.2%	
General Services Agency	172,287,760	83,441,525	208,327,319	100,563,480	17,121,955	20.5%	
Employee Services Agency	75,908,302	85,452,985	89,727,083	90,635,468	5,182,483	6.1%	
Finance Agency	32,458,062	17,738,288	19,850,313	15,384,899	(2,353,389)	-13.3%	
Law and Justice Departments	473,504,778	461,364,422	473,599,099	480,474,930	19,110,508	4.1%	
Children, Seniors and Families	548,047,040	571,381,802	577,845,373	567,863,166	(3,518,636)	-0.6%	
SCV Health and Hospital System	1,296,994,612	1,235,742,450	1,252,624,723	1,287,998,406	52,255,956	4.2%	
Environmental Resources Agency	75,649,390	85,728,615	106,109,297	92,380,077	6,651,462	7.8%	
Roads and Airports Departments	55,963,053	44,299,222	45,061,725	38,824,179	(5,475,043)	-12.4%	
Fire Districts	61,390,627	83,127,516	83,732,099	74,329,837	(8,797,679)	-10.6%	
Total Net Expenditures	3,568,214,356	3,295,297,830	3,702,936,642	3,357,495,772	62,197,942	1.9%	
Expenditures by Object							
Salaries And Employee Benefits	1,359,635,334	1,441,518,154	1,437,886,439	1,507,284,005	65,765,851	4.6%	
Services And Supplies	1,658,938,253	1,590,373,504	1,661,842,235	1,553,841,764	(36,531,740)	-2.3%	
Other Charges	43,995,037	59,151,582	60,915,526	55,803,880	(3,347,702)	-5.7%	
Fixed Assets	95,610,413	58,703,226	208,431,723	54,711,648	(3,991,578)	-6.8%	
Operating/Equity Transfers	593,515,321	273,931,288	434,294,587	251,590,364	(22,340,924)	-8.2%	
Reserves	3,308,190	87,793,156	115,489,845	145,140,679	57,347,523	65.3%	
Subtotal Expenditures	3,755,002,548	3,511,470,910	3,918,860,355	3,568,372,340	56,901,430	1.6%	
Expenditure Transfers	(186,788,192)	(216,173,080)	(215,923,713)	(210,876,568)	5,296,512	-2.5%	
Total Net Expenditures	3,568,214,356	3,295,297,830	3,702,936,642	3,357,495,772	62,197,942	1.9%	



Countywide Budget Summary (All Funds)

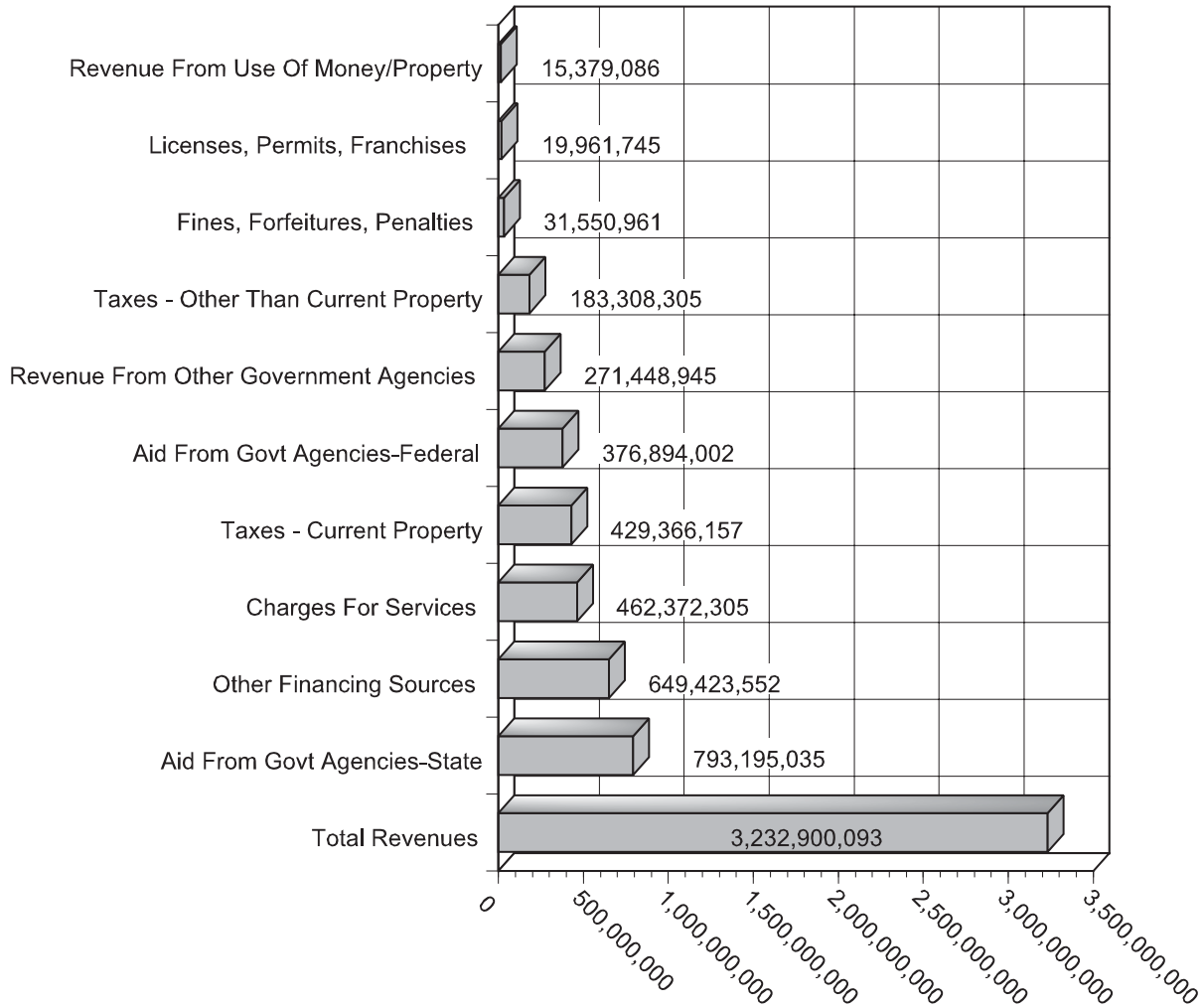
	FY 2004 Appropriations			FY 2005 Recommended	Columns 2 to 4	
	FY 2003 Actual	As of 7/1/03	As of 4/6/04		Increase (Decrease)	% Change
Resources by Type						
Taxes - Current Property	400,871,351	415,604,386	415,604,386	429,366,157	13,761,771	3.3%
Taxes - Other Than Current Property	163,591,014	174,754,793	170,688,593	183,308,305	8,553,512	4.9%
Licenses, Permits, Franchises	18,662,237	19,773,417	19,773,417	19,961,745	188,328	1.0%
Fines, Forfeitures, Penalties	44,062,901	29,442,262	29,542,262	31,550,961	2,108,699	7.2%
Revenue From Use Of Money/Property	26,505,205	19,102,314	52,859,589	15,379,086	(3,723,228)	-19.5%
Aid From Govt Agencies-State	757,750,881	793,123,687	788,033,289	793,195,035	71,348	0.0%
Aid From Govt Agencies-Federal	334,563,327	355,384,863	376,040,523	376,894,002	21,509,139	6.1%
Revenue From Other Government Agencies	593,397,028	288,364,903	360,257,843	271,448,945	(16,915,958)	-5.9%
Charges For Services	384,509,444	379,071,065	394,001,639	462,372,305	83,301,240	22.0%
Other Financing Sources	751,173,302	588,974,160	621,098,392	649,423,552	60,449,392	10.3%
Total Revenues	3,475,086,690	3,063,595,850	3,227,899,933	3,232,900,093	169,304,243	5.5%
Resources by Agency						
Special Programs and Reserves	184,673,138	85,812,127	177,742,643	121,602,784	35,790,657	41.7%
Legislative and Executive	354,681,209	216,361,628	238,930,471	229,674,450	13,312,822	6.2%
General Services Agency	83,036,952	31,494,172	71,931,739	36,761,606	5,267,434	16.7%
Employee Services Agency	59,826,183	62,434,628	62,340,590	67,214,787	4,780,159	7.7%
Finance Agency	613,821,745	629,449,186	595,685,883	646,335,695	16,886,509	2.7%
Law and Justice Departments	283,058,242	277,621,254	283,383,417	281,022,967	3,401,713	1.2%
Children, Seniors and Families	456,313,725	472,918,145	481,799,927	495,061,234	22,143,089	4.7%
SCV Health and Hospital System	1,245,662,202	1,096,267,316	1,123,955,061	1,161,946,825	65,679,509	6.0%
Environmental Resources Agency	78,032,593	80,524,822	87,225,869	83,575,107	3,050,285	3.8%
Roads and Airports Departments	54,050,189	45,268,285	39,460,046	39,511,312	(5,756,973)	-12.7%
Fire Districts	61,930,512	65,444,287	65,444,287	70,193,326	4,749,039	7.3%
Total Revenues	3,475,086,690	3,063,595,850	3,227,899,933	3,232,900,093	169,304,243	5.5%

Permanent Authorized Positions (FTEs)

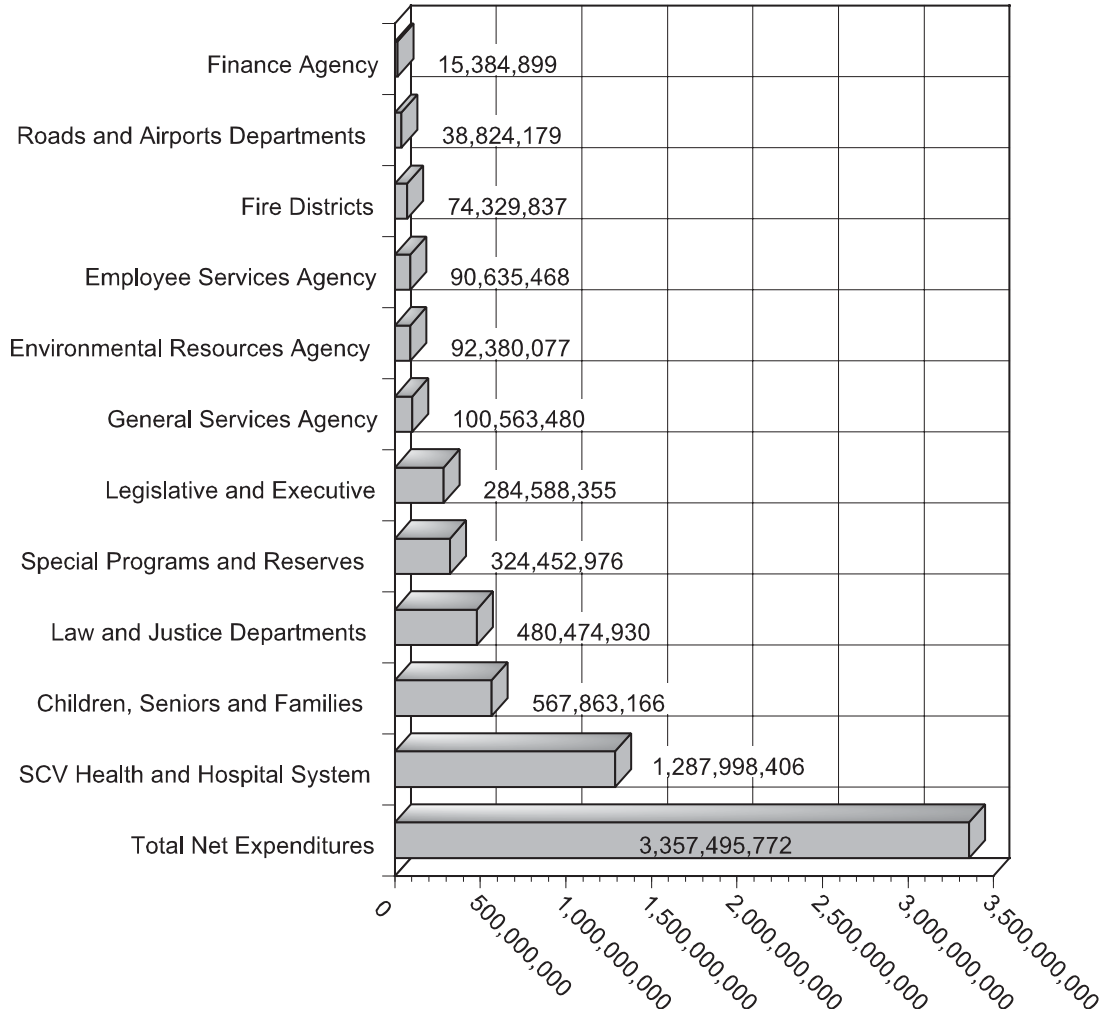
	FY 2004 Positions		FY 2005 Recommended	Difference (3-1)	% Change
	As of 7/1/03	As of 4/6/04			
Legislative and Executive	1,086.8	1,076.8	1,022.8	(64.0)	-5.9%
General Services Agency	501.0	488.0	470.0	(31.0)	-6.2%
Employee Services Agency	180.5	178.5	160.0	(20.5)	-11.4%
Finance Agency	324.0	324.0	320.0	(4.0)	-1.2%
Law and Justice Departments	3,563.5	3,520.0	3,418.0	(145.5)	-4.1%
Children, Seniors and Families	2,967.5	3,007.5	2,858.5	(109.0)	-3.7%
SCV Health and Hospital System	5,923.6	5,983.6	5,991.3	67.7	1.1%
Environmental Resources Agency	503.0	495.5	485.8	(17.3)	-3.4%
Roads & Airports	297.0	297.0	290.0	(7.0)	-2.4%
Total Positions	15,346.8	15,370.9	15,016.3	(330.6)	-2.2%



All Fund Resources



All Fund Expenditures



Countywide Budget Summary (General Fund)

	FY 2004 Appropriations			FY 2005 Recommended	Columns 2 to 4		
	FY 2003 Actual	As of 7/1/03	As of 4/6/04		Increase (Decrease)	% Change	
Expenditures by Agency							
Special Programs and Reserves	275,413,308	265,709,509	416,800,190	324,452,976	58,743,467	22.1%	
Legislative and Executive	69,193,474	76,950,444	93,496,927	84,111,616	7,161,172	9.3%	
General Services Agency	96,317,085	57,020,832	59,118,687	68,715,751	11,694,919	20.5%	
Employee Services Agency	10,652,020	10,794,125	10,592,780	9,009,766	(1,784,359)	-16.5%	
Finance Agency	21,551,255	5,562,034	7,674,059	2,779,596	(2,782,438)	-50.0%	
Law and Justice Departments	469,650,370	461,278,922	473,514,599	480,401,930	19,123,008	4.1%	
Children, Seniors and Families	548,047,040	571,381,802	577,845,373	567,863,166	(3,518,636)	-0.6%	
SCV Health and Hospital System	425,509,914	441,831,828	448,978,624	437,381,358	(4,450,470)	-1.0%	
Environmental Resources Agency	15,685,365	15,934,396	15,813,443	15,409,636	(524,760)	-3.3%	
Total Net Expenditures	1,932,019,831	1,906,463,892	2,103,834,682	1,990,125,795	83,661,903	4.4%	
Expenditures by Object							
Salaries And Employee Benefits	842,149,050	866,569,378	864,472,086	888,569,516	22,000,138	2.5%	
Services And Supplies	903,123,699	1,013,904,326	1,054,938,741	1,026,633,769	12,729,443	1.3%	
Other Charges	10,185,459	9,120,058	10,016,195	9,125,544	5,486	0.1%	
Fixed Assets	29,497,449	15,286,812	26,464,981	5,956,337	(9,330,475)	-61.0%	
Operating/Equity Transfers	304,729,966	122,439,314	240,210,667	115,218,449	(7,220,865)	-5.9%	
Reserves	3,308,190	68,999,576	97,261,265	125,976,078	56,976,502	82.6%	
Subtotal Expenditures	2,092,993,813	2,096,319,464	2,293,363,935	2,171,479,693	75,160,229	3.6%	
Expenditure Transfers	(160,973,982)	(189,855,572)	(189,529,253)	(181,353,898)	8,501,674	-4.5%	
Total Net Expenditures	1,932,019,831	1,906,463,892	2,103,834,682	1,990,125,795	83,661,903	4.4%	
Resources by Type							
Taxes - Current Property	314,223,647	323,919,883	323,919,883	336,587,000	12,667,117	3.9%	
Taxes - Other Than Current Property	29,239,918	42,000,653	37,934,453	49,412,000	7,411,347	17.6%	
Licenses, Permits, Franchises	8,343,414	8,691,265	8,691,265	8,325,460	(365,805)	-4.2%	
Fines, Forfeitures, Penalties	36,556,288	20,173,712	20,273,712	20,898,011	724,299	3.6%	
Revenue From Use Of Money/Property	9,610,298	8,895,849	8,745,849	8,496,153	(399,696)	-4.5%	
Aid From Govt Agencies-State	710,540,241	745,286,467	740,467,932	748,780,145	3,493,678	0.5%	
Aid From Govt Agencies-Federal	326,857,975	350,611,796	365,845,444	369,789,786	19,177,990	5.5%	
Revenue From Other Government Agencies	223,096,602	118,963,761	187,478,695	118,145,989	(817,772)	-0.7%	
Charges For Services	122,613,072	121,895,607	133,968,408	143,682,544	21,786,937	17.9%	
Other Financing Sources	57,746,146	58,224,899	76,310,676	89,008,707	30,783,808	52.9%	
Total Revenues	1,838,827,601	1,798,663,892	1,903,636,317	1,893,125,795	94,461,903	5.3%	
Resources by Agency							
Special Programs and Reserves	184,673,138	85,812,127	177,742,643	121,602,784	35,790,657	41.7%	
Legislative and Executive	8,859,536	20,067,842	35,688,751	27,653,055	7,585,213	37.8%	
General Services Agency	5,357,209	5,541,468	5,637,576	4,543,461	(998,007)	-18.0%	
Employee Services Agency	429,651	503,500	508,500	503,153	(347)	-0.1%	
Finance Agency	598,210,563	617,212,036	583,448,733	634,711,853	17,499,817	2.8%	
Law and Justice Departments	279,306,376	277,511,254	283,273,417	280,912,967	3,401,713	1.2%	
Children, Seniors and Families	456,313,725	472,918,145	481,799,927	495,061,234	22,143,089	4.7%	
SCV Health and Hospital System	295,684,135	308,966,373	325,191,623	317,860,606	8,894,233	2.9%	
Environmental Resources Agency	9,993,268	10,131,147	10,345,147	10,276,682	145,535	1.4%	
Total Revenues	1,838,827,601	1,798,663,892	1,903,636,317	1,893,125,795	94,461,903	5.3%	

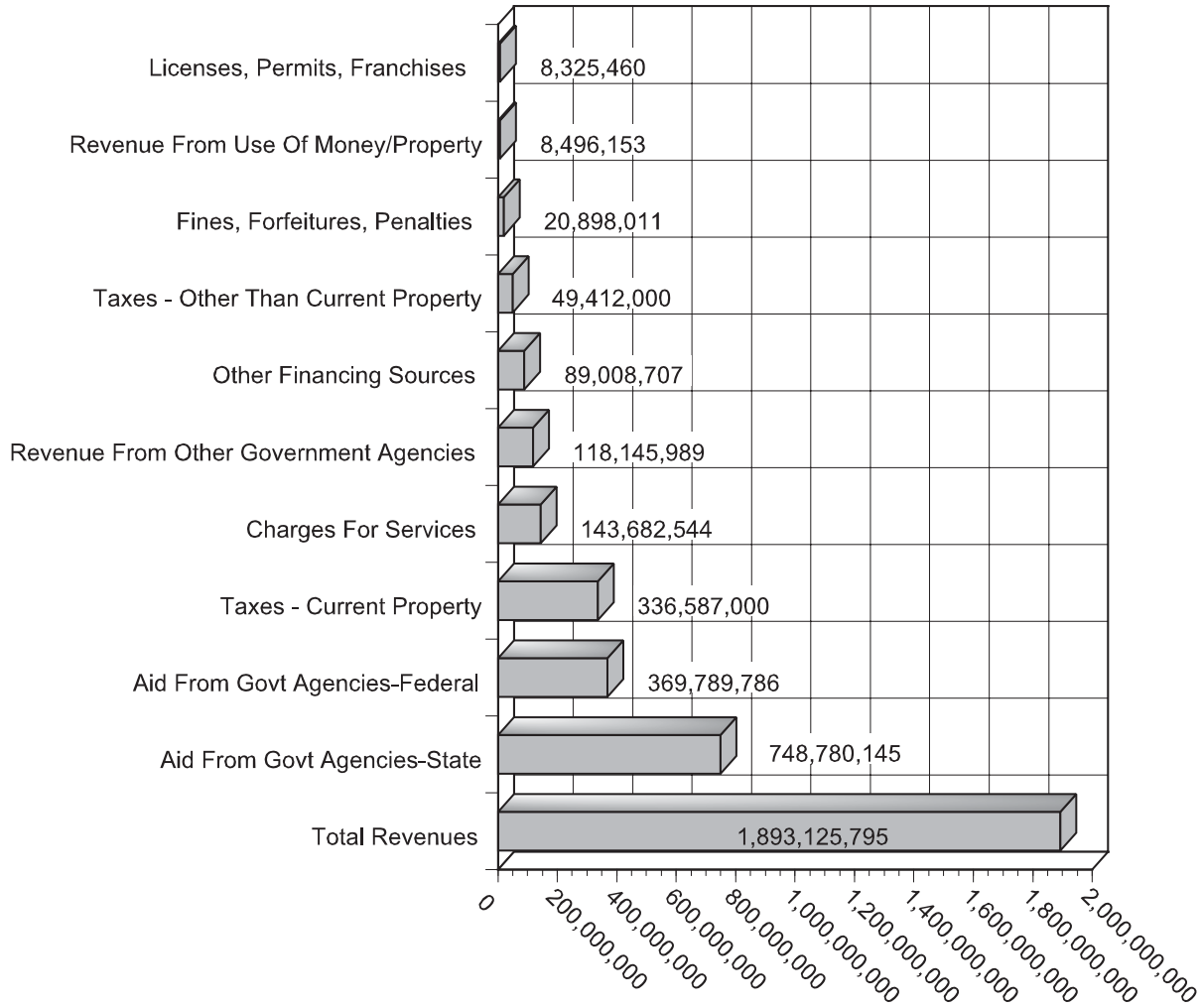


Permanent Authorized Positions (FTEs)

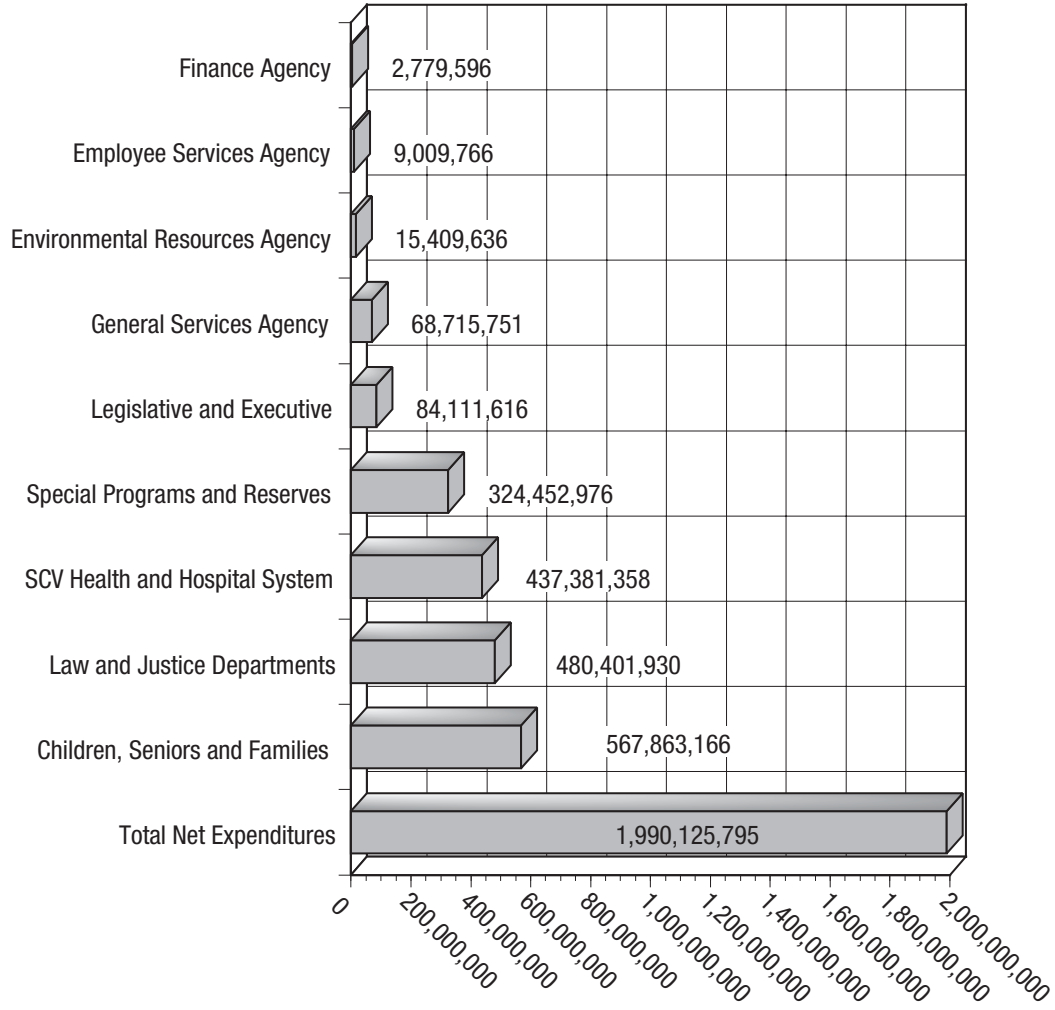
	FY 2004 Positions		FY 2005	Difference	% Change
	As of 7/1/03	As of 4/6/04	Recommended	(3-1)	
Legislative and Executive	643.0	638.0	617.0	(26.0)	-4.0%
General Services Agency	433.0	422.0	408.0	(25.0)	-5.8%
Employee Services Agency	131.0	130.0	111.5	(19.5)	-14.9%
Finance Agency	324.0	324.0	320.0	(4.0)	-1.2%
Law and Justice Departments	3,563.5	3,520.0	3,418.0	(145.5)	-4.1%
Children, Seniors and Families	2,967.5	3,007.5	2,858.5	(109.0)	-3.7%
SCV Health and Hospital System	1,597.8	1,581.8	1,496.3	(101.5)	-6.4%
Environmental Resources Agency	141.0	138.5	135.5	(5.5)	-3.9%
Total Positions	9,800.8	9,761.8	9,364.8	(436.0)	-4.4%



General Fund Resources



General Fund Expenditures



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
2004 Estimate	97,000,000	43,805,944	13,950,000	2,930,056		36,314,000
2003 Actual	120,300,000	37,000,000	8,620,000	5,900,000	58,780,000	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 2003 Actual	FY 2004 Approved	FY 2005 Recommended
110	Controller	9818	Local Contribution	21,819,000	22,559,010	16,621,000
110	Controller	9106	Sales and Use Tax	3,584,000	3,725,000	4,400,000
110	Controller	9122	Aircraft Taxes	1,718,000	1,700,000	1,573,000
110	Controller	9251	Investment Income	8,456,000	6,743,601	6,934,000
110	Controller	9313	Motor Vehicle in Lieu	163,169,376	174,538,816	174,938,000
110	Controller	9315	Highway Prop Rental	4,000	10,000	30,000
110	Controller	9367	HOPTR	3,696,000	4,000,000	3,600,000
112	Tax Collector	9010	Prop Tax-Current Secured	253,625,000	263,633,997	274,447,000
112	Tax Collector	9020	Prop Tax-Current Unsec	42,878,000	41,181,454	38,777,000
112	Tax Collector	9105	Prop Tax-Penalties & Costs	9,694,000	16,000,000	17,139,000
112	Tax Collector	9009	Prop Tax-SB-813	17,721,000	19,104,432	23,363,000
114	Clerk-Recorder	9121	Real Property Transfer Tax	14,230,000	20,200,000	25,900,000
148	Dept of Revenue	9107	Franchise Fees	1,017,000	1,150,000	1,025,000
148	Dept of Revenue	9124	Transient Occupancy Tax	381,000	375,653	400,000
292	Public Guardian	9251	AB 1018 Interest	348,000	600,000	350,000
810	Cnty Debt Service	9252	Net Interest on Notes	0	0	0
Total Unallocated Revenue				542,340,376	575,521,963	589,497,000

Introduction

Historical Analysis of Fund Balance Allocations for the General Fund



County of Santa Clara
FY 2005 Recommended Budget

Use of Unallocated Revenue

Budget Unit	Department	FY 2004 Approved	FY 2005
			Recommended
0	Use of Fund Balance	70,000,000	53,194,056
101-105	Board of Supervisors	(4,011,595)	(4,192,825)
106	Clerk of the Board	(5,209,397)	(5,193,987)
107	County Executive	(4,418,510)	(3,928,808)
110	Controller	35,297,379	38,804,406
112	Tax Collector	3,444,289	5,470,306
114	County Recorder	4,741,883	5,989,496
115	Assessor	(20,028,127)	(20,972,277)
116	In Home Support Service Program	(22,563,703)	(25,613,246)
118	Procurement	(1,845,300)	(1,661,759)
119	Special Programs	(120,133,679)	(128,128,963)
120	County Counsel	(3,731,926)	(3,265,036)
130	HR, LR & EOED	(10,407,048)	(9,032,113)
132	Dept of Risk Management	116,423	525,500
135	GSA Intergovernmental Svcs	(16,082,159)	(16,159,964)
140	Registrar of Voters	(10,366,880)	(8,547,387)
145	Information Systems	(8,395,134)	(10,456,050)
148	Dept of Revenue	1,738,843	1,152,035
168	Office of Affordable Housing	(721,033)	20,139
190	Communications	(8,266,813)	(8,492,921)
202	DA Administration	(49,641,189)	(52,237,462)
203	DA Crime Lab	(3,040,364)	(2,865,349)
204	Public Defender	(30,356,162)	(32,292,074)
210	Pretrial Services	(4,164,100)	(4,460,778)
217	Criminal Justice System-Wide Costs	119,261,425	113,775,006
230	Sheriff	(46,091,122)	(46,927,123)
235	DOC Contract	(72,731,556)	(78,885,071)
240	Dept of Correction	(39,783,940)	(34,805,654)
246	Probation Dept	(54,819,395)	(58,366,162)
260	Environmental Resources Agency	(2,944,972)	(2,347,932)
262	Dept of Agric, Wts & Meas	(2,858,277)	(2,785,022)
263	Facilities Dept	(25,285,092)	(37,857,646)
293	Medical Examiner	(2,401,266)	(2,424,297)
410	Public Health	(44,973,716)	(41,312,659)
412	Mental Health	(62,577,947)	(54,521,162)
414	Children's Shelter & Custody Health	(700,000)	0
417	Dept of Alcohol & Drug Services	(17,695,861)	(17,208,285)
418	Community Outreach Programs	(6,917,931)	(6,478,646)
501	Social Services Administration	(69,600,775)	(58,264,551)
509	SSA Senior Nutrition	(2,830,530)	(2,281,353)
511	SSA Categorical Aids	(26,032,352)	(12,606,028)
810	Controller Debt Svc	(8,494,354)	(8,574,308)
910	Salary Reserve	0	(5,281,046)
Total Use of Unallocated Revenue		(575,521,963)	(589,497,000)





FY 2005 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 2005 Recommended Budget.

Introduction

The County faces a serious financial situation for Fiscal Year (FY) 2005 and into the foreseeable future. The Office of Budget and Analysis (OBA) projects that the County's costs to operate its current (FY04) level of General Fund services will grow faster than revenues. Its latest five-year forecast in December 2003 has operating costs growing at an average annual rate of seven percent while revenues are increasing at a five percent rate. These trends result in a cumulative structural deficit of \$200.6 million by 2008.

From FY05 through FY08, the forecast shows annual costs increasing by \$581 million from \$1.78 billion to \$2.36 billion. Since December, OBA has worked to update the projection for FY05 based on a more detailed analysis that results in the FY05 Current Level Budget (CLB). A preliminary analysis indicates that the FY05 CLB deficit will be greater than the \$92 million deficit in the December forecast.

The five-year forecast's structural deficit only reflects the impact of local factors on revenues and expenses. It assumes that the County's existing relationship with the State and Federal governments will continue. What makes this structural deficit all the more daunting is that over forty percent of the revenues come from the State. The State's Legislative Analyst in November 2003 projected the State would have an FY05 deficit of at least \$10.2 billion. At the time the Board adopts this strategy, the County does not know what the final State impact will be for next year.

By late January 2004, County staff completed its initial review of the Governor's proposed FY05 budget. This review estimates the State impact on the County in FY05, not already budgeted in FY04, from \$71.7 million to \$104.7 million. Several proposals generate a large percentage of the total impact.

While claiming to restore the Constitutionally required Vehicle License Fees, the State proposes a significant shift of local property tax revenue estimated at \$59.1 million for the County. The State proposes to reduce the portion of In Home Support Service provider wages it pays with an \$8.7 million impact. It also proposes to reduce welfare assistance to at-risk youth with a \$7.5 million impact and to no longer allow counties to charge cities a fee "to book" prisoners into jails at a loss of \$5.5 million in fees to the County.

Overall Approach

The Board adopts achieving a sustainable County as a long-term solution to the General Fund structural deficit. Sustainability means that the County provides functions and service levels that the community highly values but whose operating costs do not generally rise faster than revenues. At a strategic planning meeting in March 2003, the Board developed a mission statement for the County that reflects those functions and programs with high value to the community. The County of Santa Clara's mission is to build and maintain a healthy and safe community for our residents. In moving to carry out this mission at a sustainable level the County will seek to maintain preventive programs in health and public safety and to continue the safety net for the most vulnerable of our residents.

To be sustainable the County work force must have a size and cost structure that fits within the County's expected revenues over a number of years. It requires investing in the County's human and social capital and infrastructure so that they may continue supporting the County in the future. It also means maintaining the County's fiscal integrity to include establishing adequate financial reserves to cover future economic downturns. Once costs and revenues are in line, expanding existing programs and new initiatives should happen judiciously. Although at some point a sustainable County stops expanding programs and positions, it continues to change and develop in ways that enhance the quality of life of County residents.

Santa Clara County's General Fund will not become sustainable in FY05. The impacts on the County's stakeholders have the potential to be immense. The



Board will take several years to spread these impacts as it moves toward a sustainable County. During this period, the Board will continue to use a mix of budget balancing strategies. The Board will be flexible in their use to adapt to changing circumstances.

Long Term Budget Balancing Strategies

Some budget balancing strategies take more time to achieve their potential impact than the time available to balance the FY05 budget. Over the past year, the Board has discussed and staff has worked on each of the long-term strategies listed below. The effort to revise and update the FY04 Budget Strategy Statement provides an opportunity to incorporate them formally into the budget strategies. These long-term strategies will guide the development of a sustainable County by 2008:

- ❑ The County has limited ability to increase revenues. Over the last two years, departments have pursued additional reimbursements and increasing existing fees and charges to make them more cost recovery. Although these actions have only been a small percentage of the total budget balancing solutions, where appropriate, the Board has approved new fees and charges. The actions of the last two years will limit the potential for additional new revenue from new or existing fees and charges.

The County will, however, continue to pursue selling General Fund services to other local jurisdictions where the County has a competitive advantage. These areas may include payroll, financial services, building operations, janitorial, and roads resurfacing. It will also continue to evaluate whether to convert surplus County assets into long-term revenue streams.

- ❑ The Management Auditor's Mandate Study of October 2003 identifies 355 mandated functions that the County performs. The County will continue to work at the State and Federal level to reduce mandated services that have less value to the community and where the County might reduce its costs without losing significant State or Federal revenues.
- ❑ The County will continue to explore process improvements to increase productivity. For example, the County's Health and Hospital System improved its bill processing that resulted in an improved cash flow. While process improvements

should be part of any long-term strategy, they may require an investment of one-time funds to realize any significant productivity improvements. They also generally free-up employee time to work on other tasks and may produce cost savings.

- ❑ The County will continue to explore ways to reduce health care, retirement and workers' compensation costs. These may include searching for opportunities for savings in pharmaceutical costs, and to encourage usage of less expensive health insurance programs. Since the factors driving up the County's health, workers' compensation and retirement costs are mostly beyond the County's control, major cost savings are unlikely. If current revenue and staffing cost trends hold, the County will have little choice over the next four years but to reduce authorized General Fund positions to a sustainable level.
- ❑ The \$134.5 million projected cumulative increase to the Valley Medical Center subsidy is the single largest cost component to the four-year structural deficit. The projected deficit results from OBA's assumption that VMC will spend its current reserve by the same amount each year until it is depleted in 2008. The forecast then assumes that each year the General Fund support would have to increase to make up for the depleted reserve. The Board has recognized Valley Medical Center's need for a more stable financial situation that is less reliant on the General Fund. Two Board members are leading a high-level staff committee to develop such a long-term VMC financial plan. This group plans to submit its recommendations to the Board by April 2004.

FY05 Budget Balancing Strategies

For FY05, the Board has already approved a framework for reducing ongoing costs. On December 16, 2003, it set reduction plans for \$90 million and \$175 million that have a mix of approaches. Each plan uses an amount of one-time funds to preserve ongoing programs and jobs. Each also relies on ongoing Countywide savings that reduce departmental operating costs without affecting programs and jobs. Finally each establishes amounts for ongoing departmental reductions spread among the different General Fund budget units. The following strategies will guide the development of the FY05 Recommended Budget:

FY05 Budget Balancing Strategies: Ongoing Countywide

- Direct the County Executive and the County's State lobbyist to negotiate with PERS on smoothing the projected severe PERS rate changes.
- Temporarily and prudently modify the current financial policies of liability, retiree health, and workers' compensation insurances. These changes will generate lower ongoing costs the departments must pay.
- Continue both formal and informal discussions with employee labor organizations on ways to mitigate cost increases.
- Shift General Fund costs to non-General Fund sources to the extent legal and with consideration to the ability of the source to support those costs on an ongoing basis.

FY05 Budget Balancing Strategies: Onetime Funds

- Use one-time funds on FY05 to bridge to an annual reduction, which will not be fully realized until fiscal year 2006. The County will use one-time funds to cushion the impacts as the County reduces programs and positions over the next few years to fit within available ongoing revenues.

FY05 Budget Balancing Strategies: Departmental Reductions

- Investigate possibilities for consolidating programs or processes between and/or within departments.
- Broaden spans of control and eliminate layers or levels of management.
- Examine the level of service being provided in all non-reimbursed or partially reimbursed areas, and how the level of service can be reduced.
- Position reductions must be proportionate among bargaining unit types at the department level, in that positions must be reduced without reducing a disproportionate number of rank and file or middle management positions as compared with executive management positions.
- Reductions should seek to avoid the loss of State and Federal reimbursements.
- Recognize that specific State and Federal cutbacks may require parallel reductions in County services. Whenever possible, however, an independent approach based on the community's priorities should guide the reductions.



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.

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





Section 1: Finance and Government

Section 1: Finance and
Government



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

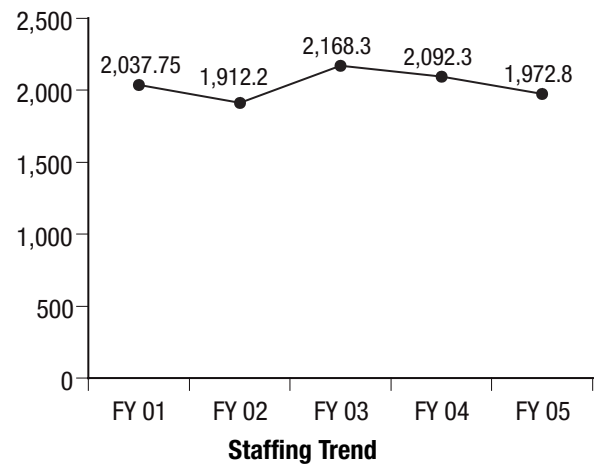
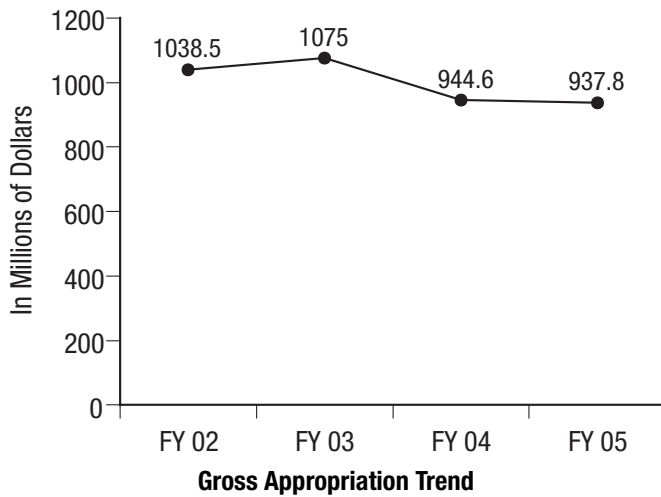
County Library
Budget Unit 0610

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



In the FY 2005 document, gross appropriations replace net appropriations.



Net Expenditures By Department

BU	Department Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
116	In-Home Support Services	\$ 5,041,506	\$ 86,432,642	\$ 86,432,642	\$ 92,175,084	\$ 5,742,442	6.6%
119	Special Programs	270,371,802	142,276,867	305,915,462	183,190,902	40,914,035	28.8%
910	Reserves	—	37,000,000	24,452,086	49,086,990	12,086,990	32.7%
101	Supervisory District #1	803,956	802,319	812,896	838,565	36,246	4.5%
102	Supervisory District #2	817,323	802,319	813,062	838,565	36,246	4.5%
103	Supervisory District #3	802,165	802,319	813,062	838,565	36,246	4.5%
104	Supervisory District #4	846,819	802,319	813,062	838,565	36,246	4.5%
105	Supervisory District #5	770,578	802,319	813,062	838,565	36,246	4.5%
106	Clerk-Board Of Supervisors	5,629,308	5,269,386	5,191,611	5,108,534	(160,852)	-3.1%
107	County Executive	9,413,701	10,017,510	11,121,019	9,954,754	(62,756)	-0.6%
113	Local Agency Formation Comm- LAFCO	213,918	387,983	387,983	409,283	21,300	5.5%
168	Office of Affordable Housing	7,388,365	6,118,956	20,622,819	8,220,880	2,101,924	34.4%
115	Assessor	22,727,590	30,671,366	39,933,426	32,076,966	1,405,600	4.6%
117	Measure B	366,484,352	219,194,142	255,270,248	122,954,500	(96,239,642)	-43.9%
120	County Counsel	4,886,355	4,788,956	4,493,969	4,582,391	(206,565)	-4.3%
140	Registrar Of Voters	7,970,349	12,979,464	16,523,888	16,322,892	3,343,428	25.8%
145	Information Services	45,299,679	41,712,698	45,349,938	45,399,218	3,686,520	8.8%
610	County Library Headquarters	26,542,966	26,159,441	26,299,377	35,366,112	9,206,671	35.2%
118	Procurement	2,285,362	1,920,300	1,919,944	2,098,799	178,499	9.3%
135	Intergovernmental Services	33,919,055	32,211,208	32,645,070	33,902,699	1,691,491	5.3%
190	Communications Department	11,853,210	9,591,209	9,655,459	9,918,116	326,907	3.4%
263	Facilities Department	124,230,133	39,718,808	164,106,846	54,643,866	14,925,058	37.6%
130	Personnel	28,432,830	31,152,452	31,156,199	30,210,100	(942,352)	-3.0%
132	Risk Management Department	47,475,472	54,300,533	58,570,884	60,425,368	6,124,835	11.3%
110	Controller-Treasurer	(8,335,492)	(22,756,983)	(23,396,716)	(25,911,506)	(3,154,523)	13.9%
810	County Debt Service	18,733,970	17,681,781	18,577,918	17,802,392	120,611	0.7%
112	Tax Collector	7,520,814	7,504,338	9,334,307	7,182,381	(321,957)	-4.3%
114	County Recorder	9,454,109	10,416,129	10,500,534	11,100,771	684,642	6.6%
148	Department Of Revenue	5,084,661	4,893,022	4,834,269	5,210,860	317,838	6.5%
Total Net Expenditures		\$ 1,056,664,856	\$ 813,653,804	\$ 1,163,964,327	\$ 815,625,178	\$ 1,971,374	0.2%



Gross Expenditures By Department

BU	Department Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
116	In-Home Support Services	\$ 5,041,506	\$ 86,432,642	\$ 86,432,642	\$ 92,175,084	\$ 5,742,442	6.6%
119	Special Programs	270,371,802	142,276,867	305,915,462	183,190,902	40,914,035	28.8%
910	Reserves	—	37,000,000	24,452,086	49,086,990	12,086,990	32.7%
101	Supervisory District #1	803,956	802,319	812,896	838,565	36,246	4.5%
102	Supervisory District #2	817,323	802,319	813,062	838,565	36,246	4.5%
103	Supervisory District #3	802,165	802,319	813,062	838,565	36,246	4.5%
104	Supervisory District #4	846,819	802,319	813,062	838,565	36,246	4.5%
105	Supervisory District #5	770,578	802,319	813,062	838,565	36,246	4.5%
106	Clerk-Board Of Supervisors	5,898,889	5,636,663	5,558,888	5,150,138	(486,525)	-8.6%
107	County Executive	9,536,708	10,061,865	11,165,374	9,999,102	(62,763)	-0.6%
113	Local Agency Formation Comm- LAFCO	396,083	563,004	563,004	600,706	37,702	6.7%
168	Office of Affordable Housing	7,545,190	6,721,322	21,225,185	9,054,188	2,332,866	34.7%
115	Assessor	22,727,590	30,671,366	39,933,426	32,076,966	1,405,600	4.6%
117	Measure B	366,484,352	219,194,142	255,270,248	122,954,500	(96,239,642)	-43.9%
120	County Counsel	17,383,585	18,627,882	18,332,895	18,460,792	(167,090)	-0.9%
140	Registrar Of Voters	7,970,349	22,482,860	26,027,284	16,322,892	(6,159,968)	-27.4%
145	Information Services	45,945,137	42,010,535	45,647,775	45,719,231	3,708,696	8.8%
610	County Library Headquarters	26,560,966	26,177,441	26,317,377	35,366,112	9,188,671	35.1%
118	Procurement	2,958,968	2,554,511	2,554,155	2,748,799	194,288	7.6%
135	Intergovernmental Services	36,318,315	34,644,665	35,078,527	35,350,639	705,974	2.0%
190	Communications Department	15,648,706	14,055,638	14,119,888	14,341,671	286,033	2.0%
263	Facilities Department	171,750,265	95,050,164	219,175,590	108,302,112	13,251,948	13.9%
130	Personnel	32,100,574	35,206,871	35,210,618	34,161,288	(1,045,583)	-3.0%
132	Risk Management Department	49,704,158	56,647,504	60,917,855	62,810,849	6,163,345	10.9%
110	Controller-Treasurer	22,757,769	14,070,104	13,633,853	14,211,813	141,709	1.0%
810	County Debt Service	18,733,970	17,681,781	18,577,918	17,802,392	120,611	0.7%
112	Tax Collector	7,520,814	7,504,338	9,934,307	7,427,381	(76,957)	-1.0%
114	County Recorder	9,454,109	10,416,129	10,500,534	11,100,771	684,642	6.6%
148	Department Of Revenue	5,084,661	4,893,022	4,834,269	5,210,860	317,838	6.5%
Total Gross Expenditures		\$ 1,161,935,307	\$ 944,592,912	\$ 1,295,444,305	\$ 937,819,004	\$ (6,773,908)	-0.7%

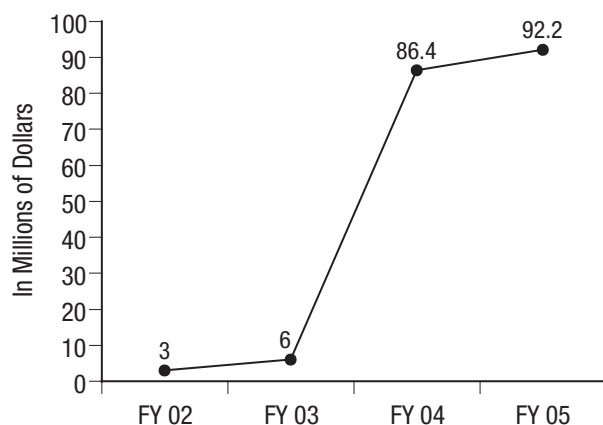


Revenues By Department

BU	Department Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
116	In-Home Support Services	\$ 3,606,517	\$ 63,668,939	\$ 63,668,939	\$ 66,561,838	\$ 2,892,899	4.5%
119	Special Programs	181,066,621	22,143,188	114,073,704	55,040,946	32,897,758	148.6%
106	Clerk-Board Of Supervisors	264,127	60,989	60,989	66,756	5,767	9.5%
107	County Executive	646,796	5,599,000	6,837,860	6,025,946	426,946	7.6%
113	Local Agency Formation Comm- LAFCO	255,379	222,020	222,020	271,060	49,040	22.1%
168	Office of Affordable Housing	19,639,805	4,922,506	10,532,011	7,970,706	3,048,200	61.9%
115	Assessor	3,958,783	10,643,239	19,499,463	11,104,689	461,450	4.3%
117	Measure B	269,968,967	133,728,220	133,728,220	133,994,105	265,885	0.2%
120	County Counsel	1,223,959	1,057,030	1,067,030	1,317,355	260,325	24.6%
140	Registrar Of Voters	2,480,610	2,612,584	7,220,352	7,775,505	5,162,921	197.6%
145	Information Services	29,812,135	31,736,137	33,842,687	35,368,425	3,632,288	11.4%
610	County Library Headquarters	26,429,177	25,779,903	25,919,839	25,779,903	—	—
118	Procurement	186,117	75,000	75,000	437,040	362,040	482.7%
135	Intergovernmental Services	16,115,336	17,504,488	17,504,488	18,735,445	1,230,957	7.0%
190	Communications Department	2,099,408	1,324,396	1,420,504	1,425,195	100,799	7.6%
263	Facilities Department	64,636,091	12,590,288	52,931,747	16,163,926	3,573,638	28.4%
130	Personnel	16,044,801	20,501,138	20,506,138	21,001,461	500,323	2.4%
132	Risk Management Department	43,781,382	41,933,490	41,834,452	46,213,326	4,279,836	10.2%
110	Controller-Treasurer	223,738,217	225,816,823	194,936,823	220,988,900	(4,827,923)	-2.1%
810	County Debt Service	13,801,664	10,176,427	10,176,427	9,645,292	(531,135)	-5.2%
112	Tax Collector	333,309,995	350,868,510	352,092,975	366,322,010	15,453,500	4.4%
114	County Recorder	35,298,968	34,429,908	30,322,140	41,591,598	7,161,690	20.8%
148	Department Of Revenue	7,672,901	8,157,518	8,157,518	7,787,895	(369,623)	-4.5%
Total Revenues		\$ 1,296,039,227	\$ 1,025,551,741	\$ 1,146,631,326	\$ 1,101,589,322	\$ 76,037,581	7.4%



In Home Support Services Program Costs



Gross Appropriation Trend

In the FY 2005 document, gross appropriations replace net appropriations.



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 IHSS contract mode of service, previously operated through contract with the Council on Aging Silicon Valley, ended on June 30, 2003. Collaborative planning between the Department of Aging and Adult Services and the Public Authority resulted in a seamless transition to a single mode of service for nearly 1,200 contract mode recipients. As a result, the independent provider mode became the sole service mode for IHSS in Santa Clara County.

Over 8,900 consumers receive services from 7,543 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. The number of beneficiaries has been increasing consistently since October 2000.

Benefits Provided to Independent Providers

Benefit Provided	# Eligible in May 2003	# Eligible in May 2004	Percent Change
Valley Health Plan	1,810	2,514	38.8%
Pacific Union Dental	2,413	3,033	25.7%
Vision Service Plan	2,413	3,033	25.7%
Projected Annual Cost, without Reimbursement	\$4,697,623	\$6,882,252	46.5%
Estimated Net Cost of Benefits	\$3.4 million	\$4.8 million	36.8%

IHSS caseload growth has continued with a notable increase in intake referrals. Between 2002 and 2004, caseload grew 22%. 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 80% 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

Increase Premium Charge to the IHSS Program

Recommendation: Increase the premium charged to IHSS members enrolled in Valley Health Plan to actuarially-sound levels. This will increase the provider

payment to Santa Clara Valley Medical Center (SCVMC) which will thereby reduce the General Fund subsidy.

Background: The IHSS program workers, or independent providers (IPS), were provided with the option to become Valley Health Plan members in October 2000. Over time, the health premium charged to this insured group has been lower than the comparable rate charged by Kaiser. As a result of this recommendation, the premium rate charged to IHSS will be equal to that of Kaiser, in keeping with Valley Health Plan actuarial recommendations. Plan members' co-pay will remain at \$8.00 per month. The premium increase is able to be partly reimbursed by the Federal Title 19 Medicaid funding of IHSS. Though there will be a cost increase in the IHSS program, there will be a net savings between the reduction in the subsidy and the Federal reimbursement of \$2,098,599.

In order for this premium increase to take effect, the IHSS program must file a rate change request with the State of California. A transmittal will be forwarded to the Board of Supervisors for approval on May 18, 2004. If the State does not approve this rate, this recommendation may require modification.

Total Ongoing Cost: \$3,759,712

Total Ongoing Revenues: \$2,098,599

Net Ongoing Expenditures: \$1,661,113

Subsidy Reduction to SCVMC: \$3,676,075

In-Home Support Services — Budget Unit 116 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1002	IHSS Program Fund 0001	\$ 5,041,506	\$ 7,981,087	\$ 7,981,087	\$ 13,723,529	\$ 5,742,442	72.0%
1003	IHSS Ind Provider Mode Fund 0001	—	72,044,035	72,044,035	78,451,555	6,407,520	8.9%
1004	IHSS Ind Contract Mode Fund 0001	—	6,407,520	6,407,520	—	(6,407,520)	-100.0%
Total Net Expenditures		\$ 5,041,506	\$ 86,432,642	\$ 86,432,642	\$ 92,175,084	\$ 5,742,442	6.6%



In-Home Support Services — Budget Unit 116

Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1002	IHSS Program Fund 0001	\$ 5,041,506	\$ 7,981,087	\$ 7,981,087	\$ 13,723,529	\$ 5,742,442	72.0%
1003	IHSS Ind Provider Mode Fund 0001	—	72,044,035	72,044,035	78,451,555	6,407,520	8.9%
1004	IHSS Ind Contract Mode Fund 0001	—	6,407,520	6,407,520	—	(6,407,520)	-100.0%
Total Gross Expenditures		\$ 5,041,506	\$ 86,432,642	\$ 86,432,642	\$ 92,175,084	\$ 5,742,442	6.6%

In-Home Support Services — Budget Unit 116

Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Services And Supplies	5,041,506	86,432,642	86,432,642	92,175,084	5,742,442	6.6%
Subtotal Expenditures	5,041,506	86,432,642	86,432,642	92,175,084	5,742,442	6.6%
Total Net Expenditures	5,041,506	86,432,642	86,432,642	92,175,084	5,742,442	6.6%

In-Home Support Services — Budget Unit 116

Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1002	IHSS Program Fund 0001	\$ 3,606,517	\$ 5,810,255	\$ 5,810,255	\$ 8,703,154	\$ 2,892,899	49.8%
1003	IHSS Ind Provider Mode Fund 0001	—	53,235,911	53,235,911	57,858,684	4,622,773	8.7%
1004	IHSS Ind Contract Mode Fund 0001	—	4,622,773	4,622,773	—	(4,622,773)	-100.0%
Total Revenues		\$ 3,606,517	\$ 63,668,939	\$ 63,668,939	\$ 66,561,838	\$ 2,892,899	4.5%

IHSS Program Fund 0001 — Cost Center 1002

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	—	\$ 7,981,087	\$ 5,810,255
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(1,501)	—
Other Required Adjustments	—	1,984,231	794,300
Subtotal (Current Level Budget)	—	\$ 9,963,817	\$ 6,604,555
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			



IHSS Program Fund 0001 — Cost Center 1002 Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
1. Budget Increased Revenues and Expenditures for Health Premium Increase	—	3,759,712	2,098,599
Subtotal (Recommended Changes)	—	\$ 3,759,712	\$ 2,098,599
Total Recommendation	—	\$ 13,723,529	\$ 8,703,154

IHSS Ind Provider Mode Fund 0001 — Cost Center 1003 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	—	\$ 72,044,035	\$ 53,235,911
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	6,407,520	4,622,773
Subtotal (Current Level Budget)	—	\$ 78,451,555	\$ 57,858,684
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 78,451,555	\$ 57,858,684



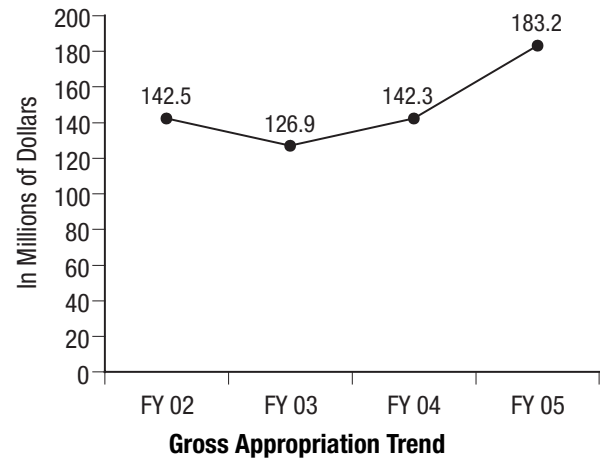
Special Programs and Reserves

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 \$6 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.



In the FY 2005 document, gross appropriations replace net appropriations.

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 SCVMC. The General Fund subsidy is comprised of three basic elements: pass-through revenues, unreimbursed County services (e.g., medical care for 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 2005 General Fund Subsidy to SCVMC

Components of the Subsidy	\$
Vehicle License Fee Revenue Pass-Through	50,070,000
Tobacco Settlement Revenue Pass-Through	12,000,000
Unreimbursed Services	6,625,966
General Fund Grant	28,450,862
Total General Fund Subsidy	97,146,828

Adjustments to the General Fund Subsidy Since the FY 2004 Approved Budget

The FY 2005 recommended General Fund subsidy to SCVMC is \$97.1 million; a reduction of \$12.6 million from the FY 2004 General Fund Subsidy of \$109,727,334.



The following table reflects the various adjustments to the General Fund subsidy since the FY 2004 Approved Budget.

Adjustments to the General Fund Subsidy to SCVMC

Description	\$
FY 2004 Approved Budget	
General Fund Subsidy	\$109,727,334
Less FY 2004 One-Time Expense for HIPAA	(1,264,518)
Less Ongoing Reductions Approved by the Board of Supervisors In October 2003	(4,285,972)
FY 2005 Base Adjustment ^a	34,000,000
FY 2005 Base Budget (CLB)	
General Fund Subsidy Assumption	\$138,176,844
SCVMC Reduction Plan	(18,957,497)
SCVMC Activity and Service Delivery Adjustment	(198,699)
Reduced SCVMC cost related to ISF charges and/or interdepartmental agreements	(181,805)
Reduced SCVMC cost for Liability Insurance	(3,772,215)
Reduced SCVMC cost for Employee COLAs	(3,876,218)
Reduced SCVMC cost for Workers Comp	(5,826,407)
Reduced SCVMC cost for Retirement	(8,217,175)
FY 2005 Recommended Budget	
General Fund Subsidy	\$97,146,828

- a. This amount represents additional General Fund support to partially account for increased costs from one year to the next (e.g. salary and benefit increases).

Total Ongoing Reduction: (\$41,030,016)

Reduction from FY 2005 Base Budget Assumption

Reserve for Future State Budget Impacts

Recommendation: Establish a one-time reserve to mitigate the fiscal impact of State budget decisions that may affect local government programs or revenues.

Impact on Services: In the past two fiscal years the County has been forced to make additional budget reductions subsequent to the adoption of the Approved Budget, as a result of State budget decisions. The establishment of this one-time reserve will give the Board of Supervisors flexibility in addressing potential fiscal impacts of State budget decisions in FY 2005.

Total One-Time Cost: \$50,965,411

Elmwood Development Revenue



Reserve for Retirement Pay Outs

Recommendation: Establish a one-time reserve to cover the cost of vacation/sick time pay outs associated with early retirements.

Impact on Services: The 2-year service credit retirement incentive provided in the current agreements between the County and various bargaining units will result in a larger than usual number of employee retirements at the beginning of the fiscal year. This reserve will be spread to departmental operating budgets as necessary to fund the cost of retirement pay outs for vacation and sick time.

Total One-Time Cost: \$4,000,000

Safety Net Services Reserve

Recommendation: Establish a one-time reserve with savings from a reduction in retirement costs.

Background: Local governments have approached the Public Employee Retirement System (PERS) for rate relief in FY 2005. The parameters for rate relief allowed by PERS require local governments to pay a minimum of 120% of the FY 2004 retirement costs in FY 2005. If Santa Clara County were to take maximum advantage of this rate relief, a one-time savings of nearly \$80 million (for all funds) could be achieved.

However, in future years the County is obligated to repay the savings achieved under this one-time rate relief action. The County Executive is recommending rate relief of \$35 million (all funds), which will result in a General Fund savings of approximately \$25 million, net of revenue offsets.

Impact on Services: The FY 2005 Recommended Budget uses \$6.2 million of the anticipated retirement cost savings to mitigate reductions originally proposed by the health departments. The remaining \$18.5 million in savings is budgeted in a one-time reserve for consideration of funding similar services in future years. Unspent balances in this reserve will be reappropriated each fiscal year until the reserve is depleted.

Total One-Time Cost: \$18,500,000

Recommendation: Recognize one-time revenue from the sale of Elmwood residential parcels.

Background: Recognize one-time revenue from the sale of Elmwood residential parcels. Total one-time revenue is \$38,918,750. In addition to the revenue budgeted here, \$113,000 is recognized in recommendations in the Office of the County Executive and \$767,804 is recognized in recommendations in the Office of Affordable Housing. An additional \$1,000,000 in one-time revenue and \$4,000,000 in ongoing revenue has been budgeted in the FY 2005 base budget in the Special Projects unit of the Office of the County Executive.

Total One-Time Revenue: \$37,037,946

Offseason Fire Coverage for Mt. Hamilton

Recommendation: Eliminate funding for offseason fire coverage in the Mt. Hamilton-Halls Valley area.

Impact on Services: The Smith Creek Fire Station of the California Department of Forestry provides fire protection to the Mt. Hamilton area in the eastern region of the county. The Smith Creek Fire Station is fully funded by the State of California to provide emergency services during the fire season, which is normally mid-May to mid-November. Since 1998, the County has funded the operation of the Smith Creek Fire Station for the remaining six months outside of the fire season under an agreement between the County of Santa Clara and the State of California, Department of Forestry and Fire Protection (CDF). Ongoing appropriations in the FY 2004 Approved Budget were \$95,935. In March 2004, CDF requested, and the Board of Supervisors approved, a one-time increase in

appropriations of \$42,421 for this agreement, as actual costs for the fiscal year were projected to exceed the current contract amount.

Total Ongoing Savings: \$95,935

Outside Legal Services

Recommendation: Eliminate funds for outside legal services.

Impact on Services: Planned expenses for outside counsel services are covered by appropriations in the Office of the County Counsel. Historically, the Special Programs budget has included a relatively small ongoing appropriation to cover the cost of unanticipated costs for outside counsel. The elimination of this ongoing appropriation will require that these unanticipated costs be covered, on a case by case basis, by use of the Contingency Reserve.

Total Ongoing Savings: \$58,647

Reduced General Fund Cost for Fleet Services

Recommendation: Return retained earnings in the Fleet Internal Services Fund to operating departments.

Impact on Services: The Fleet Internal Services Fund will return retained earnings to operating departments through either a rebate or rate reduction in FY 2005. The General Fund savings is estimated at \$379,408 and is budgeted as a reduced cost in Special Programs as a "placeholder" for the savings, which will be allocated to departments in the Final Budget process.

Total One-Time Savings: \$379,408

Special Programs — Budget Unit 119 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations			FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted				
1001	Special Program Fund 0001	\$ 270,371,802	\$ 142,276,867	\$ 305,915,462	\$ 183,190,902	\$ 40,914,035	28.8%	
Total Net Expenditures		\$ 270,371,802	\$ 142,276,867	\$ 305,915,462	\$ 183,190,902	\$ 40,914,035	28.8%	



Special Programs — Budget Unit 119 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1001	Special Program Fund 0001	\$ 270,371,802	\$ 142,276,867	\$ 305,915,462	\$ 183,190,902	\$ 40,914,035	28.8%
Total Gross Expenditures		\$ 270,371,802	\$ 142,276,867	\$ 305,915,462	\$ 183,190,902	\$ 40,914,035	28.8%

Special Programs — Budget Unit 119 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Services And Supplies	7,037,947	5,878,392	9,194,020	8,558,550	2,680,158	45.6%
Fixed Assets	1,773,829	—	5,041,618	—	—	—
Operating/Equity Transfers	258,251,836	113,159,314	227,936,995	100,578,808	(12,580,506)	-11.1%
Reserves	3,308,190	23,239,161	63,742,829	74,053,544	50,814,383	218.7%
Subtotal Expenditures	270,371,802	142,276,867	305,915,462	183,190,902	40,914,035	28.8%
Total Net Expenditures	270,371,802	142,276,867	305,915,462	183,190,902	40,914,035	28.8%

Special Programs — Budget Unit 119 Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1001	Special Program Fund 0001	\$ 181,066,621	\$ 22,143,188	\$ 114,073,704	\$ 55,040,946	\$ 32,897,758	148.6%
Total Revenues		\$ 181,066,621	\$ 22,143,188	\$ 114,073,704	\$ 55,040,946	\$ 32,897,758	148.6%

Special Program Fund 0001 — Cost Center 1001 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	—	\$ 142,276,867	\$ 22,143,188
Board Approved Adjustments During FY 2004	—	163,638,595	91,930,516
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	29,699,707	(26,740)
Other Required Adjustments	—	(184,167,864)	(96,043,964)
Subtotal (Current Level Budget)	—	\$ 151,447,305	\$ 18,003,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Reduce GF Subsidy to SCVMC Equal to Value of Savings in Bargaining Unit COLAs	—	(3,876,218)	—
Reduce GF Subsidy to SCVMC Equal to Value of Savings in ISF Reduced Charges	—	(181,805)	—



Special Program Fund 0001 — Cost Center 1001

Major Changes to the Budget

	Positions	Appropriations	Revenues
Reduce GF Subsidy to SCVMC Equal to Value of Savings in Liability Insurance	—	(3,772,215)	—
Reduce GF Subsidy to SCVMC Equal to Value of Savings in Retirement Costs	—	(8,217,175)	—
Reduce GF Subsidy to SCVMC Equal to Value of Savings in SCVMC Activity & Service Delivery Adjustment Plan	—	(198,699)	—
Reduce GF Subsidy to SCVMC Equal to Value of Savings in SCVMC Reduction Plan	—	(18,957,497)	—
Reduce GF Subsidy to SCVMC Equal to Value of Savings in Workers Compensation	—	(5,826,407)	—
Service Cost Reduction due to ISD Reductions	—	(157,808)	—
Decision Packages			
1. Eliminate County Funding for Offseason Fire Coverage for Mt. Hamilton	—	(95,935)	—
Eliminate funding for offseason fire coverage in the Mt. Hamilton-Halls Valley area. The Smith Creek Fire Station of the California Department of Forestry provides fire protection to the Mt. Hamilton area in the eastern region of the county. The Smith Creek Fire Station is fully funded by the State of California to provide emergency services during the fire season, which is normally mid-May to mid-November. Since 1998, the County has funded the operation of the Smith Creek Fire Station for the remaining six months outside of the fire season under an agreement between the County of Santa Clara and the State of California, Department of Forestry and Fire Protection (CDF). Ongoing appropriations in the FY 2004 Approved Budget were \$95,935. In March 2004, CDF requested, and the Board of Supervisors approved, a one-time increase in appropriations of \$42,421 for this agreement, as actual costs for the fiscal year were projected to exceed the current contract amount.			
2. Eliminate Funds for Outside Legal Services	—	(58,647)	—
Eliminate funds for unanticipated outside legal expense. Planned expenses for outside counsel services will be covered by appropriations in the Office of the County Counsel. Historically, the Special Programs budget has included a relatively small ongoing appropriation to cover the cost of unanticipated costs for outside counsel. The elimination of this ongoing appropriation will require that these unanticipated costs be covered, on a case by case basis, by use of the Contingency Reserve.			
3. One-Time Reserve for Retirement Pay Outs	—	4,000,000	—
Provide one-time funding for payment of vacation and sick time cash outs for retirements. The 2-year service credit retirement incentive provided in the current agreements between the County and various bargaining units will result in a larger than usual number of employee retirements at the very beginning of the fiscal year. This reserve will be spread to departmental operating budgets as the total number of retirements and the fiscal impact of the cash outs are more clearly identified.			
4. Elmwood Development Revenue	—	—	37,037,946
Recognize one-time revenue from the sale of Elmwood residential parcels. Total one-time revenue is \$38,918,750. In addition to the revenue budgeted here, \$113,000 is recognized in recommendations in the Office of the County Executive and \$767,804 is recognized in recommendations in the Office of Affordable Housing. An additional \$1,000,000 in one-time revenue and \$4,000,000 in ongoing revenue has been budgeted in the FY 2005 base budget in the Special Projects unit of the Office of the County Executive.			
5. Placeholder for Fleet Services Reductions	—	(379,408)	—
The Fleet Internal Services Fund will return retained earnings to operating departments through either a rebate or rate reduction in FY 2005. The General Fund savings is estimated at \$379,408. This action is a "placeholder" for the total General Fund savings, which will be allocated to departments in the Final Budget process.			
6. Reserve for Future State Budget Impacts	—	50,965,411	—
Establish a one-time reserve to offset anticipated impacts of State Budget decisions.			
7. Safety Net Services Reserve	—	18,500,000	—
Establish a one-time reserve with savings from a reduction in retirement costs. The FY 2005 Recommended Budget uses \$6.2 million of the anticipated retirement cost savings to mitigate reductions originally proposed by the health departments. The remaining \$18.5 million in savings is budgeted in a one-time reserve for consideration of funding similar services in future years. Unspent balances in this reserve will be reappropriated each fiscal year until the reserve is depleted.			
Subtotal (Recommended Changes)	—	\$ 31,743,597	\$ 37,037,946
Total Recommendation	—	\$ 183,190,902	\$ 55,040,946



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.

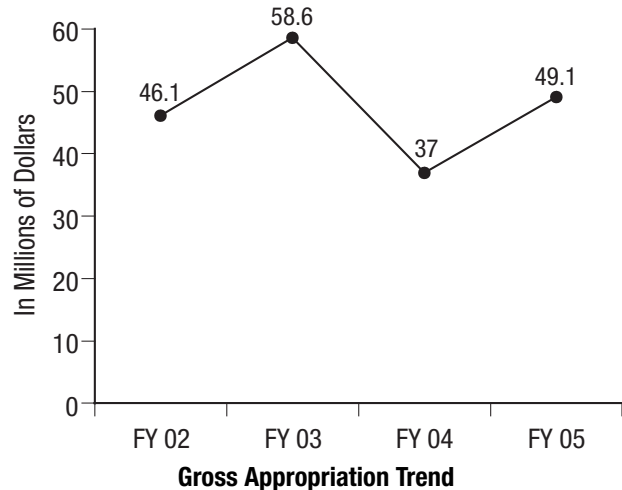
During the FY 1999 Budget Hearings, the Board of Supervisors revised their policy and directed the contingency reserve be set at 2% of General Fund revenues, net of pass-throughs by January 1, 2000. Most recently, in January 2004, the Board adopted a policy of funding the Contingency Reserve at 2.5% of General Fund revenues, net of pass-through revenues.

The FY 2005 Contingency Reserve is set at \$43,805,944; 2.5% of General Fund revenues, net of pass through revenues.

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.

The FY 2005 base budget includes a General Fund salary reserve of \$5,281,046 in anticipation of 1% realignments to be negotiated with various bargaining units representing County employees. These funds will be allocated to operating departments during FY 2005 as specific agreements regarding realignments are reached.



In the FY 2005 document, gross appropriations replace net appropriations.

Additional salary reserves for these anticipated realignment costs are included in the base budgets for non-General Fund departments.

Reserves — Budget Unit 910 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1010	County Reserve Fund 0001	\$ —	\$ 37,000,000	\$ 23,138,671	\$ 43,805,944	\$ 6,805,944	18.4%
1020	Labor Reserve Fund 0001	—	—	1,313,415	5,281,046	5,281,046	—
Total Net Expenditures		\$ —	\$ 37,000,000	\$ 24,452,086	\$ 49,086,990	\$ 12,086,990	32.7%

Reserves — Budget Unit 910 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1010	County Reserve Fund 0001	\$ —	\$ 37,000,000	\$ 23,138,671	\$ 43,805,944	\$ 6,805,944	18.4%
1020	Labor Reserve Fund 0001	—	—	1,313,415	5,281,046	5,281,046	—
Total Gross Expenditures		\$ —	\$ 37,000,000	\$ 24,452,086	\$ 49,086,990	\$ 12,086,990	32.7%

Reserves — Budget Unit 910 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Reserves	—	37,000,000	24,452,086	49,086,990	12,086,990	32.7%
Subtotal Expenditures	—	37,000,000	24,452,086	49,086,990	12,086,990	32.7%
Total Net Expenditures	—	37,000,000	24,452,086	49,086,990	12,086,990	32.7%

County Reserve Fund 0001 — Cost Center 1010 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	—	\$ 37,000,000	\$ —
Board Approved Adjustments During FY 2004	—	(13,861,329)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(23,138,671)	—
Subtotal (Current Level Budget)	—	\$ —	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. FY 2005 General Fund Contingency Reserve	—	43,805,944	—
Set the FY 2005 General Fund Contingency Reserve at 2.5% of General Fund revenues net of pass-through revenues.			
Subtotal (Recommended Changes)	—	\$ 43,805,944	\$ —
Total Recommendation	—	\$ 43,805,944	\$ —

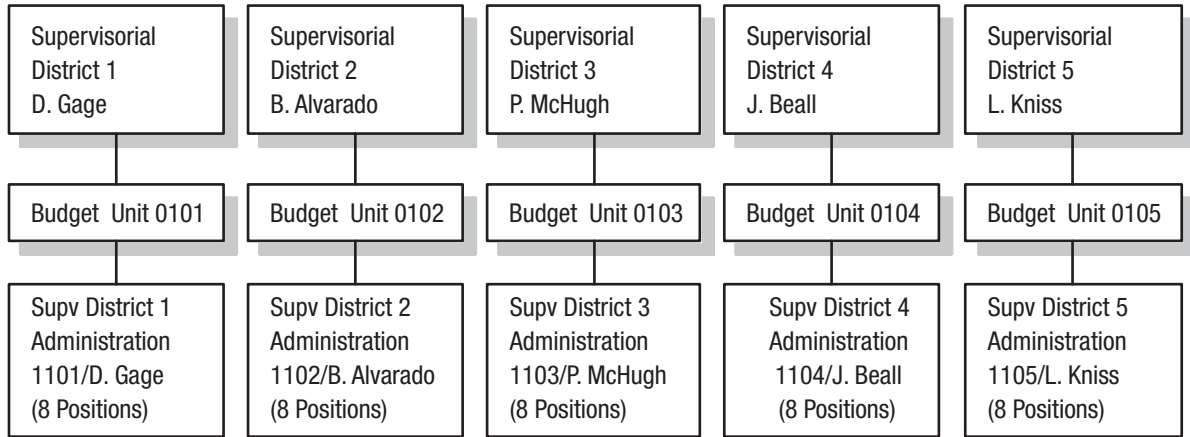


Labor Reserve Fund 0001 — Cost Center 1020
Major Changes to the Budget

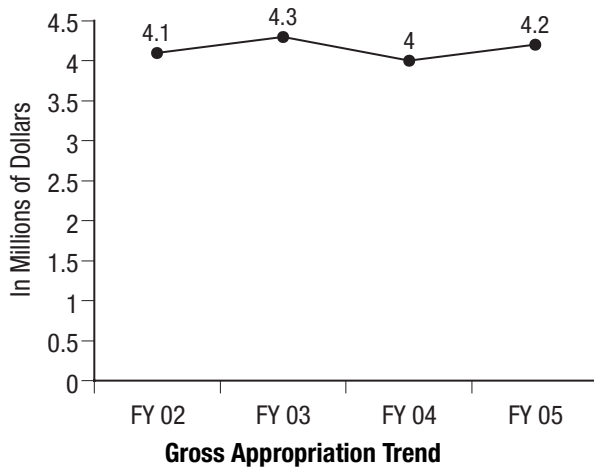
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2004	—	1,313,415	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	3,967,631	—
Subtotal (Current Level Budget)	—	\$ 5,281,046	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 5,281,046	\$ —



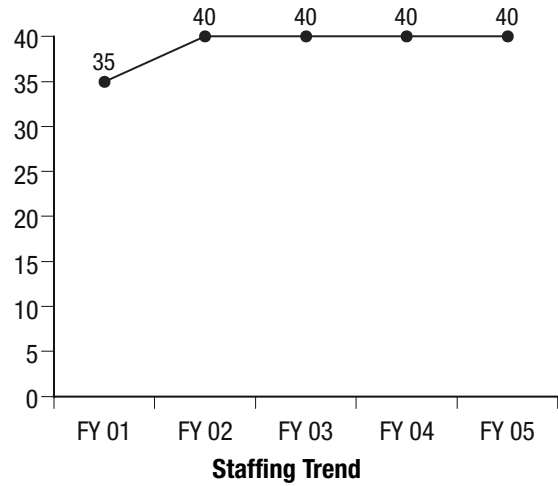
Board of Supervisors



Section 1: Finance and Government



In the FY 2005 document, gross appropriations replace net appropriations.



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 2004, Supervisor Pete McHugh 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 2004 Accomplishments

Health and Hospital Committee

- 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, and medical staff credentials; implementation of Health Information Portability and Accountability Act; development of various health care compliance requirements; review of quality indicators, performance management and safety reports.
- Reviewed and monitored progress of initiatives of major significance related to operation of the Mental Health Department including the planning and initial implementation of utilization management, implementation of Board approved recommendations resulting from management audit, and resource allocation of the 24-hour care system.
- Ensured completion of Board approved recommendations from Valley Medical Center management Audit.
- Evaluated fiscal, administrative and operational aspects of the Emergency Medical Services Agency providing direction on roles and responsibilities and establishing policies for the Fines and Penalties Trust Fund.
- Continued to improve the healthcare workforce related to recruitment and retention of qualified technical and professional staff with an emphasis on the challenges of implementing AB394. Promoted and recommended implementation of a broad range of options to increase recruitment and reduce outside labor costs associated with vacancies.

Children, Seniors and Families Committee

- Launched vocational training program for low-level and disabled CalWorks clients.
- Supplemented funding to the Emergency Assistance Network agencies in order to continue serving families in crisis.
- Increased overall child support collections and achieved and improved state ranking.
- Established a customer survey in the Department of Child Support Services to improve service delivery system.
- Collaborated with external stakeholders to identify and improve child welfare practices and service delivery system.
- Established the Best Practice Committee to seek continuous improvement in the Child Welfare System.
- Successfully reversed the downward trend of foster parent recruitment and retention.
- Increased number of children placed with relatives and culturally appropriate placements for children in the Child Welfare System.
- Successfully transitioned contract mode IHSS clients to independent provider mode without disruption in clients' services.

Public Safety and Justice Committee

- Oversaw multi-jurisdictional implementation of Juvenile Detention Reform initiatives such as the Santa Clara County Law Enforcement Booking Protocol on the Release of Juveniles and a new risk assessment instrument for screening youth at Juvenile Hall.
- Juvenile Detention Reform Outcomes FY 2002 - FY 2004
 - 20% reduction in Juvenile Hall intakes
 - 26% reduction in Juvenile Hall average daily population
 - 58% reduction in Juvenile Hall average length-of-stay
 - 23% reduction in Ranch Commitments
 - 20% reduction in youth failing to appear for court



- 55% reduction in California Youth Authority Commitments
- ☐ Reviewed impacts of FY 2004 budget reductions on public safety services, the criminal and juvenile justice systems, inmate programs, and out-of-custody treatment options.
- ☐ Evaluated and recommended FY 2004 October budget reductions.
- ☐ Monitored the FY 2004 targeted attrition plans for the Office of the District Attorney and Office of the Public Defender.
- ☐ Evaluated the Department of Correction's housing revenue projections and supported implementation of the Substance Abuse Treatment Control Unit (SATCU) program.
- ☐ Evaluated shift schedules at the Probation Department's juvenile ranches and recommended uniform implementation.
- ☐ Evaluated potential service impacts and provided policy direction on the FY 2005 Public Safety Department Budget Reduction Plans..

Finance and Government Operations Committee

- ☐ Completed review of the management auditor's major study on the General Fund's minimum legal funding requirements and the management audit of the Sheriff's Operations with the Board approving many audit recommendations for implementation to improve operational effectiveness and efficiency.
- ☐ Fully implemented a new Direct Recording Electronic voting system during the March 2004 Presidential Primary Election as required by a Federal Court order against California. Although several California counties experienced major problems on election day Santa Clara County's election experience went smoothly.
- ☐ To help the County close a projected budget \$240 million General Fund deficit for FY05, explored both long and short term budget balancing strategies. Long-term strategies included generating revenues by selling County services to other agencies, passing State legislation to reduce mandates that have less value to the community without losing reimbursements, pursuing process and efficiency improvements, and evaluating ways to reduce rates for retirement benefits, workers' compensation, liability and health insurances. Short-term included rejecting a 911 emergency response fee for the unincorporated areas, and approving policies to control overtime and extra-help use as well as spending on desktop computers, servers, software, laptops, monitors and printers.
- ☐ Issued bonds to construct the Morgan Hill Courthouse, scheduled for occupancy in the first quarter of 2006, and remained on schedule with five other major public safety and health care facility projects that the Board approved in October 2002 for bond funding.
- ☐ Purchased two buildings that provide approximately 200,000 square feet on a nine-acre parcel near the Civic Center. This purchase replaces the bond-funded project to build a civic center justice support building. It saves \$105 to \$120 per square foot over building a new 260,000 square foot facility and generates annual lease savings of \$6.5 million two years earlier.
- ☐ Established a Board policy to tighten budget controls over capital projects using discretionary General Fund dollars to improve the public visibility and accountability of these funds.
- ☐ Began using the County's KEYBOARD application to electronically create, review, and submit the Committee agendas and staff transmittals that also makes the entire agenda packet available to the public on the County's website prior to the meeting.

Housing, Land Use, Environment, and Transportation Committee

- ☐ Initiated:
 - participation in the County- and City-wide Water Collaborative
 - involvement in addressing perchlorate contamination in the South County region
 - status reports on the progress of Morgan Hill's Urban Limit Line/Greenbelt Stud
- ☐ Reviewed, Monitored, and/or Supported:
 - the process to establish a Countywide Habitat Conservation Plan
 - the Graffiti Abatement Program, the Weed Abatement Program, and various pest eradication efforts



- revisions to the County's Williamson Act (WA) program and procedures, including conducting special outreach to receive testimony on a proposed WA ordinance
- ☐ Completed:
 - The Parks Department's Strategic Plan
 - Phase One of the Zoning Ordinance Revision Project
 - 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.
 - Revisions to the County's Lot Line Adjustment Ordinance
 - Revisions to the County's processing of Letters of Public Convenience or Necessity (PCN Letters)
 - Modifications to the County's Surface Mining and Reclamation Program procedures
- ☐ Improve data collection methods to better track outcomes for children.
- ☐ Implement the Children of Color study recommendations to create culturally appropriate, diverse and focused service array for families of color entering the Child Welfare System.
- ☐ Continue to provide safety net services in light of the state and federal budget reductions.
- ☐ Continue to advocate for the elimination of child support penalties payments to the federal government.
- ☐ Improve operational efficiencies by reviewing and eliminating unnecessary mandates and procedures to maximize resources and maintain safety net services.
- ☐ Improve our County's child support collections to meet and exceed all federal and state performance measures and standards.
- ☐ Maintain outstanding services such as the Senior Nutrition Program to frail, elderly and dependent adults.

Fiscal Year 2005 Planned Accomplishments

Health and Hospital Committee

- ☐ Review and monitor progress of initiatives of major significance related to operation of the Valley Medical Center resulting from the VMC Financial Planning Task Force.
- ☐ Review and monitor progress of implementation of Board approved recommendations from management audit of Public Health Department.
- ☐ Fulfill the fiscal, governance, and oversight requirements of the Santa Clara Valley Health and Hospital System including FY 2005 budget implementation and FY 2006 budget formation.
- ☐ Collaborate with Public Safety and Justice Committee and Children's Seniors and Families Committee to ensure adequate health care provision to residents of Santa Clara County.

Children, Seniors and Families Committee

- ☐ Decrease the number of children of color in the Child Welfare System.

Public Safety and Justice Committee

- ☐ Continue to focus the juvenile justice system and its partners on eliminating inappropriate and unnecessary incarceration of youth by utilizing data-driven analysis.
- ☐ Reduce overrepresentation of youth of color in the juvenile justice system by utilizing data-driven analysis.
- ☐ Create an Ombudsperson Program for Juvenile Hall.
- ☐ Pursue creation of detention alternatives to Juvenile Hall and the California Youth Authority.
- ☐ Review impacts of FY05 budget reductions on public safety services, the criminal and juvenile justice systems, inmate programs, and out-of-custody treatment options

Finance and Government Operations Committee

- ☐ Continue to achieve improved operational effectiveness and efficiency by implementing recommendations from management audits of Public Health, Central Fire, and Environmental Health.



- 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 2005 and increasing employee benefit costs for FY 2006.
- Issue bond financing on five 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
 - Subsequent Phases of the Zoning Ordinance Revision Project

- The Open Space and Viewshed Work Program
- Participation in the County- and City-wide Water Collaborative
- Status of perchlorate contamination in the South County region
- The progress of Morgan Hill's Urban Limit Line/Greenbelt Study
- The final projects of the 1996 Measure B transportation program

- Complete work on:
 - Revisions to the Williamson Act program and procedures
 - Phase Two of the Zoning Ordinance Revision Project
 - Planning guides for all county airports as part of the Airports Master Plan

County Executive's Recommendation

Approve the FY 2005 current level budget with reductions in Worker's Compensation and Retirement expense due to countywide reductions in benefit rates.

Supervisorial District #1 — Budget Unit 101 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1101	Supervisorial Dist #1 Fund 0001	\$ 803,956	\$ 802,319	\$ 812,896	\$ 838,565	\$ 36,246	4.5%
	Total Net Expenditures	\$ 803,956	\$ 802,319	\$ 812,896	\$ 838,565	\$ 36,246	4.5%

Supervisorial District #1 — Budget Unit 101 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1101	Supervisorial Dist #1 Fund 0001	\$ 803,956	\$ 802,319	\$ 812,896	\$ 838,565	\$ 36,246	4.5%
	Total Gross Expenditures	\$ 803,956	\$ 802,319	\$ 812,896	\$ 838,565	\$ 36,246	4.5%



Supervisorial District #1 — Budget Unit 101 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 775,176	\$ 749,068	\$ 759,811	\$ 786,175	\$ 37,107	5.0%
Services And Supplies	28,780	53,251	53,085	52,390	(861)	-1.6%
Subtotal Expenditures	803,956	802,319	812,896	838,565	36,246	4.5%
Total Net Expenditures	803,956	802,319	812,896	838,565	36,246	4.5%

Supervisorial Dist #1 Fund 0001 — Cost Center 1101 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	8.0	\$ 802,319	\$ —
Board Approved Adjustments During FY 2004	—	10,577	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	47,670	—
Internal Service Fund Adjustments	—	(1,890)	—
Other Required Adjustments	—	1,195	—
Subtotal (Current Level Budget)	8.0	\$ 859,871	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Reduce Workers Compensation Expense	—	(6,634)	—
2. Reduce Retirement Expenditures	—	(14,672)	—
Subtotal (Recommended Changes)	—	\$ (21,306)	\$ —
Total Recommendation	8.0	\$ 838,565	\$ —

Supervisorial District #2 — Budget Unit 102 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1102	Supervisorial Dist #2 Fund 0001	\$ 817,323	\$ 802,319	\$ 813,062	\$ 838,565	\$ 36,246	4.5%
	Total Net Expenditures	\$ 817,323	\$ 802,319	\$ 813,062	\$ 838,565	\$ 36,246	4.5%

Supervisorial District #2 — Budget Unit 102 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1102	Supervisorial Dist #2 Fund 0001	\$ 817,323	\$ 802,319	\$ 813,062	\$ 838,565	\$ 36,246	4.5%
	Total Gross Expenditures	\$ 817,323	\$ 802,319	\$ 813,062	\$ 838,565	\$ 36,246	4.5%



Supervisorial District #2 — Budget Unit 102 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 683,475	\$ 749,068	\$ 759,811	\$ 786,175	\$ 37,107	5.0%
Services And Supplies	133,848	53,251	53,251	52,390	(861)	-1.6%
Subtotal Expenditures	817,323	802,319	813,062	838,565	36,246	4.5%
Total Net Expenditures	817,323	802,319	813,062	838,565	36,246	4.5%

Supervisorial Dist #2 Fund 0001 — Cost Center 1102 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	8.0	\$ 802,319	\$ —
Board Approved Adjustments During FY 2004	—	10,743	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	47,670	—
Internal Service Fund Adjustments	—	(861)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	8.0	\$ 859,871	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Reduce Workers Compensation Expense	—	(6,634)	—
2. Reduce Retirement Expenditures	—	(14,672)	—
Subtotal (Recommended Changes)	—	\$ (21,306)	\$ —
Total Recommendation	8.0	\$ 838,565	\$ —

Supervisorial District #3 — Budget Unit 103 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1103	Supervisorial Dist #3 Fund 0001	\$ 802,165	\$ 802,319	\$ 813,062	\$ 838,565	\$ 36,246	4.5%
	Total Net Expenditures	\$ 802,165	\$ 802,319	\$ 813,062	\$ 838,565	\$ 36,246	4.5%

Supervisorial District #3 — Budget Unit 103 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1103	Supervisorial Dist #3 Fund 0001	\$ 802,165	\$ 802,319	\$ 813,062	\$ 838,565	\$ 36,246	4.5%
	Total Gross Expenditures	\$ 802,165	\$ 802,319	\$ 813,062	\$ 838,565	\$ 36,246	4.5%



Supervisory District #3 — Budget Unit 103 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 739,993	\$ 749,068	\$ 759,811	\$ 786,175	\$ 37,107	5.0%
Services And Supplies	62,172	53,251	53,251	52,390	(861)	-1.6%
Subtotal Expenditures	802,165	802,319	813,062	838,565	36,246	4.5%
Total Net Expenditures	802,165	802,319	813,062	838,565	36,246	4.5%

Supervisory Dist #3 Fund 0001 — Cost Center 1103 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	8.0	\$ 802,319	\$ —
Board Approved Adjustments During FY 2004	—	10,743	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	47,670	—
Internal Service Fund Adjustments	—	(861)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	8.0	\$ 859,871	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Reduce Workers Compensation Expense	—	(6,634)	—
2. Reduce Retirement Expenditures	—	(14,672)	—
Subtotal (Recommended Changes)	—	\$ (21,306)	\$ —
Total Recommendation	8.0	\$ 838,565	\$ —

Supervisory District #4 — Budget Unit 104 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1104	Supervisory Dist #4 Fund 0001	\$ 846,819	\$ 802,319	\$ 813,062	\$ 838,565	\$ 36,246	4.5%
	Total Net Expenditures	\$ 846,819	\$ 802,319	\$ 813,062	\$ 838,565	\$ 36,246	4.5%

Supervisory District #4 — Budget Unit 104 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1104	Supervisory Dist #4 Fund 0001	\$ 846,819	\$ 802,319	\$ 813,062	\$ 838,565	\$ 36,246	4.5%
	Total Gross Expenditures	\$ 846,819	\$ 802,319	\$ 813,062	\$ 838,565	\$ 36,246	4.5%



Supervisory District #4 — Budget Unit 104 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 748,679	\$ 759,068	\$ 769,811	\$ 796,175	\$ 37,107	4.9%
Services And Supplies	98,140	43,251	43,251	42,390	(861)	-2.0%
Subtotal Expenditures	846,819	802,319	813,062	838,565	36,246	4.5%
Total Net Expenditures	846,819	802,319	813,062	838,565	36,246	4.5%

Supervisory Dist #4 Fund 0001 — Cost Center 1104 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	8.0	\$ 802,319	\$ —
Board Approved Adjustments During FY 2004	—	10,743	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	47,670	—
Internal Service Fund Adjustments	—	(961)	—
Other Required Adjustments	—	100	—
Subtotal (Current Level Budget)	8.0	\$ 859,871	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Reduce Workers Compensation Expense	—	(6,634)	—
2. Reduce Retirement Expenditures	—	(14,672)	—
Subtotal (Recommended Changes)	—	\$ (21,306)	\$ —
Total Recommendation	8.0	\$ 838,565	\$ —

Supervisory District #5 — Budget Unit 105 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1105	Supervisory Dist #5 Fund 0001	\$ 770,578	\$ 802,319	\$ 813,062	\$ 838,565	\$ 36,246	4.5%
	Total Net Expenditures	\$ 770,578	\$ 802,319	\$ 813,062	\$ 838,565	\$ 36,246	4.5%

Supervisory District #5 — Budget Unit 105 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1105	Supervisory Dist #5 Fund 0001	\$ 770,578	\$ 802,319	\$ 813,062	\$ 838,565	\$ 36,246	4.5%
	Total Gross Expenditures	\$ 770,578	\$ 802,319	\$ 813,062	\$ 838,565	\$ 36,246	4.5%



Supervisory District #5 — Budget Unit 105 Expenditures by Object

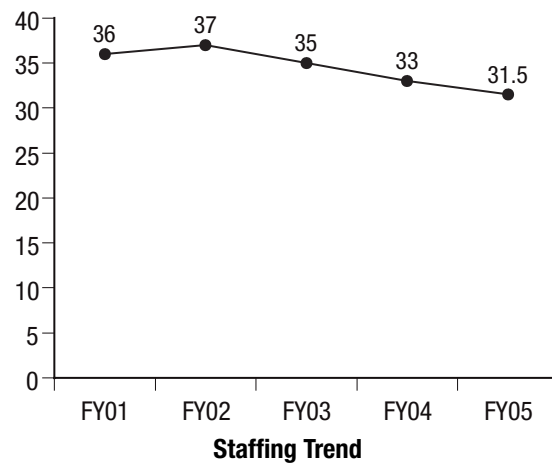
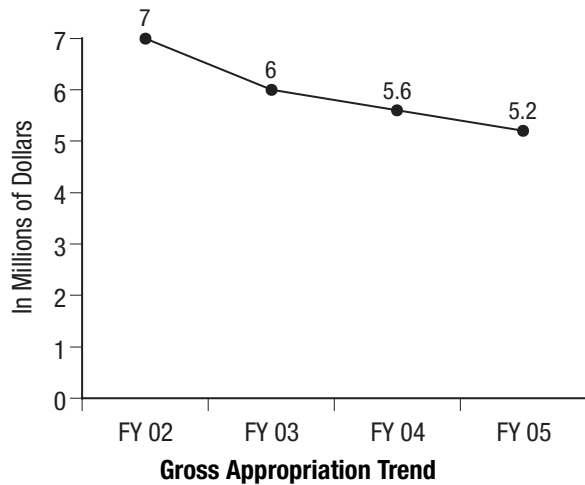
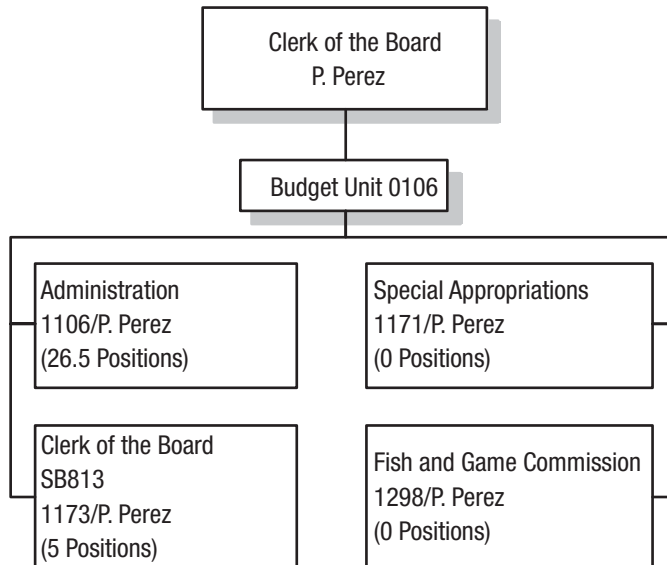
Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 720,991	\$ 749,068	\$ 759,811	\$ 786,175	\$ 37,107	5.0%
Services And Supplies	49,587	53,251	53,251	52,390	(861)	-1.6%
Subtotal Expenditures	770,578	802,319	813,062	838,565	36,246	4.5%
Total Net Expenditures	770,578	802,319	813,062	838,565	36,246	4.5%

Supervisory Dist #5 Fund 0001 — Cost Center 1105 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	8.0	\$ 802,319	\$ —
Board Approved Adjustments During FY 2004	—	10,743	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	47,670	—
Internal Service Fund Adjustments	—	(1,043)	—
Other Required Adjustments	—	182	—
Subtotal (Current Level Budget)	8.0	\$ 859,871	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Reduce Workers Compensation Expense	—	(6,634)	—
2. Reduce Retirement Expenditures	—	(14,672)	—
Subtotal (Recommended Changes)	—	\$ (21,306)	\$ —
Total Recommendation	8.0	\$ 838,565	\$ —



Clerk of the Board



In the FY 2005 document, gross appropriations replace net appropriations.



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 Supervisor and its boards and commissions.

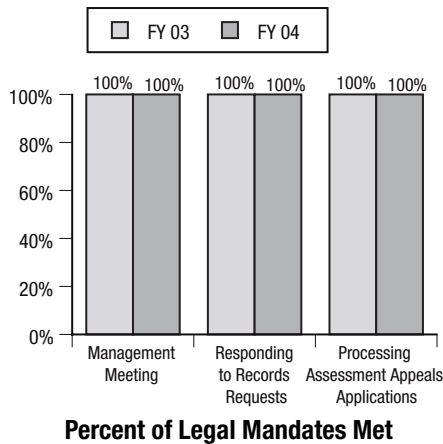


Desired Results

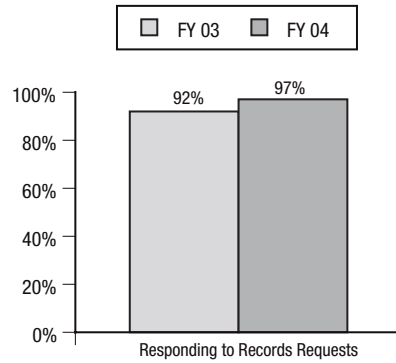
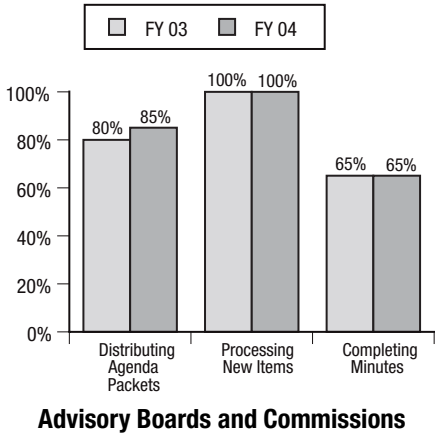
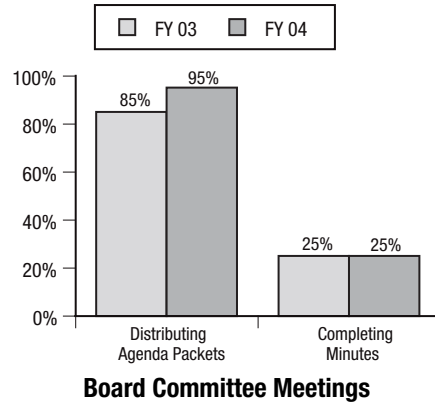
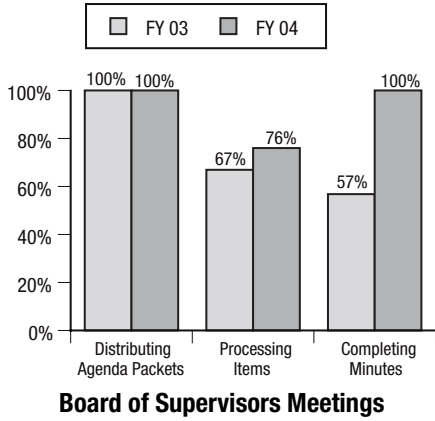
The over-arching desired result of the services provided by the Clerk of the Board's Office is to assure **satisfied, well-served customers** in which customer needs are met through timely and accurate preparation of

meeting agendas, minutes, summaries and other material; through information being available and provided upon customer request; and through efficient department operations.

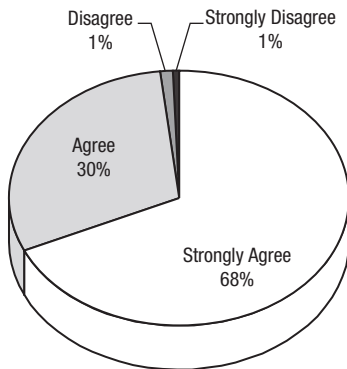
Timely preparation of meeting agendas, minutes, summaries and other material for County residents, elected officials and staff.



Percent of department timelines met.



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

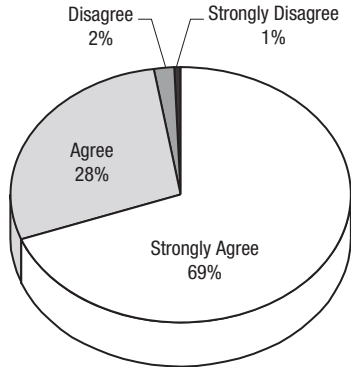


Department Provides Clear and Accurate Information

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

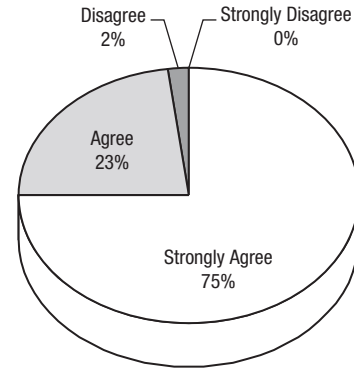


Information available and provided upon customer request.



Department Provides Timely Response

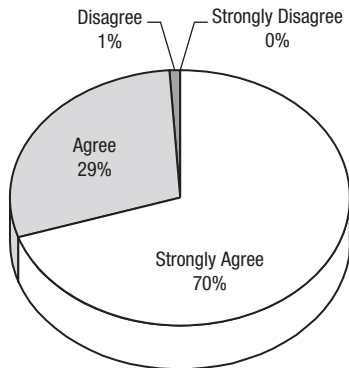
Measure: % of customers reporting in customer satisfaction survey that department provides timely response.



Department is Helpful and Courteous

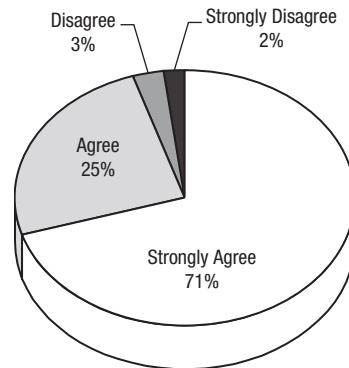
Measure: % of customers reporting in customer satisfaction survey that department is helpful and courteous.

Efficient Departmental Operations



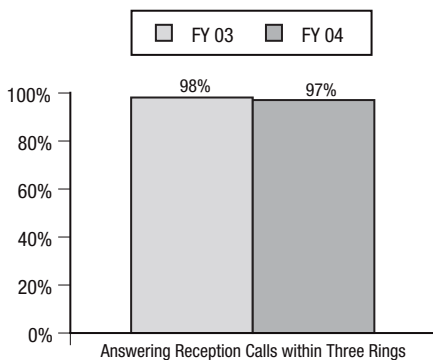
Overall Experience with Department is Positive

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

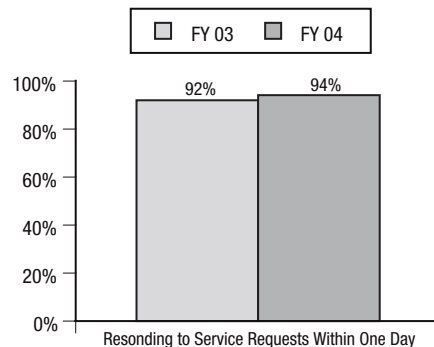


Department Provides Effective Solutions

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 fast-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, 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 of Supervisors has met its budget reduction target of \$811,000 with this proposal.

Revenue Enhancement

Recommendation: Increase revenue assumptions for the Clerk of the Board's Office by \$206,704 to support the Assessment Appeals function.



Background: This revenue assumption includes \$95,000 from the Assessor's proposed plan for use of the State-County Property Tax Administration Program (SCPTAP) Grant to support technology improvements in the Assessment Appeals area in the Clerk of the Board's Office.

The use of an additional \$111,704 from the SCPTAP is proposed by the County Executive to further offset the cost of the Assessment Appeals function.

When the Assessor's Office originally requested funding for the SCPTAP grant for FY 2005, projected salary expenses were included in the request for support of the various programs supported by the grant. Because projected salary increases were not implemented and various benefit costs have been reduced, additional grant funding can be re-allocated.

Based on County Counsel's review of the SCPTAP Grant, the reallocation of some of these savings to support the Assessment Appeals function in the Clerk of the Board's Office is appropriate.

Impact on Services: There is no service impact due to this revenue enhancement.

Total Ongoing Revenue: \$206,704
 \$95,000 from the Assessor's original grant plan
 \$111,704 to offset Assessment Appeals costs

Recommendation: Increase revenue assumptions for the Clerk of the Board's Office by \$3,212 by initiating a subscription service for agenda materials.

Background: Nearly seven hundred members of the public receive mailed agenda materials on a regular basis for Advisory Boards and Commissions and Board Committees. Establishing a fee-based subscriptions service for information transmitted via U.S. Mail serves a dual function. First, it is a way to recover mailing costs. Second, it is a way to reduce workload by providing incentive for the public to access this information online.

Impact on Services: For the members of the public that will start accessing information online, there will be slight decrease in activity in this area, otherwise, there is no impact to existing services.

Total Ongoing Revenue: \$3,212

Increase Reimbursements

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

Impact on Services: The general fund cost of the Management Audit Division will be offset by auditing non-general fund departments. The Board of Supervisors will be limited to auditing non-general fund department 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 \$391,446 in FY 2005.

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 (Parks and Recreation, County Library) to low (Environmental Health, Vector Control).

Total Ongoing Reimbursement: \$391,446

Staff Reductions

Recommendation: Delete 1.0 FTE Information Services Manager II in the Clerk of the Board's Office.

Impact on Service: This position is newly vacant and its elimination will leave the Clerk's Office with one systems position. A 50% reduction in resources will translate into a slower service request response time, the shift from on-site to on-call Board Chamber Board meeting system support, the elimination of readily available backup coverage, the loss of an "in house" video/graphic skill set, and greater reliance on GSA and ISD for facilities and systems-related work.

Total Ongoing Reduction: (\$143,388)

Recommendation: Delete 0.5 FTE Office Specialist III in the Clerk of the Board's Office.

Impact on Service: This position has historically provided insurance services for the County's ESA Risk Management department. These services are no longer needed as newly automated systems and streamlining have created new efficiencies. The reimbursement from ESA to support this position will also be eliminated. Per mutual agreement between the two departments,



position and subsequent reimbursement savings from this deletion will be shared equally between the Clerk of the Board and ESA Risk Management.

Total Ongoing Reduction: (\$1,974)

This amount represents the difference between the position cost and the amount of the ESA Risk Management reimbursement. The full General Fund value of this reduction, \$24,578, is in Cost Center 2310.

Reduce Services and Supplies

Recommendation: Eliminate the Management Audit Division's Cost of Living increase.

Impact on Service: The elimination of the COLA for the Management Audit Contract will not disrupt or hinder any of the planned audits for FY 2005.

Total Ongoing Reduction: (\$39,505)

Recommendation: Reduce various services and supplies in the Clerk of the Board's Office.

Impact on Service: Discretionary items, such as bottled water for staff and business cards for Commission and Advisory Board members will be eliminated. The software budget will also be reduced without any significant impacts.

Total Ongoing Reduction: (\$13,671)

Recommendation: Reduce KeyBoard services in the Information Services Department.

Impact on Service: Funds for the countywide KeyBoard system application support reside within the Clerk of the Board's Operating Budget. \$175,631 is budgeted for application hardware and software needs, such as additional servers, software licences/maintenance, and hardware maintenance. There will be little impact to the development of KeyBoard by reducing this amount by \$25,000.

Total Ongoing Reduction: (\$25,000)

These funds reside in an intracounty line with ISD, the reduction can also be seen in an intracounty action with Cost Center 2601.

Move CSAC Dues Obligation to ESA

Recommendation: Move the obligation to pay the California State And Counties membership dues to Employee Services Agency Risk Management Insurance.

Impact on Service: Traditionally, the obligation to pay the CSAC dues has been in the Clerk of the Board's Office, using 100% General Fund funds. By moving the obligation to ESA Risk Management Insurance a portion of the fees can be recovered by non-General Fund departments through revised fee rates for insurance.

This is an appropriate place to put the CSAC dues since the County purchases its liability, property and workers' compensation insurance through CSAC Excess Insurance Authority, which requires membership in CSAC to participate in this program.

Total Ongoing Reduction: (\$112,737)

This amount reflects the full cost of CSAC dues to be removed from the Clerk's Budget.

Total Ongoing Savings: (\$9,368)

This amount reflects the amount that will be recovered from non-General Fund departments through revised insurance rates.

Reduce Funds in Special Appropriations Budget

Recommended: Eliminate separate budgets for National Guard Commission and Historical Heritage Commission.

Impact on Service: The National Guard Commission and the Historical Heritage Commission are the only two of more than thirty County commissions allocated a General Fund budget. All other commissions draw expenses from a limited "all commissions" fund of \$7,500 housed within the Clerk's operating budget. These "all commissions" funds are spent upon Board of Supervisors' approval on a first-come, first-serve basis until depleted. It no longer is feasible for these two commissions to have funds that are not available to other commissions. This reduction will treat all commissions equally in regards to expenditures by eliminating the separate allocations kept by these commissions.

Total Ongoing Reduction: (\$6,740)

National Guard Commission: \$2,450; Historical Heritage Commission: \$4,290

Clerk-Board Of Supervisors — Budget Unit 106 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1106	Clerk Of The Board Fund 0001	\$ 3,517,931	\$ 3,328,171	\$ 3,250,396	\$ 3,024,987	\$ (303,184)	-9.1%
1171	Special Appropriations Fund 0001	1,809,697	1,617,035	1,617,035	1,737,266	120,231	7.4%
1173	SB 813 Admin Fund 0001	301,680	320,180	320,180	342,281	22,101	6.9%
10613	Fish & Game Commission-Fines & Forfeitures	—	4,000	4,000	4,000	—	—
Total Net Expenditures		\$ 5,629,308	\$ 5,269,386	\$ 5,191,611	\$ 5,108,534	\$ (160,852)	-3.1%

Clerk-Board Of Supervisors — Budget Unit 106 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1106	Clerk Of The Board Fund 0001	\$ 3,787,512	\$ 3,695,448	\$ 3,617,673	\$ 3,458,037	\$ (237,411)	-6.4%
1171	Special Appropriations Fund 0001	1,809,697	1,617,035	1,617,035	1,345,820	(271,215)	-16.8%
1173	SB 813 Admin Fund 0001	301,680	320,180	320,180	342,281	22,101	6.9%
10613	Fish & Game Commission-Fines & Forfeitures	—	4,000	4,000	4,000	—	—
Total Gross Expenditures		\$ 5,898,889	\$ 5,636,663	\$ 5,558,888	\$ 5,150,138	\$ (486,525)	-8.6%

Clerk-Board Of Supervisors — Budget Unit 106 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 2,491,244	\$ 2,537,201	\$ 2,529,964	\$ 2,545,373	\$ 8,172	0.3%
Services And Supplies	3,271,445	3,099,462	3,028,924	2,604,765	(494,697)	-16.0%
Fixed Assets	136,200	—	—	—	—	—
Subtotal Expenditures	5,898,889	5,636,663	5,558,888	5,150,138	(486,525)	-8.6%
Expenditure Transfers	(269,581)	(367,277)	(367,277)	(41,604)	325,673	-88.7%
Total Net Expenditures	5,629,308	5,269,386	5,191,611	5,108,534	(160,852)	-3.1%

Clerk-Board Of Supervisors — Budget Unit 106 Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1106	Clerk Of The Board Fund 0001	\$ 259,210	\$ 55,989	\$ 55,989	\$ 61,756	\$ 5,767	10.3%
10613	Fish & Game Commission-Fines & Forfeitures	4,917	5,000	5,000	5,000	—	—
Total Revenues		\$ 264,127	\$ 60,989	\$ 60,989	\$ 66,756	\$ 5,767	9.5%



Clerk Of The Board Fund 0001 — Cost Center 1106

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	28.0	\$ 3,328,171	\$ 55,989
Board Approved Adjustments During FY 2004	—	(77,775)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	247,474	—
Internal Service Fund Adjustments	—	22,898	—
Other Required Adjustments	—	22,038	2,555
Subtotal (Current Level Budget)	28.0	\$ 3,542,806	\$ 58,544
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
FY05 Reduction for ESA Position	—	27,930	—
SCPTAP Assessment Appeals Function and Technology project	—	(206,704)	—
Postage Reduction	—	(1,610)	—
Printing Rate/Service Change	—	(5,604)	—
Service Cost Reduction due to ISD Reductions	—	(62,146)	—
Decision Packages			
1. Subscription Service Revenue	—	—	3,212
Increase revenue assumptions based on the implementation of a new subscription service for agenda materials. This increase will not only increase the revenue in the Clerk of the Board's operating budget but will also be a mechanism to recover mailing costs.			
2. Delete 0.5 FTE Office Specialist Position	-0.5	(29,904)	—
Delete 0.5 FTE D09 Office Specialist III. This position provides clerical support services for ESA Risk Management. The reimbursement for this position will also be eliminated in cost center 2310 Fund 0075.			
3. Delete 1.0 FTE Information Services Manager II Position	-1.0	(143,388)	—
Delete 1.0 vacant FTE G12 Information Systems Manager II. This position is newly vacant and its elimination will leave the Clerk's Office with one systems staff person. This reduction in resources will translate into a slower service request response time, the shift from on-site to on-call Board Chamber meeting system support and the elimination of readily available backup coverage.			
4. Reduce Services and Supplies Budget	—	(13,671)	—
Reduce services and supplies budget. Most discretionary expenses will be eliminated resulting in less flexibility.			
5. Recognize Savings Related to Copier Leases	—	(1,848)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.			
6. Reduce Workers Compensation Expense	—	(34,727)	—
7. Reduce Retirement Expenditures	—	(46,147)	—
Subtotal (Recommended Changes)	-1.5	\$ (517,819)	\$ 3,212
Total Recommendation	26.5	\$ 3,024,987	\$ 61,756



Special Appropriations Fund 0001 — Cost Center 1171

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	—	\$ 1,617,035	\$ —
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(112,233)	—
Subtotal (Current Level Budget)	—	\$ 1,504,802	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Adjust Expenses and Reimbursements Related to Management Auditor	—	351,941	—
Adjust expenses and reimbursements related to the Management Auditor:			
◆ Increase reimbursement assumptions by \$391,446. When the Management Auditor conducts audits of non-General Fund departments, those departments will reimburse the General Fund for the audit costs			
◆ Eliminate the FY 2005 cost of living adjustment for the Management Auditor - \$39,505			
2. Move California State Association of Counties Dues to Employee Services Agency Insurance	—	(112,737)	—
Move the obligation to pay CSAC dues to ESA Insurance. The net savings as a result of this is \$9,368. This amount reflects the portion that will be recovered from non-General Fund departmental charges for insurance. The obligation for CSAC dues is more appropriately budgeted in ESA Insurance since the County purchases its Liability Insurance and Worker's Compensation Insurance through the CSAC Excess Insurance Authority, and participation in the program requires CSAC membership.			
3. Reduction in Special Appropriations	—	(6,740)	—
Reduce the Special Appropriations Budget, eliminating separate budgets for National Guard Commission and Historical Heritage Commission.			
Subtotal (Recommended Changes)	—	\$ 232,464	\$ —
Total Recommendation	—	\$ 1,737,266	\$ —

SB 813 Admin Fund 0001 — Cost Center 1173

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	5.0	\$ 320,180	\$ —
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	22,101	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	5.0	\$ 342,281	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	5.0	\$ 342,281	\$ —

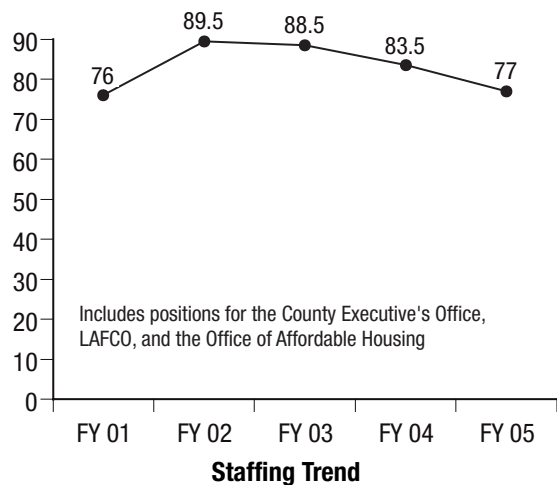
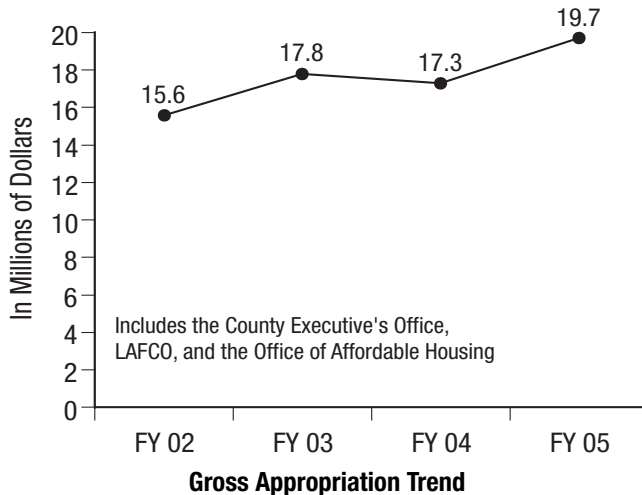
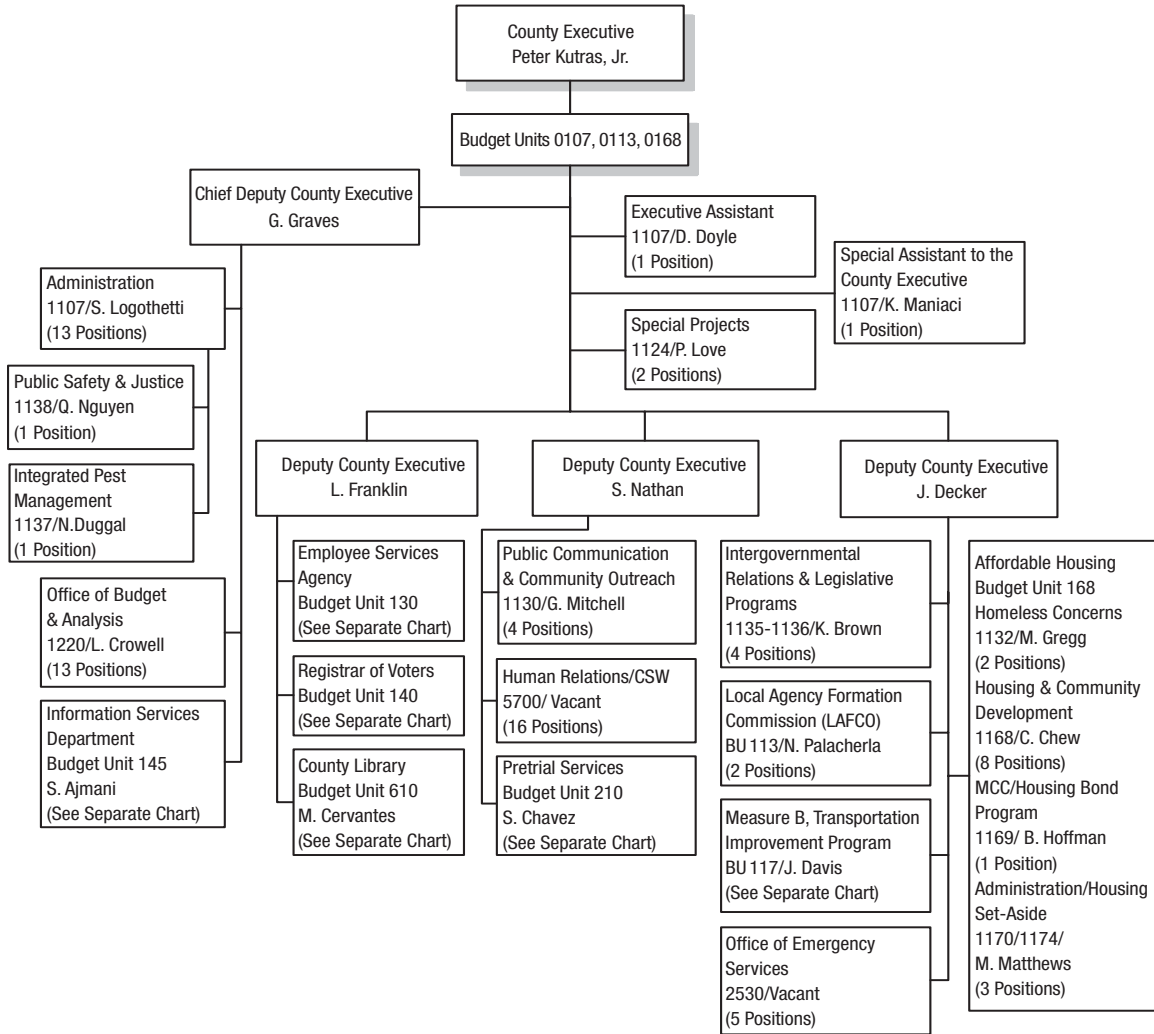


Fish & Game Commission-Fines & Forfeitures — Cost Center 10613
Major Changes to the Budget

	Positions	Appropriations		Revenues	
Fish and Game Fund (Fund Number 0033)					
FY 2004 Approved Budget	—	\$	4,000	\$	5,000
Board Approved Adjustments During FY 2004	—		—		—
Cost to Maintain Current Program Services					
Salary and Benefit Adjustments	—		—		—
Internal Service Fund Adjustments	—		—		—
Other Required Adjustments	—		—		—
Subtotal (Current Level Budget)	—	\$	4,000	\$	5,000
Recommended Changes for FY 2005					
Internal Service Fund Adjustments					
Decision Packages					
Subtotal (Recommended Changes)	—	\$	—	\$	—
Total Recommendation	—	\$	4,000	\$	5,000



Office of the County Executive



In the FY 2005 document, gross appropriations replace net appropriations.



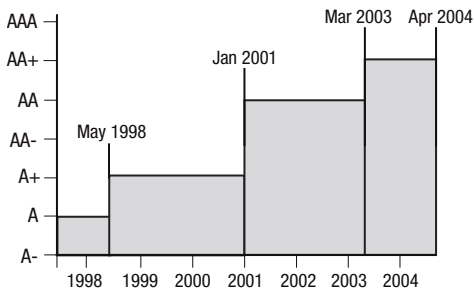
Public Purpose

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



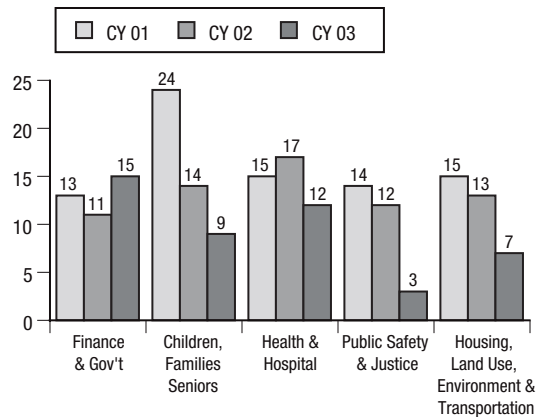
Desired Results

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.

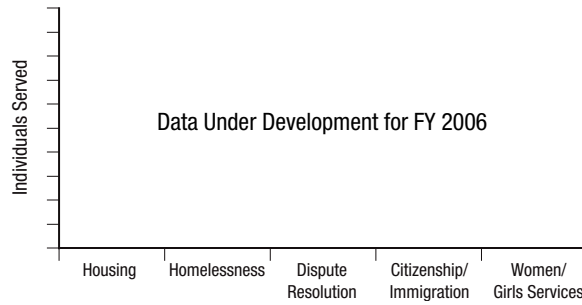


Legislative Priorities

The Office of Intergovernmental Relations works with the Board of Supervisors to develop annual legislative priorities for the County. The measure displays by policy area the number of bills affecting County legislative priorities on which the Board took a position. The decrease in number of bills over the period shown is indicative of the increased time spent by the State Legislature on budget issues, resulting in less activity in other policy areas. (CY = Calendar Year).



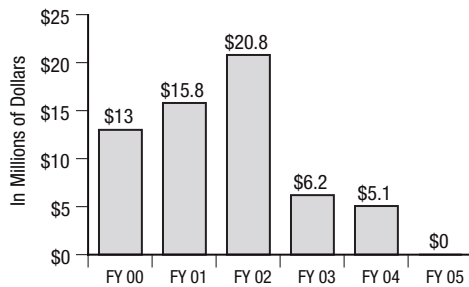
Executive Leadership (continued)



Direct Service Provision

Some departments within the Office of the County Executive have direct service interactions with community members. This measure will display the number of persons reached on an annual basis in key service areas.

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

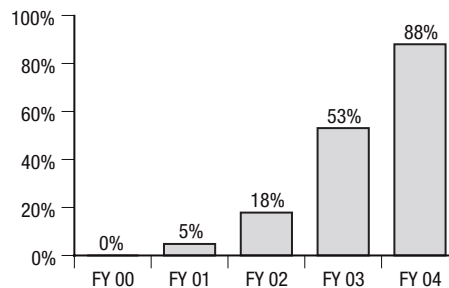


One-Time Reserve	\$
Contingency Reserve	\$43,805,944
Reserve for State Budget Impacts	\$50,965,411
Safety Net Services Reserve	\$18,500,000
Reserve for Retirement Pay Outs	\$4,000,000

Status of Ongoing Reserve Fund for Economic Uncertainty

Status of One-Time General Fund Reserves for FY 2005

Measures reflecting County fiscal management practices, these charts display efforts to provide a continuum of effective services during periods of economic downturn. As the regional and statewide economic climate has worsened in the past several years, the Board has authorized the use of these reserves to continue to provide critical services to the public. In Fiscal Year 2005 the ongoing General Fund reserve for Economic Uncertainty has been depleted in an effort to minimize departmental reductions and direct service impacts. One-time General Fund reserves have been established to provide additional flexibility in the budget decision-making process.

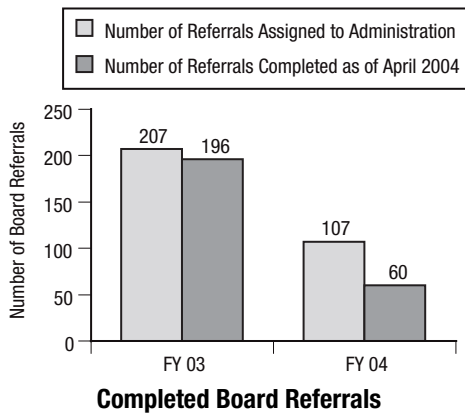


Performance Measure Data Collection

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.



FY 03 is the first year for which data are available.

The Office oversees responsiveness of the organization to requests and referrals from the Board of Supervisors. The measure shows the number of referrals made and number of responses completed. Measures for the current year shows completion through April.



FY 03 is the first year for which data are available.

The Office monitors program implementation and expenditures associated with allocations for inventory items that are approved annually in the County budget. Inventory items are forwarded by Board committees or individual Board members, for consideration during budget hearings. During the two years in which data has been collected, the small number of inventory items reflected the tightened budget situation and concomitant reduction in budget add-back items.

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 County Executive 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.

Key activities include provision of 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 contract.

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 of the County Executive coordinates strategic planning and activities taken towards addressing regional housing needs. Other current issues include 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. Finally, the Office manages a number of asset development projects, including the Fairgrounds Revitalization Project, the Elmwood Development Project, the Civic Center Project, and others.

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. It is recommended that the Office of Women's Advocacy be moved to this office in FY 2005, from elsewhere in the County Executive's Office. This will provide an opportunity for the Women's Advocacy staff and the Commission on the Status of Women to work more closely together and coordinate their efforts.
- ❑ The Office of Affordable Housing will continue to develop under the auspices of the County Executive's Office in FY 2005, 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

Delete Vacant Department Fiscal Officer Position in Administration

Recommendation: Delete vacant 1.0 FTE Department Fiscal Officer (B96) in Administration.

Background: This position was added in FY 2004 to manage complex day-to-day fiscal operations and support the role of the office in managing organizational change.

Impact on Services: Loss of the position will increase demand on remaining accounting and administrative staff and reduce overall resources available to the County Executive to develop and analyze proposals.

Total Ongoing Reduction: (\$124,848)

Delete Vacant Senior Management Analyst Position in County Executive's Office

Recommendation: Delete vacant 1.0 FTE Senior Management Analyst (B1N) for a savings of \$113,232 and delete associated office costs of \$6,000 for a total cost reduction of \$119,232.

Impact on Services: Currently, there are two Senior Management Analyst positions in the County Executive's Office. One position supports the Legislative Program and the other position supports a wide variety of functions in Administration. Both positions will be vacant by July 2004, which will allow for a reorganization of responsibilities for the remaining position. While the deletion of one position will impact



services, the reorganization of responsibilities will assure that both legislative and administrative tasks continue to be addressed in a timely manner.

Total Ongoing Reduction: (\$119,232)

Transfer Special Assistant for Children's Services Position to Social Services Agency

Recommendation: Transfer filled 1.0 FTE Special Assistant for Children's Services (B02) to the Social Services Agency (SSA) for a reduction of \$119,953 and delete associated services and supplies in the amount of \$7,400, for a total reduction of \$127,353.

Background: This position has been on temporary assignment to the Department of Family and Children's Services in the Social Services Agency throughout FY 2004; this action will make the transfer permanent. The Program Manager II position in this unit was deleted during budget hearings last year, and was funded on a one-time basis through FY 2004.

Impact on Services: Current unit activities will be absorbed to the extent possible by remaining staff in the County Executive's Office, including management of the contract for Juvenile Detention Reform review, coordination of the status offender service provider network, and oversight of the cross systems evaluation team. The focus of activity in SSA has shifted to the mandated outreach effort and development of outcomes for the child welfare system.

Total Ongoing Reduction: (\$127,353)

Transfer Office of Women's Advocacy to the Office of Human Relations

Recommendation: Relocate the Office of Women's Advocacy to the Office of Human Relations, within the Office of the County Executive.

Background: The Office of Women's Advocacy was created to provide advocacy and mentoring services to women and girls. The office coordinates conferences and other events to empower women and girls. A single staff person manages the program and coordinates volunteers for these events.

Impact on Services: The relocation of the program to Human Relations will afford greater opportunities for the staff of the Office of Women's Advocacy and the Commission on the Status of Women to coordinate their efforts to empower and advocate for women and girls. Both programs will report to the Director of Human Relations.

Total New Ongoing Cost: \$0

Costs of Office of Women's Advocacy will remain in BU 107

Eliminate Ongoing Resources for Habitat Conservation Program (HCP) and Add One-Time Funding for Contract Services

Recommendation:

- Delete vacant 1.0 FTE Program Manager I (B3P) for a savings of \$90,675.
- Delete associated office costs of \$3,100 for a total cost reduction of \$93,775.
- Add \$200,000 in one-time funding for contract services.

Background: The HCP program and position were created to provide leadership in working with other jurisdictions toward the collaborative development of a habitat conservation plan.

Impact on Services: Over the past year, approaches to plan development have been investigated by the partner agencies. With needs evolving and resources becoming more limited, a detailed scope of work will involve coordination of available resources within agencies. As lead agency, the County will continue to be accountable for the coordination effort. The one-time funds will ensure flexibility to provide expert services as needed to complete the plan.

Total Ongoing Reduction: (\$93,775)

Total One-Time New Cost: \$200,000

Reduce Expenditures for Services and Supplies

Recommendation: Reduce services and supplies, in the following offices, for a total reduction of \$30,000:

- Office of Emergency Services - \$22,549
- Administration - \$6,000

- Office of Human Relations - \$1,451

Impact on Services: The Office of Emergency Services will experience a 30% reduction in services and supplies. The reductions are spread throughout several types of expenditures in order to minimize the impact in any particular area. The other two offices will experience a much smaller percentage of cost reductions in this area.

Total Ongoing Reduction: (\$30,000)

Increase Expenditures to Provide Service for Identification of New Grant Revenues

Recommendation: Allocate \$50,000 to contract for services with an on-line grant research firm, to identify grants for which various County programs may be eligible.

Background: Administration has been exploring the use of an electronic grant locator service, which will allow County departments throughout the organization to identify grants for various programs. Interested departments will have direct on-line access to grants information.

Impact on Services: The grant locator service will be a valuable resource for identifying new opportunities for grant revenues to all eligible County programs. The Office of the County Executive will need to provide coordination services for the rest of the organization, including setting up the access for interested departments, providing general information on using the online program, and tracking the effectiveness of this new resource.

Total Ongoing New Cost: \$50,000

Recognize Revenue from New Fee For Services in Dispute Resolution Program

Recommendation: Recognize \$70,000 of new fee revenue for the Dispute Resolution Program.

Background: The program will begin charging fees for its services in FY 2005. Based on a survey of the client base, the Dispute Resolution Services Program anticipates revenues of \$70,000 annually from a minimal fee for the dispute resolution intake process, and fees for participation in the Mediation Dispute Training Institute and the CREST training program.

Impact on Services: Recognition of the new fee will allow the program to continue to provide the existing level of dispute resolution services to the community.

Total Ongoing New Revenue: \$70,000

Assess Measure B Program for Overhead Costs in County Cost Plan

Recommendation: Assess the Measure B Transportation Program for overhead costs through the County Cost Plan, in the amount of \$350,000.

Background: A report from the Harvey Rose Accountancy firm revealed that the Measure B program has not been assessed overhead costs as defined in the County's cost plan. The Measure B program is funded through a voter-approved half-cent sales tax to be used for specific transportation projects, and is administered by the County Executive's Office.

Impact on Services: There will be no impact on services in the Measure B program. General Fund-based services will be reimbursed through these charges.

Total Ongoing New Revenue: \$350,000

Recognize One-Time Revenue from Elmwood Development Project

Recommendation: Recognize one-time revenue from the sale of excess property in the Elmwood Development Project to offset General Fund costs in the following areas:

- Economic Development (BU 107) - \$113,000
- Homeless Concerns (BU 168) - \$767,804

Background: The sale of excess property at the Elmwood Correctional Facility will generate \$38,918,750 in one-time funds in FY 2005. The payment represents a land value payment at close of escrow for one of the parcels, and was part of the KB Home Purchase Agreement approved by the Board of Supervisors in August 2003. Recognition of a portion of this revenue will allow the continuation of programs that promote housing and economic stability in the County. In addition, \$37,037,946 of this revenue will be recognized in the Special Programs budget, which provides General Fund monies for a broad spectrum of services provided by various County departments. (see Special Programs, BU 119). An additional \$1,000,000 in one-time revenue and



\$400,000 in ongoing revenue has been budgeted in the FY 2005 base budget in the Special Projects unit of the Office of the County Executive

Impact on Services: The recognition of new one-time revenue in these programs will be used to help meet the County Executive's Office budget reduction plan, without negatively impacting programs supported by the General Fund that promote housing and economic stability. This includes the Shelter Plus Care grant program which generates about \$2 million annually, provision of temporary rental assistance, administration of the emergency shelter contract, and provision of transit passes to shelter residents. In addition, the Economic Development Program will be able to continue for another year.

Total One-Time New Revenue: \$880,804

Recognize One-Time Revenue from Integrated Pest Management (IPM) Grant

Recommendation: Recognize \$40,000 from a new Federal grant for pesticide use reduction, to help the department meet its reduction plan.

Background: The IPM Program Manager has been aggressively seeking means to further reduce the cost of this program to the General Fund. The program was created to reduce pesticide usage in County facilities and to promote safer alternatives to chemical pesticides.

Impact on Services: Recognition of the Federal grant will help the department meet its reduction plan without impacting services provided by the program.

Total One-Time New Revenue: \$40,000

County Executive — Budget Unit 107 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
10717	County Executive Admin Fund 0001	\$ 5,343,723	\$ 5,331,338	\$ 6,099,699	\$ 5,402,493	\$ 71,155	1.3%
1220	Budget And Analysis Fund 0001	1,896,897	2,009,012	1,986,356	1,843,075	(165,937)	-8.3%
2530	Office Of Emergency Svcs Fund 0001	—	880,666	1,184,353	816,888	(63,778)	-7.2%
5700	Human Relations Fund 0001	2,173,081	1,796,494	1,850,611	1,892,298	95,804	5.3%
Total Net Expenditures		\$ 9,413,701	\$ 10,017,510	\$ 11,121,019	\$ 9,954,754	\$ (62,756)	-0.6%

County Executive — Budget Unit 107 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
10717	County Executive Admin Fund 0001	\$ 5,466,730	\$ 5,375,693	\$ 6,144,054	\$ 5,446,841	\$ 71,148	1.3%
1220	Budget And Analysis Fund 0001	1,896,897	2,009,012	1,986,356	1,843,075	(165,937)	-8.3%
2530	Office Of Emergency Svcs Fund 0001	—	880,666	1,184,353	816,888	(63,778)	-7.2%
5700	Human Relations Fund 0001	2,173,081	1,796,494	1,850,611	1,892,298	95,804	5.3%
Total Gross Expenditures		\$ 9,536,708	\$ 10,061,865	\$ 11,165,374	\$ 9,999,102	\$ (62,763)	-0.6%



County Executive — Budget Unit 107 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 6,827,958	\$ 6,939,777	\$ 6,727,680	\$ 6,540,911	\$ (398,866)	-5.7%
Services And Supplies	2,708,750	2,622,088	3,779,259	3,299,756	677,668	25.8%
Reserves	—	500,000	658,435	158,435	(341,565)	-68.3%
Subtotal Expenditures	9,536,708	10,061,865	11,165,374	9,999,102	(62,763)	-0.6%
Expenditure Transfers	(123,007)	(44,355)	(44,355)	(44,348)	7	0.0%
Total Net Expenditures	9,413,701	10,017,510	11,121,019	9,954,754	(62,756)	-0.6%

County Executive — Budget Unit 107 Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
10717	County Executive Admin Fund 0001	\$ 465,756	\$ 5,229,000	\$ 6,106,189	\$ 5,606,589	\$ 377,589	7.2%
2530	Office Of Emergency Svcs Fund 0001	—	200,000	526,739	156,225	(43,775)	-21.9%
5700	Human Relations Fund 0001	181,040	170,000	204,932	263,132	93,132	54.8%
	Total Revenues	\$ 646,796	\$ 5,599,000	\$ 6,837,860	\$ 6,025,946	\$ 426,946	7.6%

County Executive Admin Fund 0001 — Cost Center 10717 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	32.5	\$ 5,331,338	\$ 5,229,000
Board Approved Adjustments During FY 2004	-1.5	768,361	877,189
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	505,490	—
Internal Service Fund Adjustments	—	27,566	—
Other Required Adjustments	—	(622,662)	(652,600)
Subtotal (Current Level Budget)	33.0	\$ 6,010,093	\$ 5,453,589
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	819	—
Postage Reduction	—	(3,360)	—
Printing Rate/Service Change	—	(6,615)	—
Service Cost Reduction due to ISD Reductions	—	(9,528)	—
Decision Packages			
1. Delete 1.0 filled Program Manager II in Children and Families Services	-1.0	—	—
This position was deleted in the FY 2004 Approved Budget, with the provision that it be funded on a one-time basis in FY 2004 only.			
2. Delete 1.0 Vacant Departmental Fiscal Officer	-1.0	(124,848)	—
Delete the following vacant position :			
◆ 1 FTE B96-Department Fiscal Officer			



County Executive Admin Fund 0001 — Cost Center 10717

Major Changes to the Budget

	Positions	Appropriations	Revenues
3. Delete 1.0 Vacant Senior Management Analyst	-1.0	(119,232)	—
Delete the following vacant position:			
◆ 1 FTE B1N-Senior Management Analyst in Office of the County Executive. Also, delete the associated cost of services and supplies in this office.			
4. Eliminate Ongoing Resources for Habitat Conservation Program and Add One-Time Funding for Contract Services	-1.0	106,225	—
Eliminate the ongoing resources for the Habitat Conservation Program and provide one-time funds to assure that mandated activities are completed in FY 2005:			
◆ Delete 1.0 FTE vacant B3P-Program Manager I			
◆ Delete \$3,100 in ongoing resources for services and supplies			
◆ Provide \$200,000 in one-time funds for professional and specialized services			
5. Transfer Office of Women's Advocacy to Office of Human Relations	-1.0	(151,353)	—
Transfer the Office of Women's Advocacy to the Office of Human Relations in the County Executive's Office, including:			
◆ Transfer the following filled position: 1 FTE Manager, Office of Women's Advocacy (A2H)			
◆ Transfer the existing allocation for services and supplies in the amount of \$42,010.			
6. Transfer Special Assistant for Children's Services to Social Services Agency	-1.0	(127,353)	—
Transfer 1.0 FTE B02-Special Assistant for Children's Services from the Office of the County Executive to the Social Services Agency and eliminate \$7,400 for associated services and supplies.			
7. Recognize Savings Related to IT Maintenance Contracts	—	(13,691)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.			
8. Recognize New Grant Revenue in Integrated Pest Management Program	—	—	40,000
Recognize new grant revenue in Integrated Pest Management Program.			
9. Reduce Workers Compensation Expense	—	(59,075)	—
10. Grant Finder Services	—	50,000	—
11. Reduce Retirement Expenditures	—	(143,589)	—
12. Reduce Appropriations for Services and Supplies	—	(6,000)	—
Reduce appropriations for services and supplies:			
◆ Food - (\$1,000)			
◆ Office Expense - (\$2,000)			
◆ Equipment - (\$2,000)			
◆ Education Expense - (\$1,000)			
13. Recognize One-Time Revenue from Elmwood Development Project	—	—	113,000
Recognize one-time revenue from the sale of Elmwood residential parcels. Total one-time revenue is \$38,918,750. In addition to the \$113,000 budgeted here, \$767,804 is recognized in recommendations in the Office of Affordable Housing, and \$37,037,946 is recognized in recommendations in Special Programs (BU 119). An additional \$1,000,000 in one-time revenue and \$4,000,000 in ongoing revenue has been budgeted in the FY 2005 base budget in the Special Projects unit of the Office of the County Executive.			
Subtotal (Recommended Changes)	-6.0	\$ (607,600)	\$ 153,000
Total Recommendation	27.0	\$ 5,402,493	\$ 5,606,589



Budget And Analysis Fund 0001 — Cost Center 1220

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	15.0	\$ 2,009,012	\$ —
Board Approved Adjustments During FY 2004	—	(22,656)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	(131,077)	—
Internal Service Fund Adjustments	—	3,218	—
Other Required Adjustments	—	3,656	—
Subtotal (Current Level Budget)	13.0	\$ 1,862,153	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Postage Reduction	—	(1,433)	—
Printing Rate/Service Change	—	(2,914)	—
Service Cost Reduction due to ISD Reductions	—	(14,696)	—
	—	(35)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (19,078)	\$ —
Total Recommendation	13.0	\$ 1,843,075	\$ —

Office Of Emergency Svcs Fund 0001 — Cost Center 2530

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	5.0	\$ 880,666	\$ 200,000
Board Approved Adjustments During FY 2004	—	303,687	326,739
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	21,473	—
Internal Service Fund Adjustments	—	(17,318)	—
Other Required Adjustments	—	(341,057)	(370,514)
Subtotal (Current Level Budget)	5.0	\$ 847,451	\$ 156,225
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	(1,179)	—
Postage Reduction	—	(2,258)	—
Printing Rate/Service Change	—	(65)	—
Service Cost Reduction due to ISD Reductions	—	(4,512)	—
Decision Packages			
1. Reduce Appropriations for Services and Supplies	—	(22,549)	—
Reduce appropriations for various services and supplies.			
Subtotal (Recommended Changes)	—	\$ (30,563)	\$ —
Total Recommendation	5.0	\$ 816,888	\$ 156,225



Human Relations Fund 0001 — Cost Center 5700

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	15.0	\$ 1,796,494	\$ 170,000
Board Approved Adjustments During FY 2004	—	54,117	34,932
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	60,784	—
Internal Service Fund Adjustments	—	(2,297)	—
Other Required Adjustments	—	(165,985)	(11,800)
Subtotal (Current Level Budget)	15.0	\$ 1,743,113	\$ 193,132
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Postage Reduction	—	(2,330)	—
Printing Rate/Service Change	—	(1,894)	—
Service Cost Reduction due to ISD Reductions	—	(4,426)	—
Decision Packages			
1. Recognize New Mediation Fee	—	—	70,000
Recognize new fee for mediation services to the public, in the Office of Human Relations, Dispute Resolution Program.			
2. Transfer Office of Women's Advocacy to Office of Human Relations	1.0	159,286	—
Transfer the Office of Women's Advocacy to the Office of Human Relations in the County Executive's Office, including:			
◆ Transfer the following filled position: 1 FTE Manager, Office of Women's Advocacy (A2H)			
◆ Transfer the existing allocation for services and supplies in the amount of \$42,010.			
3. Reduce Appropriations for Office Expense	—	(1,451)	—
Reduce appropriations for office expenses.			
Subtotal (Recommended Changes)	1.0	\$ 149,185	\$ 70,000
Total Recommendation	16.0	\$ 1,892,298	\$ 263,132

Local Agency Formation Comm-LAFCO — Budget Unit 113

Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1114	Local Agency Formation Comm Fund 0019	\$ 213,918	\$ 387,983	\$ 387,983	\$ 409,283	\$ 21,300	5.5%
Total Net Expenditures		\$ 213,918	\$ 387,983	\$ 387,983	\$ 409,283	\$ 21,300	5.5%

Local Agency Formation Comm-LAFCO — Budget Unit 113

Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1114	Local Agency Formation Comm Fund 0019	\$ 396,083	\$ 563,004	\$ 563,004	\$ 600,706	\$ 37,702	6.7%
Total Gross Expenditures		\$ 396,083	\$ 563,004	\$ 563,004	\$ 600,706	\$ 37,702	6.7%



Local Agency Formation Comm-LAFCO — Budget Unit 113 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 166,907	\$ 168,610	\$ 168,610	\$ 173,587	\$ 4,977	3.0%
Services And Supplies	229,176	334,394	334,394	365,260	30,866	9.2%
Reserves	—	60,000	60,000	61,859	1,859	3.1%
Subtotal Expenditures	396,083	563,004	563,004	600,706	37,702	6.7%
Expenditure Transfers	(182,165)	(175,021)	(175,021)	(191,423)	(16,402)	9.4%
Total Net Expenditures	213,918	387,983	387,983	409,283	21,300	5.5%

Local Agency Formation Comm-LAFCO — Budget Unit 113 Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1114	Local Agency Formation Comm Fund 0019	\$ 255,379	\$ 222,020	\$ 222,020	\$ 271,060	\$ 49,040	22.1%
	Total Revenues	\$ 255,379	\$ 222,020	\$ 222,020	\$ 271,060	\$ 49,040	22.1%

Local Agency Formation Comm Fund 0019 — Cost Center 1114 Major Changes to the Budget

	Positions	Appropriations	Revenues
LAFCO (Fund Number 0019)			
FY 2004 Approved Budget	2.0	\$ 387,983	\$ 222,020
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	10,758	—
Internal Service Fund Adjustments	—	14,750	—
Other Required Adjustments	—	(3,249)	49,040
Subtotal (Current Level Budget)	2.0	\$ 410,242	\$ 271,060
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	(263)	—
Postage Reduction	—	(36)	—
Service Cost Reduction due to ISD Reductions	—	5,121	—
Decision Packages			
1. Reduce Workers Compensation Expense	—	(1,497)	—
2. Reduce Retirement Expenditures	—	(4,284)	—
Subtotal (Recommended Changes)	—	\$ (959)	\$ —
Total Recommendation	2.0	\$ 409,283	\$ 271,060



Office of Affordable Housing — Budget Unit 168 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1132	Homeless Concerns Fund 0001	666,942	721,033	712,681	754,262	33,229	4.6%
1161	HCD Home Fund 0038	1,429,515	1,061,659	1,775,564	992,722	(68,937)	-6.5%
1162	HCD Rehab Fund 0036	203,692	350,000	1,070,000	390,000	40,000	11.4%
1165	HCD ESG Fund 0034	98,541	93,750	93,750	81,023	(12,727)	-13.6%
1166	HCD SPC Fund 0032	1,798,817	561,346	4,041,541	2,863,896	2,302,550	410.2%
1167	HCD Rental Rehab Fund 0029	299,354	320,000	320,000	320,000	—	—
1168	Housing And Comm Dev Fund 0035	2,625,018	2,446,966	3,734,344	2,289,237	(157,729)	-6.4%
1169	Housing Bond Prog Fund 0208	112,364	264,202	264,202	215,970	(48,232)	-18.3%
1170	OAH Admin Fund 0001	57,461	—	130,737	(6,597)	(6,597)	—
1174	Housing Set Aside Fund 0196	96,661	300,000	8,480,000	320,367	20,367	6.8%
Total Net Expenditures		\$ 7,388,365	\$ 6,118,956	\$ 20,622,819	\$ 8,220,880	\$ 2,101,924	34.4%

Office of Affordable Housing — Budget Unit 168 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1132	Homeless Concerns Fund 0001	666,942	776,536	768,184	754,262	(22,274)	-2.9%
1161	HCD Home Fund 0038	1,429,515	1,061,659	1,775,564	992,722	(68,937)	-6.5%
1162	HCD Rehab Fund 0036	203,692	350,000	1,070,000	390,000	40,000	11.4%
1165	HCD ESG Fund 0034	98,541	93,750	93,750	81,023	(12,727)	-13.6%
1166	HCD SPC Fund 0032	1,798,817	561,346	4,041,541	2,863,896	2,302,550	410.2%
1167	HCD Rental Rehab Fund 0029	299,354	320,000	320,000	320,000	—	—
1168	Housing And Comm Dev Fund 0035	2,781,843	2,716,429	4,003,807	2,621,818	(94,611)	-3.5%
1169	Housing Bond Prog Fund 0208	112,364	264,202	264,202	231,929	(32,273)	-12.2%
1170	OAH Admin Fund 0001	57,461	277,400	408,137	478,171	200,771	72.4%
1174	Housing Set Aside Fund 0196	96,661	300,000	8,480,000	320,367	20,367	6.8%
Total Gross Expenditures		\$ 7,545,190	\$ 6,721,322	\$ 21,225,185	\$ 9,054,188	\$ 2,332,866	34.7%

Office of Affordable Housing — Budget Unit 168 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 1,077,036	\$ 1,313,657	\$ 1,313,637	\$ 1,324,723	\$ 11,066	0.8%
Services And Supplies	6,468,154	5,407,665	19,911,548	7,722,219	2,314,554	42.8%
Reserves	—	—	—	7,246	7,246	—
Subtotal Expenditures	7,545,190	6,721,322	21,225,185	9,054,188	2,332,866	34.7%
Expenditure Transfers	(156,825)	(602,366)	(602,366)	(833,308)	(230,942)	38.3%
Total Net Expenditures	7,388,365	6,118,956	20,622,819	8,220,880	2,101,924	34.4%



Office of Affordable Housing — Budget Unit 168
Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1119	Mortgage & Rental Asst Fund 0198	\$ 14,495	\$ —	\$ —	\$ —	\$ —	—
1132	Homeless Concerns Fund 0001	—	—	—	767,804	767,804	—
1161	HCD Home Fund 0038	1,563,225	911,659	1,625,564	992,722	81,063	8.9%
1162	HCD Rehab Fund 0036	469,897	350,000	350,000	390,000	40,000	11.4%
1165	HCD ESG Fund 0034	98,533	93,750	93,750	81,023	(12,727)	-13.6%
1166	HCD SPC Fund 0032	1,798,821	561,346	4,041,511	2,863,896	2,302,550	410.2%
1167	HCD Rental Rehab Fund 0029	76,152	320,000	320,000	320,000	—	—
1168	Housing And Comm Dev Fund 0035	2,634,246	2,446,966	3,734,344	2,311,345	(135,621)	-5.5%
1169	Housing Bond Prog Fund 0208	112,363	238,785	238,785	218,876	(19,909)	-8.3%
1170	OAH Admin Fund 0001	74,939	—	128,057	—	—	—
1174	Housing Set Aside Fund 0196	12,797,134	—	—	25,040	25,040	—
Total Revenues		\$ 19,639,805	\$ 4,922,506	\$ 10,532,011	\$ 7,970,706	\$ 3,048,200	61.9%

Homeless Concerns Fund 0001 — Cost Center 1132
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	2.0	\$ 721,033	\$ —
Board Approved Adjustments During FY 2004	—	(8,352)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(33,157)	—
Internal Service Fund Adjustments	—	82,059	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	2.0	\$ 761,583	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Reduce Workers Compensation Expense	—	(3,397)	—
2. Reduce Retirement Expenditures	—	(3,924)	—
3. Recognize One-Time Revenue from Elmwood Development Revenue	—	—	767,804
Recognize one-time revenue from the sale of Elmwood residential parcels. Total one-time revenue is \$38,918,750. In addition to the \$767,804 budgeted here, \$113,000 is recognized in recommendations in the Office of the County Executive (BU 107), and \$37,037,946 is recognized in recommendations in Special Programs (BU 119). An additional \$1,000,000 in one-time revenue and \$4,000,000 in ongoing revenue has been budgeted in the FY 2005 base budget in the Special Projects unit of the Office of the County Executive.			
Subtotal (Recommended Changes)	—	\$ (7,321)	\$ 767,804
Total Recommendation	2.0	\$ 754,262	\$ 767,804



HCD Home Fund 0038 — Cost Center 1161 Major Changes to the Budget

	Positions	Appropriations	Revenues
Home Investment Partnership Program (Fund Number 0038)			
FY 2004 Approved Budget	—	\$ 1,061,659	\$ 911,659
Board Approved Adjustments During FY 2004	—	713,905	713,905
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	70,086	—
Other Required Adjustments	—	(852,928)	(632,842)
Subtotal (Current Level Budget)	—	\$ 992,722	\$ 992,722
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 992,722	\$ 992,722

HCD Rehab Fund 0036 — Cost Center 1162 Major Changes to the Budget

	Positions	Appropriations	Revenues
Unincorporated Area Rehabilitation (Fund Number 0036)			
FY 2004 Approved Budget	—	\$ 350,000	\$ 350,000
Board Approved Adjustments During FY 2004	—	720,000	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	8,000	—
Other Required Adjustments	—	(688,000)	40,000
Subtotal (Current Level Budget)	—	\$ 390,000	\$ 390,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 390,000	\$ 390,000

HCD ESG Fund 0034 — Cost Center 1165 Major Changes to the Budget

	Positions	Appropriations	Revenues
Emergency Shelter Fund (Fund Number 0034)			
FY 2004 Approved Budget	—	\$ 93,750	\$ 93,750
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(399)	—
Other Required Adjustments	—	(12,328)	(12,727)
Subtotal (Current Level Budget)	—	\$ 81,023	\$ 81,023



HCD ESG Fund 0034 — Cost Center 1165 Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 81,023	\$ 81,023

HCD SPC Fund 0032 — Cost Center 1166 Major Changes to the Budget

	Positions	Appropriations	Revenues
Shelter Plus Care Assistance Program (Fund Number 0032)			
FY 2004 Approved Budget	—	\$ 561,346	\$ 561,346
Board Approved Adjustments During FY 2004	—	3,480,195	3,480,165
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	20,030	—
Other Required Adjustments	—	(1,197,675)	(1,177,615)
Subtotal (Current Level Budget)	—	\$ 2,863,896	\$ 2,863,896
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 2,863,896	\$ 2,863,896

HCD Rental Rehab Fund 0029 — Cost Center 1167 Major Changes to the Budget

	Positions	Appropriations	Revenues
Rental Rehabilitation Program (Fund Number 0029)			
FY 2004 Approved Budget	—	\$ 320,000	\$ 320,000
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(28,000)	—
Other Required Adjustments	—	28,000	—
Subtotal (Current Level Budget)	—	\$ 320,000	\$ 320,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 320,000	\$ 320,000



Housing And Comm Dev Fund 0035 — Cost Center 1168

Major Changes to the Budget

	Positions	Appropriations	Revenues
Housing Community Development Fund (Fund Number 0035)			
FY 2004 Approved Budget	8.0	\$ 2,446,966	\$ 2,446,966
Board Approved Adjustments During FY 2004	—	1,287,378	1,287,378
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	4,370	—
Internal Service Fund Adjustments	—	(41,772)	—
Other Required Adjustments	—	(1,383,947)	(1,422,999)
Subtotal (Current Level Budget)	8.0	\$ 2,312,995	\$ 2,311,345
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	(1,650)	—
Decision Packages			
1. Reduce Workers Compensation Expense	—	(7,684)	—
2. Reduce Retirement Expenditures	—	(14,424)	—
Subtotal (Recommended Changes)	—	\$ (23,758)	\$ —
Total Recommendation	8.0	\$ 2,289,237	\$ 2,311,345

Housing Bond Prog Fund 0208 — Cost Center 1169

Major Changes to the Budget

	Positions	Appropriations	Revenues
Developer Application Fund (Fund Number 0208)			
FY 2004 Approved Budget	1.0	\$ 264,202	\$ 238,785
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	11,390	—
Internal Service Fund Adjustments	—	(58,342)	—
Other Required Adjustments	—	1,626	(19,909)
Subtotal (Current Level Budget)	1.0	\$ 218,876	\$ 218,876
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Reduce Workers Compensation Expense	—	(1,026)	—
2. Reduce Retirement Expenditures	—	(1,880)	—
Subtotal (Recommended Changes)	—	\$ (2,906)	\$ —
Total Recommendation	1.0	\$ 215,970	\$ 218,876



OAH Admin Fund 0001 — Cost Center 1170

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	2.0	\$ —	\$ —
Board Approved Adjustments During FY 2004	—	130,737	128,057
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	33,832	—
Internal Service Fund Adjustments	—	(68,133)	—
Other Required Adjustments	—	(94,876)	(128,057)
Subtotal (Current Level Budget)	2.0	\$ 1,560	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Postage Reduction	—	(1,560)	—
Service Cost Reduction due to ISD Reductions	—	(4,305)	—
Decision Packages			
1. Reduce Retirement Expenditures	—	(2,292)	—
Subtotal (Recommended Changes)	—	\$ (8,157)	\$ —
Total Recommendation	2.0	\$ (6,597)	\$ —

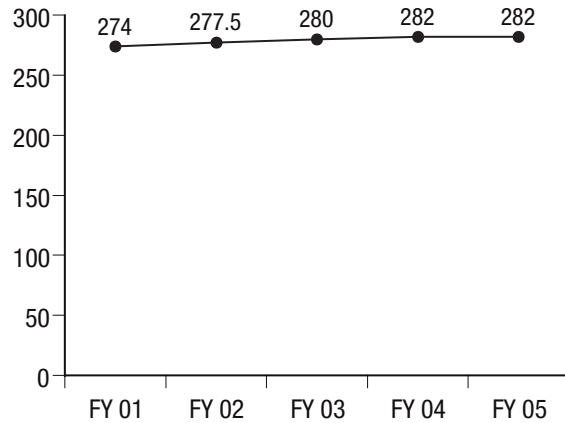
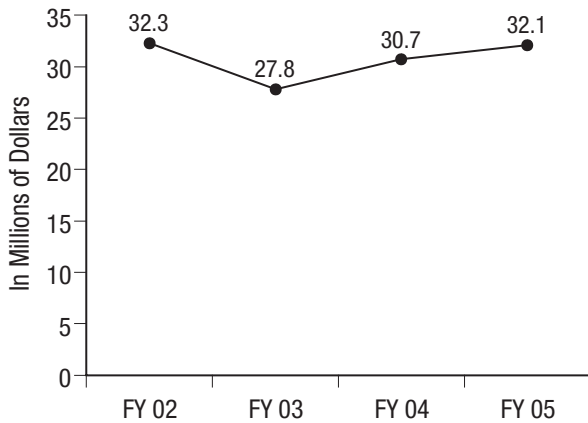
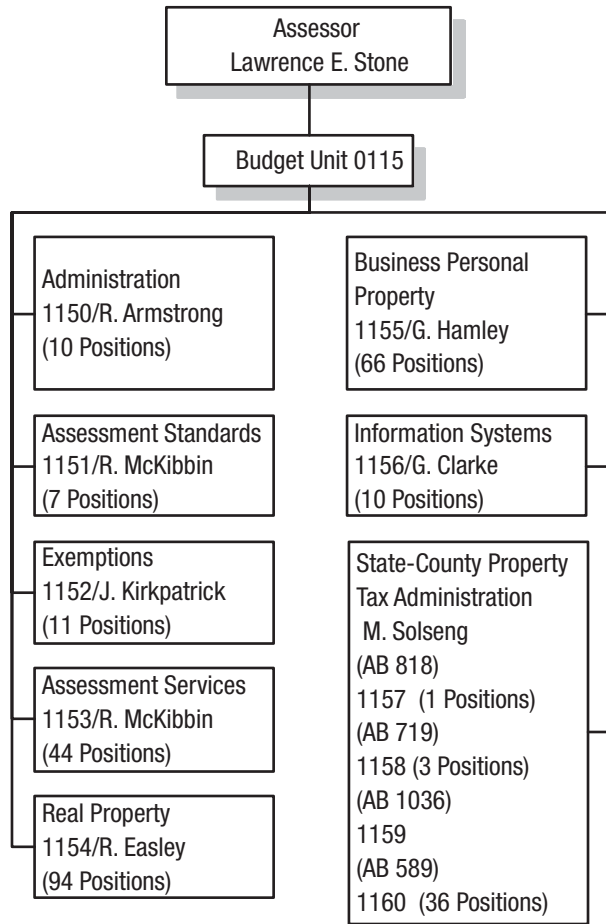
Housing Set Aside Fund 0196 — Cost Center 1174

Major Changes to the Budget

	Positions	Appropriations	Revenues
Set Aside housing Fund (Fund Number 0196)			
FY 2004 Approved Budget	1.0	\$ 300,000	\$ —
Board Approved Adjustments During FY 2004	—	8,180,000	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	33,951	—
Internal Service Fund Adjustments	—	(8,911)	—
Other Required Adjustments	—	(8,180,000)	25,040
Subtotal (Current Level Budget)	1.0	\$ 325,040	\$ 25,040
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Reduce Workers Compensation Expense	—	(1,649)	—
2. Reduce Retirement Expenditures	—	(3,024)	—
Subtotal (Recommended Changes)	—	\$ (4,673)	\$ —
Total Recommendation	1.0	\$ 320,367	\$ 25,040



Office of the Assessor



In the FY 2005 document, gross appropriations replace net appropriations.
 Note: Base budget: \$22,641,792
 State loan proceeds: \$10,252,239
 Rollover from previous fiscal years: \$7,850,475

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 of 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 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. The department is in the process of implementing an electronic time and activity tracking

system and completing divisional customer satisfaction components in order to report complete performance results in Fiscal Year 2006.

Implementation of Activity Based Cost Accounting System

The Assessor's Office has implemented 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 performance, which drives results.

Improve the overall performance and services over prior year performance levels

Data will be available FY 2006.

Overall Department Performance

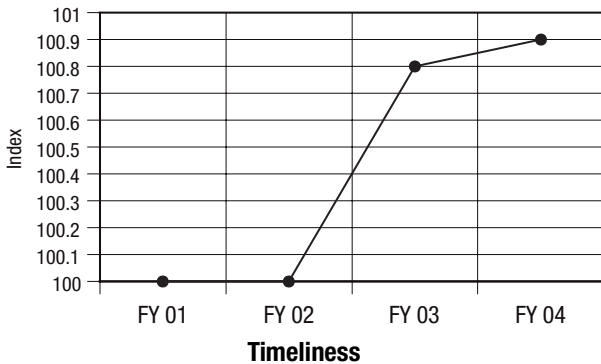
The overall department performance was ___% (data not available).
 This chart reflects the weighted aggregate total index for the department based upon eight measures.

Data will be available FY 2006.

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.



The percentage of assessments completed by July 1, 2003 was **99.8%**.

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.

Data will be available FY 2006.

Timeliness

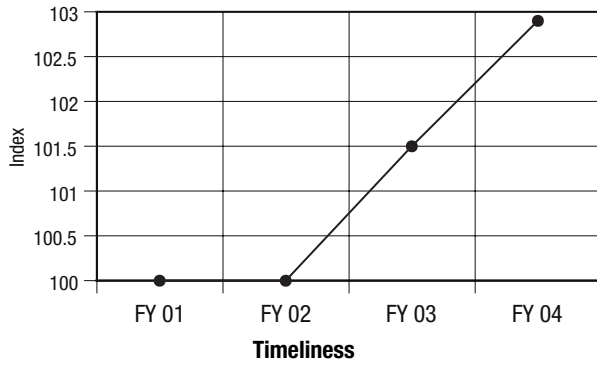
Supplemental assessments are delivered to the Tax Collector in ___ days (data not available).

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.



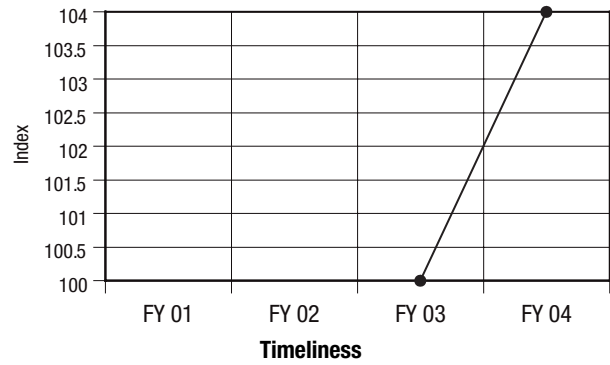
Produce the annual and supplemental rolls (continued)



Fiscal year's assigned mandatory audits completed by June 30, 2003 was **99.9%**.

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.



The overall average number of days for an appeal to be closed is 314 days (as of June 30, 2003).

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.

Data will be available FY 2006.

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.

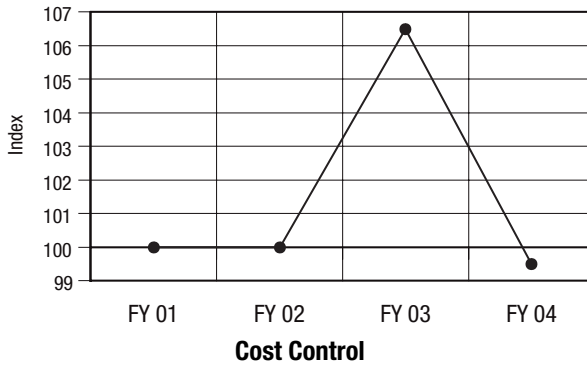
Data will be available FY 2006.

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 **102%** of the total budget in FY 2003.

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 has a mandate 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. The Division also manages real property appeals.

Business Personal Property: The Business Division has a mandate to locate, value and enroll all taxable business personal property (owned and leased) such as computers, machinery equipment, and fixtures in addition to mobile homes, airplanes and boats. The Division also manages business personal property assessment 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 2005 will mark the ninth 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 requires annual application and approval by the State Department of Finance.

Under AB 589, a performance-based grant, Santa Clara County received \$4.2 million in fiscal year 2004. The Assessor's Office successfully met and exceeded all performance objectives, which means the Assessor's Office is eligible to apply for another year of grant funding. The SCPTAP grant proceeds were instrumental in the resolution of major assessment appeals, completion of a significant number of audits, valuation of changes in ownership, new construction and property value restoration or declination pursuant to Proposition 8.

In anticipation of receiving another year of funding under the AB589 grant program, expected to total \$4.2 million, the Assessor's Office will retain personnel to meet the grant agreement's performance objectives and conduct rental, rate and equipment-lifing studies. The Assessor's Office will also continue to focus on technology improvements, which will result in greater efficiency and security for the department. The funding is also expected to augment the budgets of several county departments this year. \$245,000 of the grant proceeds will be allocated to the Tax Collector's Office for staffing and professional services to meet performance requirements in the grant agreement. The Clerk of the Board will be allocated an additional \$206,704 for the identification and installation of technology projects designed to improve efficiency and Assessment Appeals support. Internal Audit will receive \$40,000 to offset the cost of auditing services, and County Counsel will be allocated \$293,400 to fully fund the cost of a second attorney dedicated to the Assessor's Office.

County Executive's Recommendation

The Assessor's Office was not given a reduction amount for FY 2005. The following recommendations have no General Fund impact.

Convert Positions to Classified Service

Recommendation: Convert 8.0 FTE unclassified positions funded to support the State-County Property Tax Administration Program to classified service:

FTE	Code	Class Description	Action
(1.0)	Q56	Appraisal Aide - U	Delete
1.0	C52	Appraisal Aide	Add
(1.0)	U1A	Property Mapper I - U	Delete
1.0	K49	Property Mapper I	Add
(6.0)	V33	Office Specialist II - U	Delete
6.0	D49	Office Specialist II	Add
(8.0)		Total Deletions	
8.0		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

Add-Delete Staffing Request

Recommendation: Delete a vacant Sr. Appraiser SCTAP and add an Unclassified Exemption Investigator to meet AB589 program performance requirements.

Background: The Sr. Appraiser position in the State-County Tax Administration Program has historically been difficult to recruit due to the specialized skill set required to accomplish the assignments. Over the last Fiscal Year, the position has remained vacant for longer than 6 months, with no qualified candidates found during the interview process. It has since been determined by the department that this position's



specialized duties be distributed to the existing qualified staff and a new position be created to handle the less complex duties.

Total Cost: \$0

The actual cost difference between the two positions is approximately \$750 which will be offset by the funds in the State-County Tax Administration Program Grant.

Funding Augmentations in AB 589 Program

Recommendation: Approve the following one-time budget augmentations related to technology upgrades, staff and professional services :

- \$206,704 - Clerk of the Board
- \$40,000 - Internal Audit
- \$245,000 - Tax Collector's Office

An ongoing budget appropriation of \$293,400 to support the funding of a County Counsel attorney to defend complex assessment appeals is included in the FY 2005 base budget (CLB).

Funding details are contained in the department's respective budget sections.

Background: Although the Assessor's original proposal included \$95,000 for Assessment Appeals technology improvements in the Clerk of the Board's Office, the County Executive recommends the allocation of

\$206,704 to the Clerk of the Board for support of the Assessment Appeals unit. The increased amount of \$111,704 will offset staffing costs associated with this function.

All other recommendations are part of the Assessor's original proposal. Augmentations include:

- \$245,000 to be allocated to the Tax Collector for staffing and professional services needed to continue expedited processing of returned mail, collection of unsecured taxes and reducing the backlog of delinquent unsecured receivables.
- \$293,400 to be allocated to the Office of the County Counsel for the full cost of a second attorney, including supplies, clerical support and administrative overhead, to defend complex appeals.
- \$40,000 to be allocated to the Internal Audit Department will offset the cost of auditing the performance objectives set forth in the grant agreement.

The augmentations are fully funded by the State-County Property Tax Administration Program (AB 589), which was created to provide enhancements to the property tax assessment process.

Total Cost: \$785,104

Total One-time Funding: \$491,704
Total Ongoing Funding: \$293,400
Fully funded by SCPTAP (AB 589)

Assessor — Budget Unit 115 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1150	Assessor-Admin Fund 0001	\$ 1,541,144	\$ 1,596,862	\$ 1,457,432	\$ 1,416,690	\$ (180,172)	-11.3%
1151	Assessor-Standards Fund 0001	494,114	516,749	516,654	545,865	29,116	5.6%
1152	Assessor-Exemptions Fund 0001	721,244	780,539	779,866	826,208	45,669	5.9%
1153	Assessor-Services Fund 0001	2,528,351	2,715,837	2,707,481	2,917,820	201,983	7.4%
1154	Real Property Fund 0001	7,477,532	7,796,307	7,794,149	8,279,792	483,485	6.2%
1155	Personal Property Fund 0001	5,666,097	5,717,932	5,710,508	6,073,959	356,027	6.2%
1156	Assessor-Systems Fund 0001	1,556,126	1,294,901	1,586,868	1,329,593	34,692	2.7%
1157	State/Co Prop Tax Admin Prg Fund 0001	131,392	846,982	5,301,038	843,766	(3,216)	-0.4%
1158	State/Co Prop Tax Admin Prg 719 Fund 0001	1,306,626	4,280,436	7,910,384	4,277,287	(3,149)	-0.1%
1159	State/Co Prop Tax Admin Prg AB1036 Fund 0001	1,304,964	1,175,881	1,620,106	1,175,881	—	—
1160	State/Co Prop Tax Admin Grant AB 589 Fund 0001	—	3,948,940	4,548,940	4,390,105	441,165	11.2%
Total Net Expenditures		\$ 22,727,590	\$ 30,671,366	\$ 39,933,426	\$ 32,076,966	\$ 1,405,600	4.6%

Assessor — Budget Unit 115 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1150	Assessor-Admin Fund 0001	\$ 1,541,144	\$ 1,596,862	\$ 1,457,432	\$ 1,416,690	\$ (180,172)	-11.3%
1151	Assessor-Standards Fund 0001	494,114	516,749	516,654	545,865	29,116	5.6%
1152	Assessor-Exemptions Fund 0001	721,244	780,539	779,866	826,208	45,669	5.9%
1153	Assessor-Services Fund 0001	2,528,351	2,715,837	2,707,481	2,917,820	201,983	7.4%
1154	Real Property Fund 0001	7,477,532	7,796,307	7,794,149	8,279,792	483,485	6.2%
1155	Personal Property Fund 0001	5,666,097	5,717,932	5,710,508	6,073,959	356,027	6.2%
1156	Assessor-Systems Fund 0001	1,556,126	1,294,901	1,586,868	1,329,593	34,692	2.7%
1157	State/Co Prop Tax Admin Prg Fund 0001	131,392	846,982	5,301,038	843,766	(3,216)	-0.4%
1158	State/Co Prop Tax Admin Prg 719 Fund 0001	1,306,626	4,280,436	7,910,384	4,277,287	(3,149)	-0.1%
1159	State/Co Prop Tax Admin Prg AB1036 Fund 0001	1,304,964	1,175,881	1,620,106	1,175,881	—	—
1160	State/Co Prop Tax Admin Grant AB 589 Fund 0001	—	3,948,940	4,548,940	4,390,105	441,165	11.2%
Total Gross Expenditures		\$ 22,727,590	\$ 30,671,366	\$ 39,933,426	\$ 32,076,966	\$ 1,405,600	4.6%



Assessor — Budget Unit 115 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 19,922,070	\$ 25,040,133	\$ 23,354,408	\$ 26,342,372	\$ 1,302,239	5.2%
Services And Supplies	1,915,324	5,261,233	16,209,018	5,734,594	473,361	9.0%
Fixed Assets	890,196	370,000	370,000	—	(370,000)	-100.0%
Subtotal Expenditures	22,727,590	30,671,366	39,933,426	32,076,966	1,405,600	4.6%
Total Net Expenditures	22,727,590	30,671,366	39,933,426	32,076,966	1,405,600	4.6%

Assessor — Budget Unit 115 Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1150	Assessor-Admin Fund 0001	\$ 1,124	\$ —	\$ —	\$ —	\$ —	—
1152	Assessor-Exemptions Fund 0001	70	—	—	—	—	—
1153	Assessor-Services Fund 0001	16,719	16,000	41,000	35,000	19,000	118.8%
1154	Real Property Fund 0001	379,667	375,000	375,000	375,000	—	—
1155	Personal Property Fund 0001	555	—	—	—	—	—
1156	Assessor-Systems Fund 0001	282,000	—	(297,005)	7,650	7,650	—
1157	State/Co Prop Tax Admin Prg Fund 0001	—	846,982	5,301,038	843,766	(3,216)	-0.4%
1158	State/Co Prop Tax Admin Prg 719 Fund 0001	1,760,170	4,280,436	7,910,384	4,277,287	(3,149)	-0.1%
1159	State/Co Prop Tax Admin Prg AB1036 Fund 0001	1,518,478	1,175,881	1,620,106	1,175,881	—	—
1160	State/Co Prop Tax Admin Grant AB 589 Fund 0001	—	3,948,940	4,548,940	4,390,105	441,165	11.2%
	Total Revenues	\$ 3,958,783	\$ 10,643,239	\$ 19,499,463	\$ 11,104,689	\$ 461,450	4.3%



Assessor-Admin Fund 0001 — Cost Center 1150 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	11.0	\$ 1,596,862	\$ —
Board Approved Adjustments During FY 2004	—	(139,430)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	93,061	—
Internal Service Fund Adjustments	—	28,303	—
Other Required Adjustments	—	83,743	—
Subtotal (Current Level Budget)	10.0	\$ 1,662,539	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	679	—
Printing Rate/Service Change	—	1,608	—
Service Cost Reduction due to ISD Reductions	—	(16,974)	—
Decision Packages			
1. Recognize Savings Related to Copier Leases	—	(79)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.			
2. Reduce Workers Compensation Expense	—	(210,725)	—
3. Reduce Retirement Expenditures	—	(20,358)	—
Subtotal (Recommended Changes)	—	\$ (245,849)	\$ —
Total Recommendation	10.0	\$ 1,416,690	\$ —

Assessor-Standards Fund 0001 — Cost Center 1151 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	7.0	\$ 516,749	\$ —
Board Approved Adjustments During FY 2004	—	(95)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	39,113	—
Internal Service Fund Adjustments	—	181	—
Other Required Adjustments	—	95	—
Subtotal (Current Level Budget)	7.0	\$ 556,043	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Printing Rate/Service Change	—	(146)	—
Decision Packages			
1. Reduce Retirement Expenditures	—	(10,032)	—
Subtotal (Recommended Changes)	—	\$ (10,178)	\$ —
Total Recommendation	7.0	\$ 545,865	\$ —



Assessor-Exemptions Fund 0001 — Cost Center 1152 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	11.0	\$ 780,539	\$ —
Board Approved Adjustments During FY 2004	—	(673)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	60,263	—
Internal Service Fund Adjustments	—	1,241	—
Other Required Adjustments	—	673	—
Subtotal (Current Level Budget)	11.0	\$ 842,043	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
ISD Service Cost Adjustment	—	38	—
Printing Rate/Service Change	—	(1,579)	—
Decision Packages			
1. Recognize Savings Related to Copier Leases	—	(580)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.			
2. Reduce Retirement Expenditures	—	(13,714)	—
Subtotal (Recommended Changes)	—	\$ (15,835)	\$ —
Total Recommendation	11.0	\$ 826,208	\$ —

Assessor-Services Fund 0001 — Cost Center 1153 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	44.0	\$ 2,715,837	\$ 16,000
Board Approved Adjustments During FY 2004	—	(8,356)	25,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	260,657	—
Internal Service Fund Adjustments	—	6,645	—
Other Required Adjustments	—	356	(6,000)
Subtotal (Current Level Budget)	44.0	\$ 2,975,139	\$ 35,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Service Cost Reduction due to ISD Reductions	—	(1,938)	—
Decision Packages			
1. Recognize Savings Related to Copier Leases	—	(3,325)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.			
2. Reduce Retirement Expenditures	—	(52,056)	—
Subtotal (Recommended Changes)	—	\$ (57,319)	\$ —
Total Recommendation	44.0	\$ 2,917,820	\$ 35,000



Real Property Fund 0001 — Cost Center 1154 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	93.0	\$ 7,796,307	\$ 375,000
Board Approved Adjustments During FY 2004	—	(2,158)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	641,756	—
Internal Service Fund Adjustments	—	2,894	—
Other Required Adjustments	—	1,158	—
Subtotal (Current Level Budget)	94.0	\$ 8,439,957	\$ 375,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Service Cost Reduction due to ISD Reductions	—	(67)	—
Decision Packages			
1. Recognize Savings Related to Copier Leases	—	(3,357)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.			
2. Reduce Retirement Expenditures	—	(156,741)	—
Subtotal (Recommended Changes)	—	\$ (160,165)	\$ —
Total Recommendation	94.0	\$ 8,279,792	\$ 375,000

Personal Property Fund 0001 — Cost Center 1155 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	66.0	\$ 5,717,932	\$ —
Board Approved Adjustments During FY 2004	—	(7,424)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	477,998	—
Internal Service Fund Adjustments	—	5,187	—
Other Required Adjustments	—	1,424	—
Subtotal (Current Level Budget)	66.0	\$ 6,195,117	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Printing Rate/Service Change	—	(3,963)	—
Service Cost Reduction due to ISD Reductions	—	(233)	—
Decision Packages			
1. Recognize Savings Related to Copier Leases	—	(4,595)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.			
2. Reduce Retirement Expenditures	—	(112,367)	—
Subtotal (Recommended Changes)	—	\$ (121,158)	\$ —
Total Recommendation	66.0	\$ 6,073,959	\$ —



Assessor-Systems Fund 0001 — Cost Center 1156 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	10.0	\$ 1,294,901	\$ —
Board Approved Adjustments During FY 2004	—	291,967	(297,005)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	79,166	—
Internal Service Fund Adjustments	—	55	—
Other Required Adjustments	—	(310,967)	304,655
Subtotal (Current Level Budget)	10.0	\$ 1,355,122	\$ 7,650
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Printing Rate/Service Change	—	(44)	—
Decision Packages			
1. Recognize Savings Related to IT Maintenance Contracts	—	(1,461)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to information technology maintenance contracts.			
2. Reduce Retirement Expenditures	—	(24,024)	—
Subtotal (Recommended Changes)	—	\$ (25,529)	\$ —
Total Recommendation	10.0	\$ 1,329,593	\$ 7,650

State/Co Prop Tax Admin Prg Fund 0001 — Cost Center 1157 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	2.0	\$ 846,982	\$ 846,982
Board Approved Adjustments During FY 2004	—	4,454,056	4,454,056
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(4,454,056)	(4,454,056)
Subtotal (Current Level Budget)	2.0	\$ 846,982	\$ 846,982
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Add Investigator and Delete Appraiser Position	—	—	—
Add and Delete action to delete a vacant Sr. Appraiser (State County Property Tax Administration Program) position and add an Unclassified Exemption Investigator. This is to give the department some flexibility in finding an appropriate candidate for this position.			
2. Reduce Retirement Expenditures	—	(3,216)	(3,216)
Reduce retirement expense associated with grant funded positions and reduce recognized grant revenue by an equal amount.			
Subtotal (Recommended Changes)	—	\$ (3,216)	\$ (3,216)
Total Recommendation	2.0	\$ 843,766	\$ 843,766



State/Co Prop Tax Admin Prg 719 Fund 0001 — Cost Center 1158
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	3.0	\$ 4,280,436	\$ 4,280,436
Board Approved Adjustments During FY 2004	—	3,629,948	3,629,948
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	698,882	—
Internal Service Fund Adjustments	—	(786)	—
Other Required Adjustments	—	(4,328,044)	(3,629,948)
Subtotal (Current Level Budget)	3.0	\$ 4,280,436	\$ 4,280,436
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
ISD Service Cost Adjustment	—	319	—
Decision Packages			
1. Reduce Retirement Expenditures	—	(3,468)	(3,149)
Reduce retirement expense associated with grant funded positions by \$3,468 and reduce recognized grant revenue by an equal amount. Grant revenues are increased by \$319 to offset the increased cost of ISD services reflected on the Internal Service Fund Adjustment line above.			
Subtotal (Recommended Changes)	—	\$ (3,149)	\$ (3,149)
Total Recommendation	3.0	\$ 4,277,287	\$ 4,277,287

State/Co Prop Tax Admin Prg AB1036 Fund 0001 — Cost Center 1159
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	-3.0	\$ 1,175,881	\$ 1,175,881
Board Approved Adjustments During FY 2004	—	444,225	444,225
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	3.0	925,742	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(1,369,967)	(444,225)
Subtotal (Current Level Budget)	—	\$ 1,175,881	\$ 1,175,881
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 1,175,881	\$ 1,175,881

State/Co Prop Tax Admin Grant AB 589 Fund 0001 — Cost Center 1160
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	38.0	\$ 3,948,940	\$ 3,948,940
Board Approved Adjustments During FY 2004	—	600,000	600,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-3.0	368,566	—

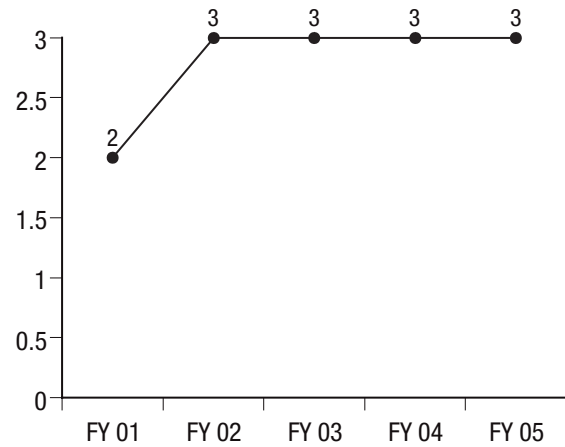
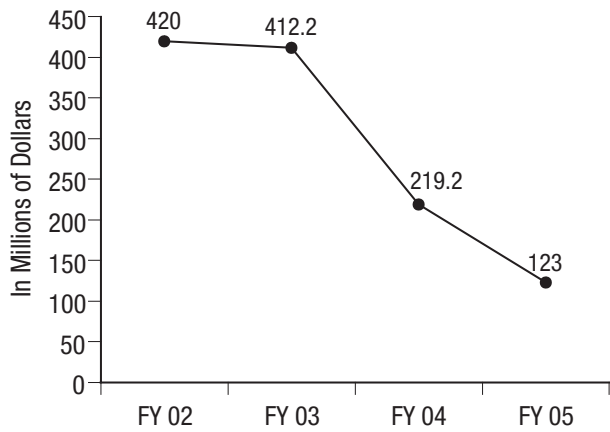
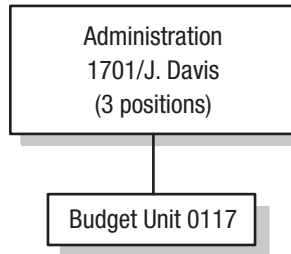


State/Co Prop Tax Admin Grant AB 589 Fund 0001 — Cost Center 1160
Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	1,434	—
Other Required Adjustments	—	(970,000)	(600,000)
Subtotal (Current Level Budget)	35.0	\$ 3,948,940	\$ 3,948,940
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
SCPTAP Assessment Appeals Function and Technology project	—	206,704	—
SCPTAP for Audit Services	—	40,000	—
SCPTAP for Tax Collector Projects	—	245,000	—
Decision Packages			
1. Convert 8.0 FTE from Unclassified to Classified Service	—	—	—
Convert 8.0 FTE from Unclassified to Classified service:			
◆ 1.0 FTE Appraisal Aide			
◆ 1.0 FTE Property Mapper I			
◆ 6.0 FTE Office Specialist II			
There is no net cost associated with this conversion. All position costs are offset by the funds from the State-County Property Tax Administration Program Grant.			
2. Increase Revenue from State-County Property Tax Administration Program Grant	—	—	491,704
Increase revenue from the State-County Property Tax Administration Program grant funds to fund the following one-time expenses:			
◆ \$264,091 to fund tax collection efforts in the Tax Collector's Office			
◆ \$40,000 to offset costs of auditing services for Internal Audit			
◆ \$206,704 for services in the Clerk of the Board's Office			
3. Reduce Retirement Expenditures	—	(50,539)	(50,539)
Reduce retirement expense associated with grant funded positions and reduce recognized grant revenue by an equal amount.			
Subtotal (Recommended Changes)	—	\$ 441,165	\$ 441,165
Total Recommendation	35.0	\$ 4,390,105	\$ 4,390,105



Measure B Transportation Improvement Program



In the FY 2005 document, gross appropriations replace net appropriations.



Public Purpose

- **Oversee the implementation of the \$ 1.3 billion transit, highway and ancillary projects listed in the 1996 voter-approved advisory Measure A, financed with the Measure B half-cent County sales tax, Special Obligation Bond Funds, Series 2003 and various local, state and federal funding primarily secured through the Valley Transportation Authority (VTA).**
- **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 has an annual external audit performed 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 (VTA, County Roads and Airports, etc.) 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 VTA staff and consultants through a cooperative agreement with the County.

Highway Program

Fiscal Year 2004 Accomplishments:

- Environmental Clearance was obtained for the Route 152 Safety Improvements, Project B.

- Environmental Clearance was obtained and Final Design completed for two major projects, the 87 (S) HOV Lanes and the 87 (N) HOV Lanes.
- Final Design was completed for the Route 152 Safety Improvements - Project B.
- Construction was completed for several projects, including Route 85/87 Interchange, Route 880 Widening, Route 152 Safety Improvements Project A, Phase II, and the Combined Biological Mitigation Site project.
- Construction continued on the 85/101 (N) Interchange, 237/880 Interchange, and 85/101 (S) Interchange projects.
- Monitoring and maintenance activities for the Combined Biological Mitigation Site - Phase II started.
- Construction landscaping project started for the Route 85/87 Interchange.

Planned Highway Accomplishments for Fiscal Year 2005:

- Right-of-way acquisition will be completed for the 85/101 (N) Interchange.

- Construction will start for two major projects, the 87 (S) HOV Lanes and the 87 (N) HOV Lanes.
- Construction will be completed for several projects, including Route 237/880 Interchange, Route 85/101 (S) Interchange project, and the Landscaping for the 85/87 Interchange.
- Construction will continue on the 85/101 (N) Interchange.
- Monitoring and maintenance activities for the Combined Biological Mitigation Site - Phase II will continue.
- Completion of all remaining civil and station contracts on the Vasona Light Rail project.
- Completion of the Signal contract for the Caltrain Tamien to Lick Double Track project.
- Close out of the Tasman East and Capitol Light Rail projects.
- Completion of the Caltrain Palo Alto Transit Center project.

Transit and Rail Program

Fiscal Year 2004 Accomplishments:

- Construction on Tasman East and Capitol Light Rail projects were completed.
- Completion of the Caltrain Lawrence station project.
- Completion of the Caltrain Santa Clara station project.
- Completion of the Caltrain Tamien to Lick Double Tracking project.
- Advertisement of the Caltrain Palo Alto Transit Center.
- The Federal Transit Administration (FTA) approved Environmental Addendum #5 for the deferment of the Fruitdale Park and Ride Lot on the Vasona Light Rail.
- The FTA approved Environmental Addendum #4 for the Winchester Park & Ride Lot.
- The California Public Utilities Commission approved the application for the light rail Hamilton Overcrossing.

Planned Transit and Rail Accomplishments for Fiscal Year 2005:

- Begin Revenue Service on the Tasman East and Capitol Light Rail projects.
- Advertisement of and begin construction on all remaining projects on the Vasona 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. The bond proceeds were fully utilized in FY 2003 except for interest earnings. The remaining interest income will be used to reimburse eligible expenditures in FY 2004 and the fund will be closed. Therefore there will be no recommended budget for this fund in FY 2005. The associated 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 4, 2004 will contain more up-to-date information than the draft budget that is included with this Recommended Budget. The draft budget is based primarily on an interim multi-year cashflow prepared in conjunction with VTA staff.

To accommodate the continued economic downturn, the sales tax revenue growth rate was revised downward from approximately 1.6% annually to zero percent, or no anticipated growth. The impact of this is an overall decrease in sales tax revenues of \$9 million, through FY 2006, when the Program's tax expires. The Plan to be presented in June will reflect further changes to both revenues and expenditures for FY 2005 through the end of the Program. In addition, it is highly likely that the Program's budget will need to be modified during the fiscal year to reflect the securing of additional state and federal revenue to fund Measure B Projects that will permit the Measure B Program to initiate construction of projects that are currently deferred.



Measure B — Budget Unit 117 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1117	Measure B Default Index Fund 0011	\$ 265,716	\$ 5,948,296	\$ 5,941,022	\$ 6,454,767	\$ 506,471	8.5%
1118	Measure B Bond Proceeds Fund 0194	262,959	253,000	253,000	253,000	—	—
1701	Measure B Admin Fund 0011	499,774	474,846	505,030	835,638	360,792	76.0%
1702	Measure B Prog Mgmt Oversight Fund 0011	603,679	875,000	910,875	867,645	(7,355)	-0.8%
1703	Measure B Hway Proj Fund 0011	70,357,172	63,815,000	63,756,215	46,146,815	(17,668,185)	-27.7%
1704	Measure B Railway Proj Fund 0011	101,677,959	105,882,000	105,882,000	54,751,440	(51,130,560)	-48.3%
1705	Measure B Bicycle Proj Fund 0011	—	1,930,000	1,930,000	1,585,000	(345,000)	-17.9%
1706	Measure B Co Expy Lev Of Serv Fund 0011	1,436,031	3,000,000	9,998,414	3,000,000	—	—
1707	Measure B Co Expy Signal Prg Fund 0011	4,910,813	6,000,000	23,355,038	4,000,000	(2,000,000)	-33.3%
1708	Measure B Pavement Mgr Prog Fund 0011	22,612,519	3,000,000	5,225,308	—	(3,000,000)	-100.0%
1709	Measure B Swap I Fund 0011	29,140,751	26,816,000	36,313,346	4,304,840	(22,511,160)	-83.9%
1712	Measure B Prog Wide Mitigation Fund 0011	449,729	1,200,000	1,200,000	755,355	(444,645)	-37.1%
1803	Hway Proj Fund 0194	53,153,387	—	—	—	—	—
1804	Transit/Railway Proj Fund 0194	80,988,835	—	—	—	—	—
1812	Prog Wide Mitigation Fund 0194	125,028	—	—	—	—	—
Total Net Expenditures		\$ 366,484,352	\$ 219,194,142	\$ 255,270,248	\$ 122,954,500	\$ (96,239,642)	-43.9%

Measure B — Budget Unit 117 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1117	Measure B Default Index Fund 0011	\$ 265,716	\$ 5,948,296	\$ 5,941,022	\$ 6,454,767	\$ 506,471	8.5%
1118	Measure B Bond Proceeds Fund 0194	262,959	253,000	253,000	253,000	—	—
1701	Measure B Admin Fund 0011	499,774	474,846	505,030	835,638	360,792	76.0%
1702	Measure B Prog Mgmt Oversight Fund 0011	603,679	875,000	910,875	867,645	(7,355)	-0.8%
1703	Measure B Hway Proj Fund 0011	70,357,172	63,815,000	63,756,215	46,146,815	(17,668,185)	-27.7%
1704	Measure B Railway Proj Fund 0011	101,677,959	105,882,000	105,882,000	54,751,440	(51,130,560)	-48.3%
1705	Measure B Bicycle Proj Fund 0011	—	1,930,000	1,930,000	1,585,000	(345,000)	-17.9%
1706	Measure B Co Expy Lev Of Serv Fund 0011	1,436,031	3,000,000	9,998,414	3,000,000	—	—



Measure B — Budget Unit 117 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1707	Measure B Co Expy Signal Prg Fund 0011	4,910,813	6,000,000	23,355,038	4,000,000	(2,000,000)	-33.3%
1708	Measure B Pavement Mgr Prog Fund 0011	22,612,519	3,000,000	5,225,308	—	(3,000,000)	-100.0%
1709	Measure B Swap I Fund 0011	29,140,751	26,816,000	36,313,346	4,304,840	(22,511,160)	-83.9%
1712	Measure B Prog Wide Mitigation Fund 0011	449,729	1,200,000	1,200,000	755,355	(444,645)	-37.1%
1803	Hway Proj Fund 0194	53,153,387	—	—	—	—	—
1804	Transit/Railway Proj Fund 0194	80,988,835	—	—	—	—	—
1812	Prog Wide Mitigation Fund 0194	125,028	—	—	—	—	—
Total Gross Expenditures		\$ 366,484,352	\$ 219,194,142	\$ 255,270,248	\$ 122,954,500	\$ (96,239,642)	-43.9%

Measure B — Budget Unit 117 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 272,964	\$ 399,961	\$ 399,961	\$ 423,444	\$ 23,483	5.9%
Services And Supplies	351,936,202	196,389,181	196,389,181	109,132,458	(87,256,723)	-44.4%
Other Charges	262,959	5,905,000	5,905,000	6,397,200	492,200	8.3%
Operating/Equity Transfers	14,012,227	16,500,000	52,576,106	7,000,000	(9,500,000)	-57.6%
Reserves	—	—	—	1,398	1,398	—
Subtotal Expenditures	366,484,352	219,194,142	255,270,248	122,954,500	(96,239,642)	-43.9%
Total Net Expenditures	366,484,352	219,194,142	255,270,248	122,954,500	(96,239,642)	-43.9%

Measure B — Budget Unit 117 Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1117	Measure B Default Index Fund 0011	\$ 134,920,834	\$ 133,475,220	\$ 133,475,220	\$ 133,844,105	\$ 368,885	0.3%
1118	Measure B Bond Proceeds Fund 0194	135,048,133	253,000	253,000	150,000	(103,000)	-40.7%
Total Revenues		\$ 269,968,967	\$ 133,728,220	\$ 133,728,220	\$ 133,994,105	\$ 265,885	0.2%



Measure B Default Index Fund 0011 — Cost Center 1117 Major Changes to the Budget

	Positions	Appropriations	Revenues
Measure B Trans Improve Prog Fund (Fund Number 0011)			
FY 2004 Approved Budget	3.0	\$ 5,948,296	\$ 133,475,220
Board Approved Adjustments During FY 2004	—	(7,274)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	27,397	—
Internal Service Fund Adjustments	—	(9,212)	—
Other Required Adjustments	—	7,274	368,885
Subtotal (Current Level Budget)	3.0	\$ 5,966,481	\$ 133,844,105
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Reduce Workers Compensation Expense	—	(3,914)	—
2. Debt Service & Bond Interest	—	492,200	—
Adjust Bond Interest to \$6,144,200 and delete \$5,652,000 in Debt Service Principal. The difference between the two equals \$492,200.			
Subtotal (Recommended Changes)	—	\$ 488,286	\$ —
Total Recommendation	3.0	\$ 6,454,767	\$ 133,844,105

Measure B Bond Proceeds Fund 0194 — Cost Center 1118 Major Changes to the Budget

	Positions	Appropriations	Revenues
Measure B Bond Proceeds (Fund Number 0194)			
FY 2004 Approved Budget	—	\$ 253,000	\$ 253,000
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	(103,000)
Subtotal (Current Level Budget)	—	\$ 253,000	\$ 150,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 253,000	\$ 150,000

Measure B Admin Fund 0011 — Cost Center 1701 Major Changes to the Budget

	Positions	Appropriations	Revenues
Measure B Trans Improve Prog Fund (Fund Number 0011)			
FY 2004 Approved Budget	—	\$ 474,846	\$ —
Board Approved Adjustments During FY 2004	—	30,184	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	16,803	—



**Measure B Admin Fund 0011 — Cost Center 1701
Major Changes to the Budget**

	Positions	Appropriations	Revenues
Other Required Adjustments	—	(36,362)	—
Subtotal (Current Level Budget)	—	\$ 485,471	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
A-87 Cost Allocation Plan Charges to Measure B Program	—	350,000	—
Postage	—	970	—
Service Cost Reduction due to ISD Reductions	—	(803)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 350,167	\$ —
Total Recommendation	—	\$ 835,638	\$ —

**Measure B Prog Mgmt Oversight Fund 0011 — Cost Center 1702
Major Changes to the Budget**

	Positions	Appropriations	Revenues
Measure B Trans Improve Prog Fund (Fund Number 0011)			
FY 2004 Approved Budget	—	\$ 875,000	\$ —
Board Approved Adjustments During FY 2004	—	35,875	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(43,230)	—
Subtotal (Current Level Budget)	—	\$ 867,645	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 867,645	\$ —

**Measure B Hway Proj Fund 0011 — Cost Center 1703
Major Changes to the Budget**

	Positions	Appropriations	Revenues
Measure B Trans Improve Prog Fund (Fund Number 0011)			
FY 2004 Approved Budget	—	\$ 63,815,000	\$ —
Board Approved Adjustments During FY 2004	—	(58,785)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	58,785	—
Subtotal (Current Level Budget)	—	\$ 63,815,000	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			



Measure B Hwy Proj Fund 0011 — Cost Center 1703

Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
1. Highway Projects and Programs	—	(17,668,185)	—
The Measure B-funded Highway Improvements include eleven separate capital projects:			
◆ 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 \$17,668,185, for a total funding level of \$46,146,815. This is attributed to construction being completed on several projects in FY 2004, including Route 85-87 interchange, Route 880 Widening and Route 152 Safety Improvements Project A, Phase II.			
Subtotal (Recommended Changes)	—	\$ (17,668,185)	\$ —
Total Recommendation	—	\$ 46,146,815	\$ —

Measure B Railway Proj Fund 0011 — Cost Center 1704

Major Changes to the Budget

	Positions	Appropriations	Revenues
Measure B Trans Improve Prog Fund (Fund Number 0011)			
FY 2004 Approved Budget	—	\$ 105,882,000	\$ —
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 105,882,000	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			



Measure B Railway Proj Fund 0011 — Cost Center 1704 Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
1. Railway Projects and Programs	—	(51,130,560)	—
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 \$51,130,560, for a new total of \$54,751,440. This decrease is attributed to the fact that only the following rail projects remain: Vasona lightrail, and two Caltrain projects--the Palo Alto Station Transit Center, and the Tamien to Lick Double Tracking project.			
Subtotal (Recommended Changes)	—	\$ (51,130,560)	\$ —
Total Recommendation	—	\$ 54,751,440	\$ —

Measure B Bicycle Proj Fund 0011 — Cost Center 1705 Major Changes to the Budget

	Positions	Appropriations	Revenues
Measure B Trans Improve Prog Fund (Fund Number 0011)			
FY 2004 Approved Budget	—	\$ 1,930,000	\$ —
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 1,930,000	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Bicycle Projects and Programs	—	(345,000)	—
This recommendation supports expenditures related to the projects outlined in the Santa Clara Countywide Bicycle Plan. The recommendation is to decrease the amount of funding by \$345,000 for a total funding level of \$1,585,000.			
Subtotal (Recommended Changes)	—	\$ (345,000)	\$ —
Total Recommendation	—	\$ 1,585,000	\$ —

Measure B Co Expy Lev Of Serv Fund 0011 — Cost Center 1706 Major Changes to the Budget

	Positions	Appropriations	Revenues
Measure B Trans Improve Prog Fund (Fund Number 0011)			
FY 2004 Approved Budget	—	\$ 3,000,000	\$ —
Board Approved Adjustments During FY 2004	—	6,998,414	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—



Measure B Co Expy Lev Of Serv Fund 0011 — Cost Center 1706 Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(6,998,414)	—
Subtotal (Current Level Budget)	—	\$ 3,000,000	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 3,000,000	\$ —

Measure B Co Expy Signal Prg Fund 0011 — Cost Center 1707 Major Changes to the Budget

	Positions	Appropriations	Revenues
Measure B Trans Improve Prog Fund (Fund Number 0011)			
FY 2004 Approved Budget	—	\$ 6,000,000	\$ —
Board Approved Adjustments During FY 2004	—	17,355,038	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(17,355,038)	—
Subtotal (Current Level Budget)	—	\$ 6,000,000	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Operating Transfer to Roads Department for County Expressway Signalization	—	(2,000,000)	—
Transfer \$4,000,000 to Roads and Airports Department for County Expressway Signalization Projects. This is a reduction of \$2,000,000 from FY 2004.			
Subtotal (Recommended Changes)	—	\$ (2,000,000)	\$ —
Total Recommendation	—	\$ 4,000,000	\$ —

Measure B Swap I Fund 0011 — Cost Center 1709 Major Changes to the Budget

	Positions	Appropriations	Revenues
Measure B Trans Improve Prog Fund (Fund Number 0011)			
FY 2004 Approved Budget	—	\$ 26,816,000	\$ —
Board Approved Adjustments During FY 2004	—	9,497,346	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(9,497,346)	—
Subtotal (Current Level Budget)	—	\$ 26,816,000	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			



Measure B Swap I Fund 0011 — Cost Center 1709

Major Changes to the Budget

	Positions	Appropriations	Revenues
1. SWAPS Projects and Programs	—	(16,511,160)	—
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 \$16,511,161, for a new funding level of \$4,304,840.			
2. Operating Transfers	—	(6,000,000)	—
Reduce operating transfer to Roads and Airports Department for SWAP projects to zero.			
Subtotal (Recommended Changes)	—	\$ (22,511,160)	\$ —
Total Recommendation	—	\$ 4,304,840	\$ —

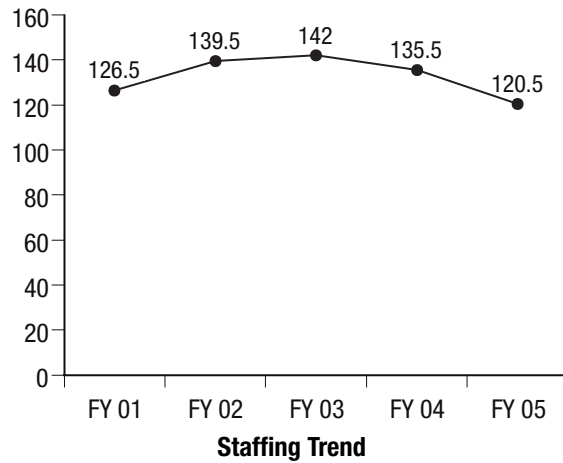
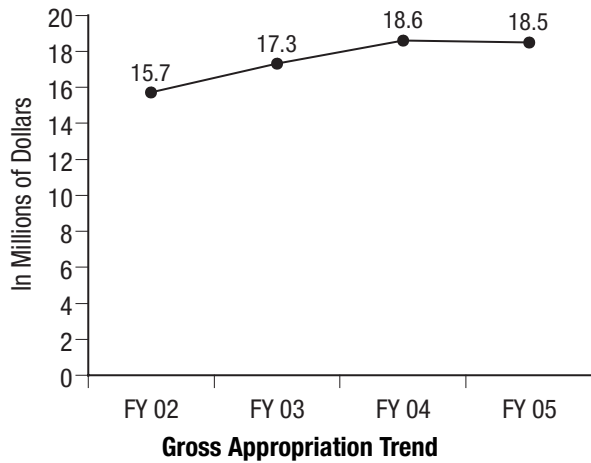
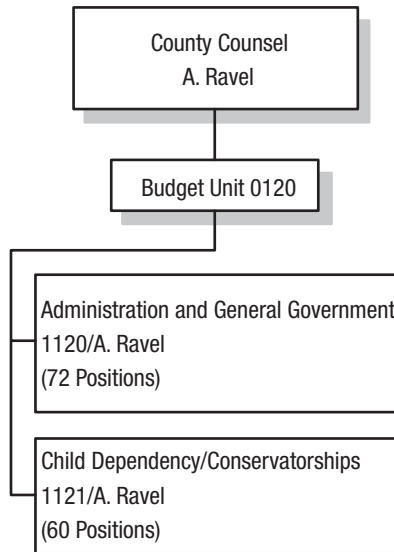
Measure B Prog Wide Mitigation Fund 0011 — Cost Center 1712

Major Changes to the Budget

	Positions	Appropriations	Revenues
Measure B Trans Improve Prog Fund (Fund Number 0011)			
FY 2004 Approved Budget	—	\$ 1,200,000	\$ —
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 1,200,000	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Program-wide Mitigation Projects and Programs	—	(444,645)	—
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 \$444,645, for a new funding level of \$755,355.			
Subtotal (Recommended Changes)	—	\$ (444,645)	\$ —
Total Recommendation	—	\$ 755,355	\$ —



Office of County Counsel



In the FY 2005 document, gross appropriations replace net appropriations.



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.

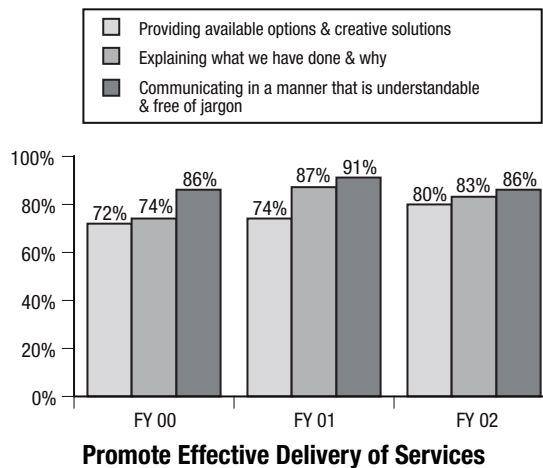
Data to be collected by new automated system, beginning in September, 2004

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

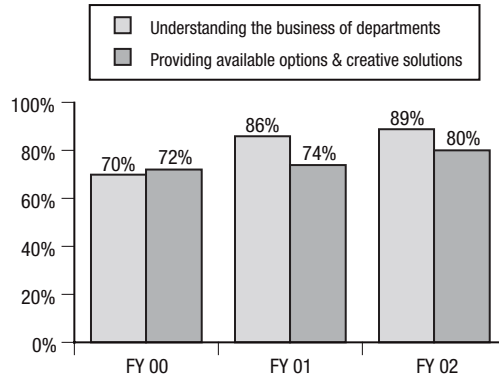
Data to be collected by new automated system, beginning in September, 2004

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.



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, 2004

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, 2004

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

The Office of County Counsel was given a reduction amount of \$923,000 which they were able to accomplish through various position deletions and some revenue solutions.

Staff Reductions

Recommendation: Delete 1.0 FTE Assistant County Counsel position.

Impact on Service: This action requires a 6 month add-back to accommodate the incumbent's planned retirement in December, 2004. Essential duties will be reassigned to other existing staff, and administrative overhead will be reduced.

Total Ongoing Reduction: (\$255,340)
Total One-time cost: \$127,670
Total Net Savings: (\$127,670)

Recommendation: Delete 7.0 FTE various positions in the Office of County Counsel:



FTE	Code	Class Description	Vacant/Filled
(1.0)	U27	Attorney IV	Vacant
(1.0)	U31	Attorney I	Vacant
(2.0)	D66	Legal Secretary II	Vacant
(1.0)	D51	Office Specialist I	Vacant
(1.0)	D09	Office Specialist III	Vacant
(1.0)	V74	Paralegal	Vacant
(7.0)		Total Deletes	

Impact on Service: Staff reassignments from General Fund areas will be necessary to cover work, especially in the revenue-generating programs. A decrease in general clerical support will require attorneys and paralegals to do more of their own clerical work. Support of General Fund departments may experience some lag time due to reassignments.

Total Ongoing Reduction: (\$729,698)

Reduce Lead Differentials

Recommendation: Reduce 3 attorney leads in the Office of County Counsel.

Impact on Service: the reduction of 3 attorney lead pays will result in redistribution of the work to the remaining 5 lead attorneys. Because attorneys operate at such a high level, supervision is limited in the Office of County Counsel. Direct supervision is usually accomplished through the lead work that is assigned to specific attorneys. Over the last two reductions, attorney lead pays have been reduced significantly.

Total Ongoing Reduction: (\$26,370)

Reduce Services and Supplies

Recommendation: Reduce expenditures for local bar dues, education and travel and general office expenses.

Impact on Service: Remaining appropriations are sufficient for the department's overall function. Though there will be a small impact, these reductions are in-line with the position deletions the department is proposing.

Total Ongoing Reduction: (\$43,540)

Additional Reductions

The Office of the County Counsel recovers about 75% of their costs through billings to their clients. The remaining 25% is the General Fund share of the cost of

County Counsel. At the same time that County Counsel is being asked to reduce their budget, some of Counsel's clients are asked to do the same. Reductions in County Counsel client's expenditures for legal services reduce the revenue that they rely on to support their department. When clients cut their legal services, County Counsel, in turn, is required to make further cuts in expenses beyond their given reduction amounts to balance the revenue loss.

The following reduction solutions are a result of the Public Administrator/Guardian's Office (PAG) reducing their legal services by 3,200 Attorney hours and 1,000 Paralegal hours. Creating a revenue loss of \$775,200 to the Office of County Counsel.

Revenue Enhancement

Recommendation: Increase the revenue assumptions in the Office of County Counsel for Probate services.

Background: Several currently open and active decedent and probate cases, specifically those with elder financial abuse issues, will generate large fees during FY 2005. The expectation is that these cases will generate approximately \$250,000 in additional revenue which will be used to partially offset the revenue reductions from PAG.

Total Revenue: \$250,000

Staff Reductions

Recommendation: Delete 4.0 FTE and add back 0.5 FTE to offset the revenue loss due to PAG reductions:

FTE	Code	Class Description	Vacant/Filled
(1.0)	V74	Paralegal	Vacant
(1.0)	V73	Senior Paralegal	Vacant
(1.0)	U28	Attorney III	Vacant
(1.0)	U27	Attorney IV	Filled
0.5	U27	Attorney IV	Filled
(3.5)		Total Deletes	

Impact on Service: These positions are associated with the work that is now being reduced by PAG. Other work that these positions oversaw will now be distributed to other existing staff.

Reduced workload from PAG reduction will partially offset this reduction. All positions proposed for deletion are vacant. The most significant impact will be deleting

the 1.0 filled FTE and adding a 0.5 FTE in its place. Other impacts will be a larger attorney-to-case ratio and longer wait times for some departments requiring County Counsel services.

Total Ongoing Reduction: (\$433,322)

County Council — Budget Unit 120 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
12001	County Counsel Fund 0001	\$ 4,886,355	\$ 4,788,956	\$ 4,493,969	\$ 4,582,391	\$ (206,565)	-4.3%
Total Net Expenditures		\$ 4,886,355	\$ 4,788,956	\$ 4,493,969	\$ 4,582,391	\$ (206,565)	-4.3%

County Council — Budget Unit 120 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
12001	County Counsel Fund 0001	\$ 17,383,585	\$ 18,627,882	\$ 18,332,895	\$ 18,460,792	\$ (167,090)	-0.9%
Total Gross Expenditures		\$ 17,383,585	\$ 18,627,882	\$ 18,332,895	\$ 18,460,792	\$ (167,090)	-0.9%

County Council — Budget Unit 120 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 15,898,477	\$ 17,561,502	\$ 17,293,096	\$ 17,493,120	\$ (68,382)	-0.4%
Services And Supplies	1,265,079	1,066,380	1,039,799	967,672	(98,708)	-9.3%
Fixed Assets	220,029	—	—	—	—	—
Subtotal Expenditures	17,383,585	18,627,882	18,332,895	18,460,792	(167,090)	-0.9%
Expenditure Transfers	(12,497,230)	(13,838,926)	(13,838,926)	(13,878,401)	(39,475)	0.3%
Total Net Expenditures	4,886,355	4,788,956	4,493,969	4,582,391	(206,565)	-4.3%

County Council — Budget Unit 120 Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
12001	County Counsel Fund 0001	\$ 1,223,959	\$ 1,057,030	\$ 1,067,030	\$ 1,317,355	\$ 260,325	24.6%
Total Revenues		\$ 1,223,959	\$ 1,057,030	\$ 1,067,030	\$ 1,317,355	\$ 260,325	24.6%



County Council Fund 0001 — Cost Center 12001

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	135.5	\$ 4,788,956	\$ 1,057,030
Board Approved Adjustments During FY 2004	-3.5	(294,987)	10,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	2,118,943	—
Internal Service Fund Adjustments	—	(1,028,768)	—
Other Required Adjustments	—	26,581	325
Subtotal (Current Level Budget)	132.0	\$ 5,610,725	\$ 1,067,355
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
County Counsel Services to SCVMC	—	179,210	—
Reduced Counsel Services related to PAG	—	775,200	—
Fleet service rate change	—	813	—
Postage Reduction	—	(3,870)	—
Printing Rate/Service Change	—	(1,031)	—
Service Cost Reduction due to ISD Reductions	—	(14,314)	—
Decision Packages			
1. Delete 1.0 Assistant County Counsel	-1.0	(127,670)	—
Delete 1.0 A79 Assistant County Counsel. Due to a planned retirement effective December 2004, the department is able to delete this position and request a one-time budget augmentation to offset the cost of this position for half the year. This will provide an FY 2005 savings of approximately \$127,670 and an ongoing savings of approximately \$255,340.			
2. Reduce Lead Differential Pay for Attorneys.	—	(26,370)	—
Reduce special pays for Attorney lead differentials. This will reduce the differentials for 3.0 FTE Attorney positions. Responsibilities will be removed and work will be redistributed among the existing lead attorneys.			
3. Reduce Services and Supplies Budget	—	(43,540)	—
Reduce services and supplies. These reductions include expenditures for local bar dues, education and conferences and general office expense.			
4. Increase Revenue Assumptions for Open Cases	—	—	250,000
Increase the revenue assumption as an impact of open and active decedent estate and probate cases, specifically those with elder financial abuse issues, will generate large fees during FY05. This increase in revenue in the amount of \$250,000 will be used to offset a Public Administrator Guardian reduction of \$775,200 which can be seen in an intracounty relationship with Cost Center 4800 in the lines above. The remaining revenue loss will be covered with additional position deletions.			
5. Delete 4.0 FTE and Add 0.5 FTE Positions	-3.5	(443,373)	—
Delete 4.0 FTE and add back 0.5 FTE:			
◆ Delete 1.0 FTE Filled Attorney IV (\$104,032)			
◆ Delete 1.0 FTE Vacant Paralegal (\$84,912)			
◆ Delete 1.0 FTE Vacant Senior Paralegal (\$96,264)			
◆ Delete 1.0 FTE Vacant Attorney III (\$158,114)			
◆ ADD 0.5 FTE Attorney IV \$104,032			
These additional position reductions are a direct result of the revenue reductions from the Public Administrator/Guardians's Office. These positions represent the remaining offset of the revenue loss.			
6. Delete 7.0 FTE Positions	-7.0	(729,698)	—

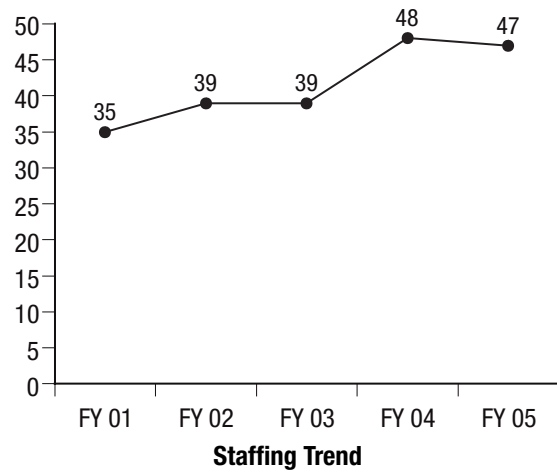
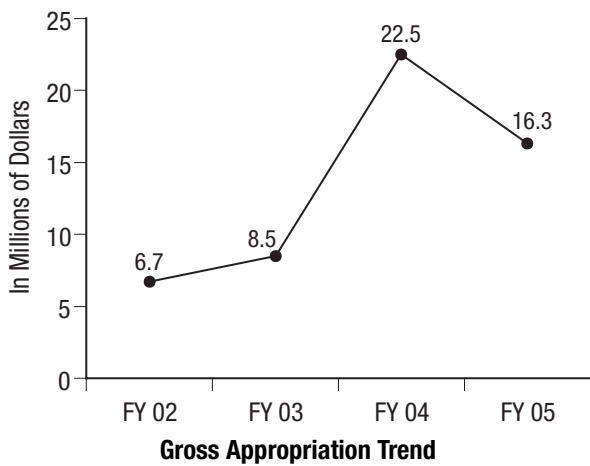
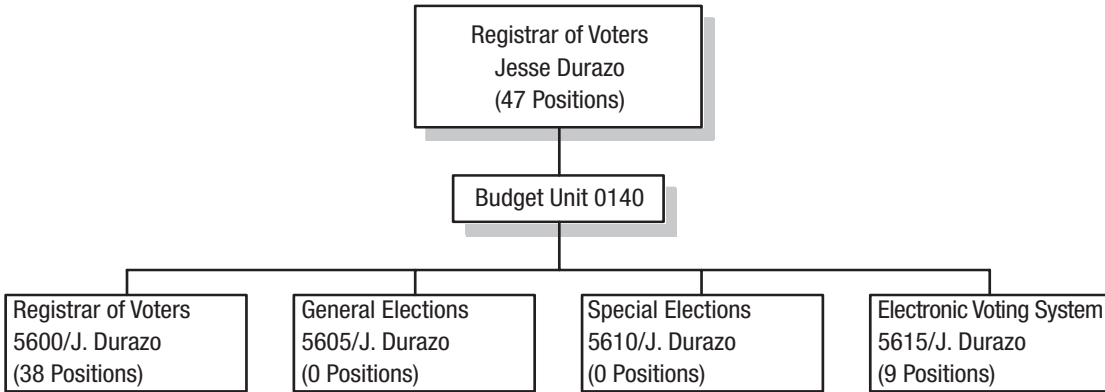


County Counsel Fund 0001 — Cost Center 12001
Major Changes to the Budget

	Positions	Appropriations	Revenues
Delete 7.0 FTE in the Office of County Counsel. These positions include:			
◆ 1.0 FTE Vacant Attorney IV (\$233,454)			
◆ 1.0 FTE Vacant Attorney I (\$121,292)			
◆ 2.0 FTE Vacant Legal Secretary II (\$167,736)			
◆ 1.0 FTE Vacant Office Specialist I (\$56,508)			
◆ 1.0 FTE Vacant Office Specialist III (\$62,196)			
◆ 1.0 FTE Vacant Paralegal (\$88,512)			
These position deletions will require significant shifting of resources within the Office of County Counsel, including assignment changes and further reductions of services to General Fund clients to avoid revenue loss and even greater reductions as a result.			
7. Recognize Savings Related to Copier Leases	—	(1,883)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.			
8. Reduce Workers Compensation Expense	—	(204,352)	—
9. Reduce Retirement Expenditures	—	(387,456)	—
Subtotal (Recommended Changes)	-11.5	\$ (1,028,334)	\$ 250,000
Total Recommendation	120.5	\$ 4,582,391	\$ 1,317,355



Registrar of Voters



In the FY 2005 document, gross appropriations replace net appropriations.



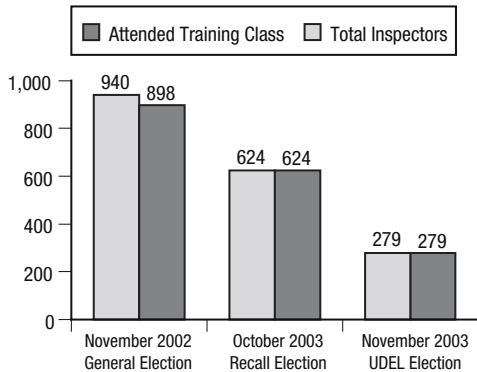
Public Purpose

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

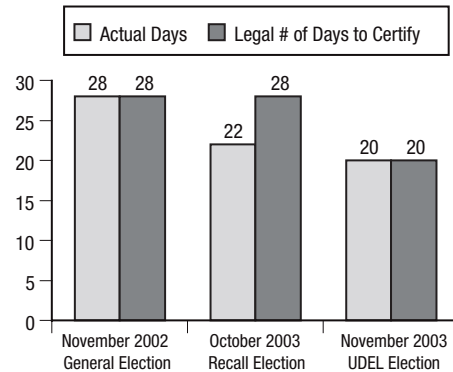


Desired Results

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



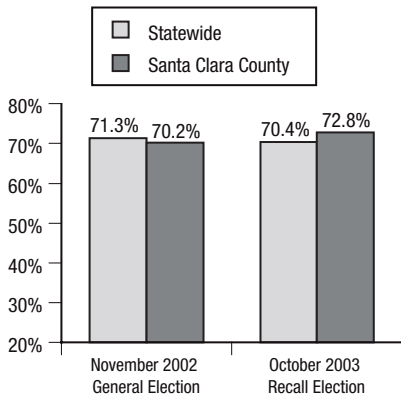
Number of Poll Inspectors Recruited & Trained



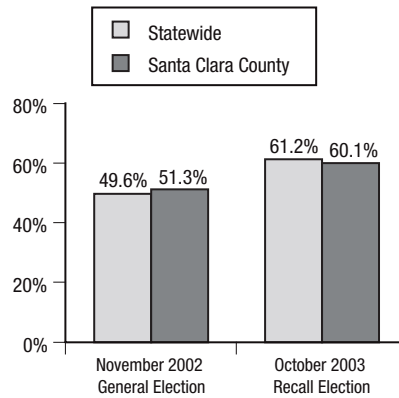
Number of Days After Election to Complete Canvass and Certify Election Results



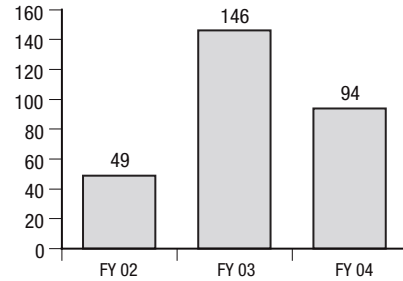
An Election Process that is Accessible to all Citizens, which this department promotes by providing voter registration outreach; assistance to potential candidates, jurisdictions and citizens seeking ballot placement; verbal and written language accommodations; absentee and early voting opportunities;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



Percent of Eligible Registered Voters Compared to Statewide Average

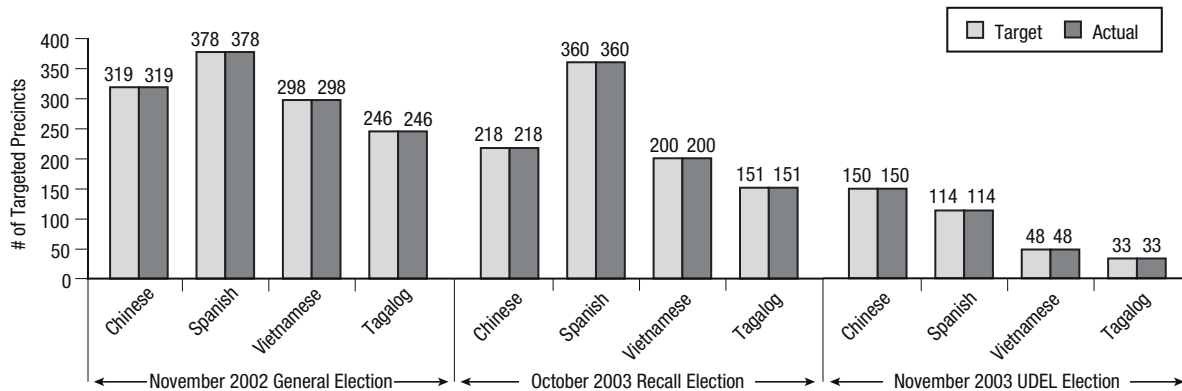


Percent of Voters Participating in Election, Compared to Statewide



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.

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.

Special Recall Election

During Summer 2003, California voters initiated a Gubernatorial Recall Election, which occurred on October 7, 2003, one month before the November Uniform District Election Law (UDEL) Election. The department is pursuing eventual reimbursement from the State for election costs which totaled \$3,167,535. The department was able to absorb \$1,497,569 of this cost through the diligent efforts of staff who added the tasks involved in the recall election to their regular workload. An additional \$1,669,966 was spent from the contingency reserve. The State fiscal crisis leads the department to believe that reimbursement from the State will not occur as early as FY 2005, therefore no reimbursement is recognized in the recommended budget.

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. The County entered into a contract with Sequoia Voting Systems, Inc. in April 2003, in the amount of \$18,904,509, to provide the electronic voting system. The Board of Supervisors approved payment of \$12,675,000 in FY 2004, with the final payment of \$6,229,509 to occur in FY 2005. The final payment is included in the recommended budget.

The County implemented the DRE system as a pilot program during the November 2003 UDEL Election. The system was successfully implemented countywide during the March 2004 Presidential Primary Election. Based upon some of the lessons learned during these elections, additional one-time augmentations in the amount of \$365,024 are recommended in FY 2005, and are detailed in the section below.

Some California counties that purchased electronic voting systems from other vendors have experienced various voting machine-related problems during elections over the past year. This has prompted two state legislators, Senators Johnson and Perata to introduce SB 1723. This bill would prohibit counties from using any form of direct recording electronic device during the November 2004 Presidential Election, and gives the Secretary of State the ability to determine whether or not a voting system meets the requirements of the Elections Code. In the event that activity at the State level disallows the DRE system, the County will need to explore the purchase of an alternative system.

Reimbursement for DRE System

Santa Clara County has vigorously pursued reimbursement for the electronic voting system from both the State and Federal governments in FY 2004, and to date has received \$13,784,164. This includes \$9,503,396 from Proposition 41, which was approved by California voters in March 2002 to provide 3-to-1 matching grants up to a total of \$200 million statewide. In addition, the County received Federal funds totaling \$4,280,768 under Title I of the "Help America Vote Act of 2002," (HAVA).



The County expects to receive an additional \$4,680,000 of Title II HAVA funding in FY 2005. Future HAVA funding beyond FY 2005 is uncertain at this point, but the department continues to actively monitor this funding source and pursue reimbursement. Total Federal and State reimbursement for the DRE voting system from FY 2004 to FY 2005 is expected to equal \$18,464,164.

Voter Verifiable Paper Record (VVPR) System

The Secretary of State has directed counties that have already purchased electronic voting systems to implement a voter verifiable paper record system by July 2006. Santa Clara County will meet this deadline. The County's contract with Sequoia, approved in April 2003, included a paper record system at no additional cost. The department is currently working with Sequoia and the State to provide a VVPR system.

County Executive's Recommendation

The Registrar of Voters Department has met its budget reduction plan for traditional program services. However, one-time augmentations are also recommended, which relate to the continued phase-in of the Direct Recording Electronic (DRE) voting system and implementation of the new Voter Verifiable Paper Record (VVPR) system. These augmentations are detailed below and total \$369,854. In addition, the final payment of \$6,229,509 for DRE equipment is included in this budget, along with a partial offset of this cost from anticipated Federal HAVA funding.

Recognize New Federal HAVA Reimbursement as a One-Time Revenue Bridge

Recommendation: Recognize \$338,000 in new Federal reimbursement funding under Title II of the Help America Vote Act of 2002 (HAVA), to help the department meet its reduction plan.

Background: The County expects to receive an additional \$4,680,000 of Federal HAVA reimbursement funding in FY 2005, to help reimburse the County for the cost of the DRE voting system. The total amount of anticipated funding from HAVA is reimbursement for General Fund monies used to purchase the DRE voting system.

It is recommended that the bulk of this funding, or \$4,342,000, be used to offset the one-time cost of the final payment for the electronic voting system (see section below, under "One-Time Costs and Reimbursements for DRE and VVPR Systems").

It is also recommended that a small portion in the amount of \$338,000 be used as a revenue bridge to allow the department to meet its budget reduction plan

without deleting positions. The alternative to this recommendation would be to delete five positions, all of which are necessary for the November 2004 Presidential Election.

Impact on Services: The level of service to voters, jurisdictions and candidates will remain the same. This recommendation will avoid additional position deletions, which would impact the upcoming election.

Total One-Time Revenue: \$338,000

Increase in Absentee Voter Fee

Recommendation: Recognize \$51,000 in new Absentee Voter Fee to help the department meet its reduction plan.

Background: The Board of Supervisors approved a new fee in June 2003, to be charged directly to cities and special districts for absentee voter services. Prior to this time, the County received SB 90 reimbursement from the State for these services. The SB 90 reimbursement has been suspended since October 2002. The department recognized \$110,000 of this fee during the October 2004 budget reductions; this portion represents the remainder of the new fee.

Impact on Services: The level of service to voters, jurisdictions and candidates will remain the same.

Total Ongoing Revenue: \$51,000

Delete Vacant Office Specialist II Position

Recommendation: Delete vacant 1.0 FTE Office Specialist II (D49) position.

Background: This position is being deleted in order to help the department meet its budget reduction plan. It is located in the Voter Registration division.

Impact on Services: Impact will be fairly minimal. Three Office Specialist III/ Sr. OS positions were added in FY 2004 to perform tasks associated with the electronic voting system, and these positions will absorb the workload of the deleted position

Total Ongoing Reduction: \$51,600

Reduce Poll Worker Training Pay

Recommendation: Reduce the amount of poll worker training pay from \$40 to \$20 per person, based upon a reduction in number of training hours per person.

Background: Poll worker training hours were increased in FY 2004 from two to four hours per person, in order to accommodate the additional time needed to be trained on the DRE voting system. The majority of poll workers are now trained on the DRE system; therefore the department proposes returning to a shorter training period per person.

Impact on Services: A majority of poll workers have already been trained on the DRE voting system; therefore the longer training period is no longer needed. Experience in DRE training has led the department to realize that optimum training should include a higher ratio of trainers per trainees for "hands-on" training on the voting machines; therefore a one-time augmentation request is being made to increase this ratio for the November Presidential Election (see section below, under "One-Time Costs and Reimbursements for DRE and VVPR Systems").

Total Ongoing Reduction: (\$120,000)

Reductions in Supplies and Services

Recommendation: Reduce expenditures in these areas:

- Eliminate Pollstar Rentals - \$45,900
- Reduce Drayage Costs - \$60,000
- Reduce Printing Costs for Voter Guide - \$50,000

Background: With the advent of the electronic voting machines, the Pollstar rentals are no longer needed. The drayage costs of delivery and pick up of election

equipment will be reduced because a new contract has been negotiated with a local vendor. The voter guide pamphlet will be replaced with a single-page trifold brochure, thus reducing cost.

Impact on Services: There will be no impact on services, with the exception that new voters will receive a smaller, less expensive brochure. Basic information will continue to be distributed via the brochure.

Total Ongoing Reduction: (\$155,900)

One-Time Costs and Reimbursements for Direct Recording Electronic (DRE) System and Voter Verifiable Paper Record (VVPR) System

Final Payment for Purchase of DRE Voting System

Recommendation: Allocate \$6,220,509 to make the third and final payment for the DRE voting system.

Background: In FY 2004, the County entered into a contract with Sequoia Voting Systems, Inc. for the DRE voting system, in the amount of \$18,904,509. The terms of the contract enabled the County to spread the cost over two fiscal years.

Impact on Services: The DRE voting system has now been implemented. The contract included VVPR equipment, which will be implemented by July 2006.

Total One-Time Cost: \$6,220,509

Recognize New Federal HAVA Reimbursement to Offset Purchase of DRE Voting System

Recommendation: Recognize \$4,342,000 in new Federal reimbursement funding under Title II of the Help America Vote Act of 2002 (HAVA), to help offset the cost of the DRE voting system.

Background: It is anticipated that the County will receive approximately \$4,680,000 in new HAVA funding in FY 2005. This calculation is based upon the County receiving 5% of the Title II HAVA funding that will be allocated to California counties. As indicated in the section above, it is recommended that \$338,000 of this reimbursement be used as a revenue bridge to help the department make its budget reduction plan, and that the remainder of \$4,342,000 be used to help offset the cost of the DRE voting system



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

Total One-Time Reimbursement: \$4,342,000

One-Time Labor Costs to Support DRE and VVPR Systems

Recommendation: Allocate \$194,854 for the following one-time labor costs:

- Poll Worker Trainers - \$99,779
- Overtime Costs for Voter Outreach - \$95,075

Background: The department has learned that poll worker training is more effective with a higher ratio of trainers available to provide hands-on training on the voting machines. This will allow a 1:8 ratio. The pre-DRE training ratio was closer to 1:50.

With the upcoming November Presidential Election, workers will provide numerous voter outreach opportunities during INS ceremonies, festivals and community events. Most of these events occur in the evening and on weekends; therefore more overtime hours are necessary.

Impact on Services: The augmentation for additional labor hours will ensure a successful election process during the November 2004 Presidential Election.

Total One-Time Cost: \$194,854

One-Time Services and Supplies to Support DRE and VVPR Systems

Recommendation: Allocate \$175,000 for the following one-time services and supplies:

Description	Cost
Extend Program Manager contract for one year to provide coordination between ROV, Sequoia and the State for VVPR implementation.	\$100,000
Marketing firm to provide advertising (television, radio, flyers and brochures) to educate public on DRE and VVPR systems.	\$50,000
Rental fees and other costs associated with community events outreach	\$20,000
Staff Training on use of VVPR system	\$5,000

Impact on Services: These one-time costs will ensure a successful election process during the November 2004 Presidential Election.

Total One-Time Cost: \$175,000

Registrar Of Voters — Budget Unit 140 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
5600	Registrar Of Voters Fund 0001	\$ 5,220,756	\$ 5,197,640	\$ 6,255,091	\$ 5,292,972	\$ 95,332	1.8%
5605	Registrar Gen Elections Fund 0001	2,730,593	3,476,333	4,936,199	3,745,904	269,571	7.8%
5610	Registrar Spec Elections Fund 0001	19,000	63,127	1,090,234	63,449	322	0.5%
5615	Electronic Voting Sys Fund 0001	—	4,242,364	4,242,364	7,220,567	2,978,203	70.2%
Total Net Expenditures		\$ 7,970,349	\$ 12,979,464	\$ 16,523,888	\$ 16,322,892	\$ 3,343,428	25.8%



Registrar Of Voters — Budget Unit 140 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
5600	Registrar Of Voters Fund 0001	\$ 5,220,756	\$ 5,197,640	\$ 6,255,091	\$ 5,292,972	\$ 95,332	1.8%
5605	Registrar Gen Elections Fund 0001	2,730,593	3,476,333	4,936,199	3,745,904	269,571	7.8%
5610	Registrar Spec Elections Fund 0001	19,000	63,127	1,090,234	63,449	322	0.5%
5615	Electronic Voting Sys Fund 0001	—	13,745,760	13,745,760	7,220,567	(6,525,193)	-47.5%
Total Gross Expenditures		\$ 7,970,349	\$ 22,482,860	\$ 26,027,284	\$ 16,322,892	\$ (6,159,968)	-27.4%

Registrar Of Voters — Budget Unit 140 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 3,649,815	\$ 4,328,481	\$ 5,488,331	\$ 5,053,380	\$ 724,899	16.7%
Services And Supplies	3,856,881	6,683,713	9,068,287	11,011,925	4,328,212	64.8%
Fixed Assets	278,653	11,470,666	11,470,666	257,587	(11,213,079)	-97.8%
Operating/Equity Transfers	185,000	—	—	—	—	—
Subtotal Expenditures	7,970,349	22,482,860	26,027,284	16,322,892	(6,159,968)	-27.4%
Expenditure Transfers	—	(9,503,396)	(9,503,396)	—	9,503,396	-100.0%
Total Net Expenditures	7,970,349	12,979,464	16,523,888	16,322,892	3,343,428	25.8%

Registrar Of Voters — Budget Unit 140 Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
5600	Registrar Of Voters Fund 0001	\$ 74,802	\$ 464,512	\$ 464,512	\$ 453,600	\$ (10,912)	-2.3%
5605	Registrar Gen Elections Fund 0001	87,402	—	—	—	—	—
5610	Registrar Spec Elections Fund 0001	2,318,406	1,633,080	1,960,080	2,142,992	509,912	31.2%
5615	Electronic Voting Sys Fund 0001	—	514,992	4,795,760	5,178,913	4,663,921	905.6%
Total Revenues		\$ 2,480,610	\$ 2,612,584	\$ 7,220,352	\$ 7,775,505	\$ 5,162,921	197.6%



Registrar Of Voters Fund 0001 — Cost Center 5600

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	39.0	\$ 5,197,640	\$ 464,512
Board Approved Adjustments During FY 2004	—	1,057,451	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(736,038)	—
Internal Service Fund Adjustments	—	(149,381)	—
Other Required Adjustments	—	(43,578)	(348,912)
Subtotal (Current Level Budget)	39.0	\$ 5,326,094	\$ 115,600
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	(5,042)	—
Printing Rate/Service Change	—	(1,457)	—
Service Cost Reduction due to ISD Reductions	—	(8,404)	—
Decision Packages			
1. Delete One Vacant Office Specialist II	-1.0	(51,600)	—
Delete the following vacant position:			
◆ 1 FTE D49-Office Specialist II			
2. Recognize One-Time Help America Vote Act Funding As A Revenue Bridge	—	—	338,000
Allocate \$338,000 of the anticipated \$4.68 million in one-time HAVA funding be used as a revenue bridge for the department's budget reduction plan, to avoid the deletion of five positions.			
3. Eliminate Rental Cost of Pollstar Voting Stations	—	(45,900)	—
The use of the electronic voting system will eliminate the need to rent pollstar voting stations.			
4. One-Time Labor Costs for Voting System and Voter Verifiable Paper Record	—	194,854	—
In order to support the continued conversion to the electronic voting system and the new requirement to provide a Voter Verifiable Paper Record (VPR), the department recommends an allocation of \$194,854 in one-time funding for extra help and overtime hours to be used during the election process for the November 2004 Presidential Election.			
5. Recognize Savings Related to IT Maintenance Contracts	—	(6,101)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.			
6. Reduce Workers Compensation Expense	—	(44,701)	—
7. Reduce Retirement Expenditures	—	(64,771)	—
Subtotal (Recommended Changes)	-1.0	\$ (33,122)	\$ 338,000
Total Recommendation	38.0	\$ 5,292,972	\$ 453,600

Registrar Gen Elections Fund 0001 — Cost Center 5605

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	—	\$ 3,476,333	\$ —
Board Approved Adjustments During FY 2004	—	1,459,866	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	8,313	—



Registrar Gen Elections Fund 0001 — Cost Center 5605

Major Changes to the Budget

	Positions	Appropriations	Revenues
Other Required Adjustments	—	(1,141,906)	—
Subtotal (Current Level Budget)	—	\$ 3,802,606	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Printing Rate/Service Change	—	(6,702)	—
Decision Packages			
1. Reduce Printing Cost for Voter Guide Pamphlet	—	(50,000)	—
This recommendation allows the Department to replace the existing voter guide pamphlet for new voters with a less expensive single-page trifold brochure.			
Subtotal (Recommended Changes)	—	\$ (56,702)	\$ —
Total Recommendation	—	\$ 3,745,904	\$ —

Registrar Spec Elections Fund 0001 — Cost Center 5610

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	—	\$ 63,127	\$ 1,633,080
Board Approved Adjustments During FY 2004	—	1,027,107	327,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	1,661	—
Other Required Adjustments	—	(1,027,107)	131,912
Subtotal (Current Level Budget)	—	\$ 64,788	\$ 2,091,992
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Printing Rate/Service Change	—	(1,339)	—
Decision Packages			
1. Recognize Absentee Voter Fee Increase	—	—	51,000
Allocate \$51,000 of the increased charges to local jurisdictions for absentee voters toward the department's reduction plan. The new fee was adopted by the Board of Supervisors in June 2003, and a portion was used to help meet the department's reduction plan in October 2003. This additional amount equals the remainder of the new revenue.			
Subtotal (Recommended Changes)	—	\$ (1,339)	\$ 51,000
Total Recommendation	—	\$ 63,449	\$ 2,142,992

Electronic Voting Sys Fund 0001 — Cost Center 5615

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	9.0	\$ 4,242,364	\$ 514,992
Board Approved Adjustments During FY 2004	—	—	4,280,768
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	277,114	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(3,513,611)	(3,958,847)
Subtotal (Current Level Budget)	9.0	\$ 1,005,867	\$ 836,913



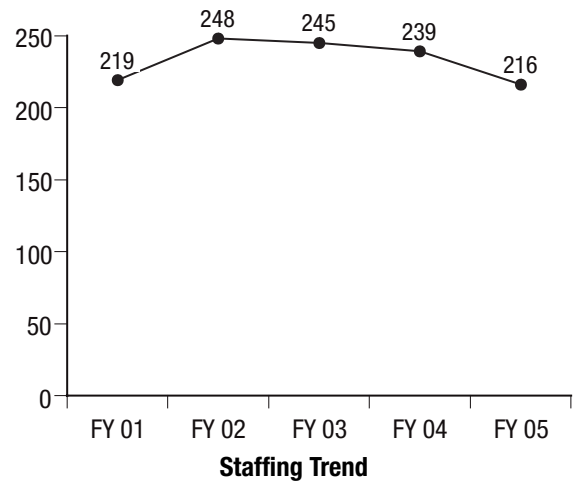
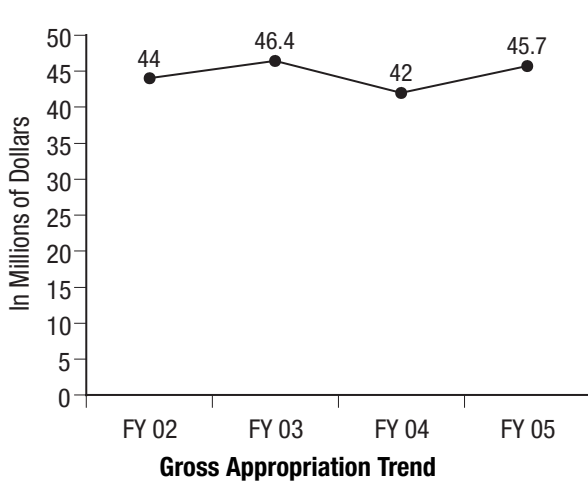
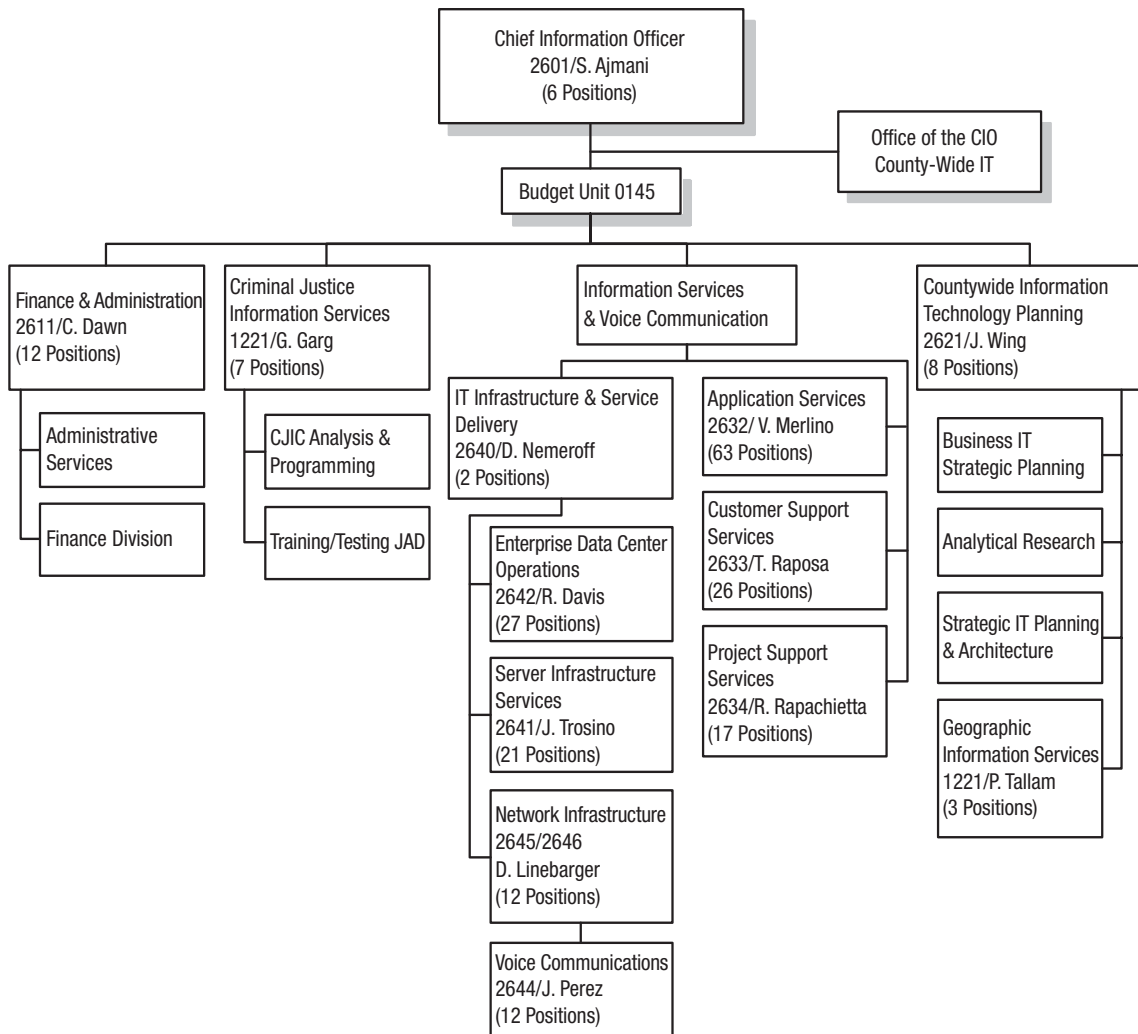
Electronic Voting Sys Fund 0001 — Cost Center 5615

Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Use One-Time Federal Help America Vote Act Funding to Partially Offset Last Payment for Electronic Voting System	—	6,229,509	4,342,000
Allocate the final payment of \$6,229,509 to pay for the remaining balance that will be due on the electronic voting system in August 2004. The Board of Supervisors approved the payment of the first two payments, totaling \$12,675,000, in FY 2004. It is recommended that anticipated one-time HAVA funds of \$4,342,000 be used to offset the third and final installment of the contract for the purchase of the DRE system.			
2. Reduce Poll Worker Training Hours	—	(120,000)	—
It is recommended that training for poll workers be reduced from four hours down to two hours, as a majority of workers will have been trained in the use of the DRE machines by FY 2005.			
3. Reduce Drayage Costs	—	(60,000)	—
The department has negotiated a new contract with a local vendor that will reduce to cost of delivery and pick-up of voting equipment to and from polling places.			
4. One-Time Services and Supplies Costs for Direct Recording Electronic System and Voter Verified Paper Record	—	175,000	—
In order to support the continued conversion to the Direct Recording Electronic (DRE) system and the new requirement to provide a Voter Verifiable Paper Record (VVPR), the department recommends an allocation of \$175,000 in one-time funding for services and supplies.			
5. Reduce Retirement Expenditures	—	(9,809)	—
Subtotal (Recommended Changes)	—	\$ 6,214,700	\$ 4,342,000
Total Recommendation	9.0	\$ 7,220,567	\$ 5,178,913



Information Services Department



In the FY 2005 document, gross appropriations replace net appropriations.

Section 1: Finance and Government



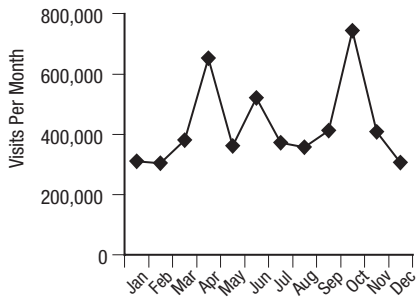
Public Purpose

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



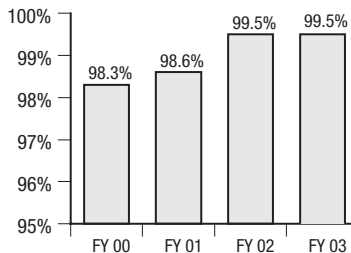
Desired Results

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.



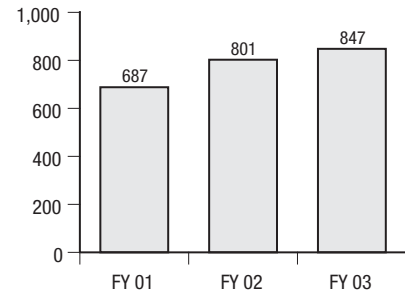
Number of Visits to the County Website

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, which this performance measure displays.

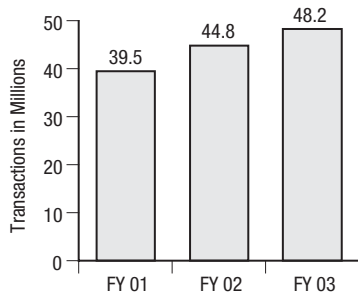


Number of Authorized CJIC Users

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.

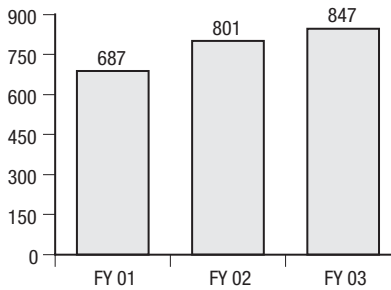


Provide information that supports strategic, operational and tactical decisions for daily operations (continued)



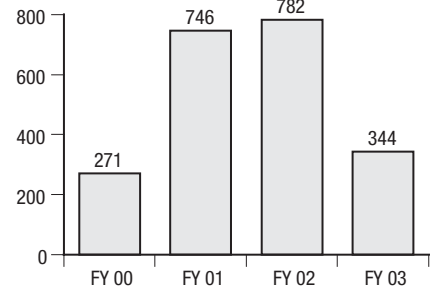
Annual CJIC Transaction Usage

Why this is important: The growth of CJIC transaction usage is directly related to its value to the criminal justice community. As the number of transactions and their usage increase, more data is input and shared among the criminal justice community, thereby enhancing public and officer safety.



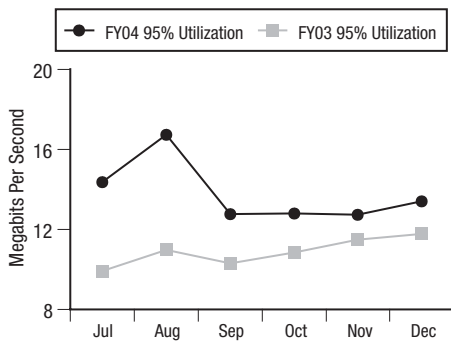
Maximum Concurrent CJIC Users

Why this is important: The ability of CJIC to support an ever growing number of concurrent users without degradation in response time means that a CJIC user can be assured of a quick response time even during periods of peak usage.



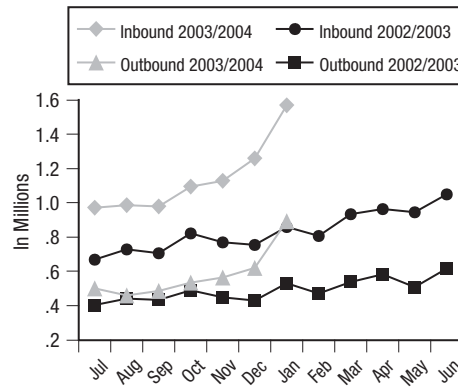
New CJIC Users Trained

Why this is important: Training is absolutely critical to the accurate interpretation of CJIC data for officer and public safety and compliance with security policies. User training is also targeted to the approximately 10% of new CJIC users annually due to shift rotation and/or attrition.

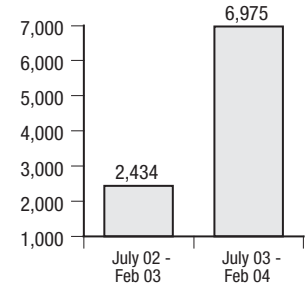


Internet

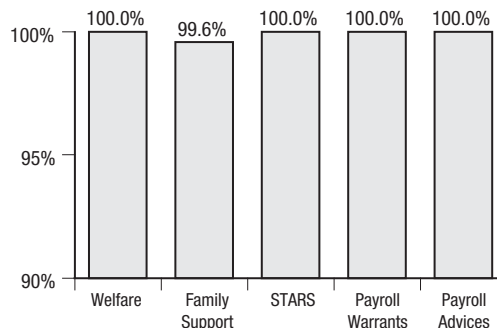
Why this is important: As our community continues to rely more heavily on electronic communications, these services become increasingly important and are now critical functions for daily operations. Performance measures for this service will track changes in use over time by tracking web site hits, e-mail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



E-mail



Call Center Usage

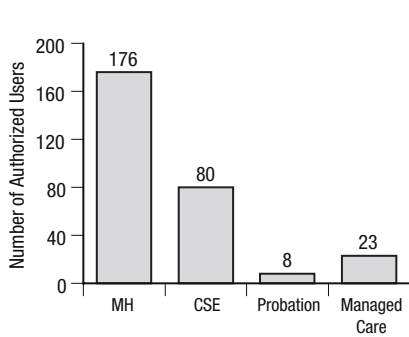


Percent of Warrants Printed on Time

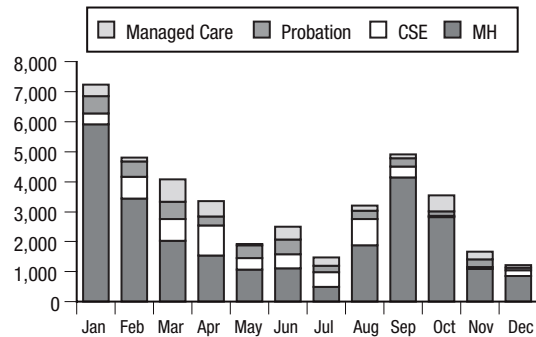
Why this is important: In combination with the volume of warrants printed is the measure of timeliness. Getting warrants out in a timely manner benefits the community.



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 12/30/03

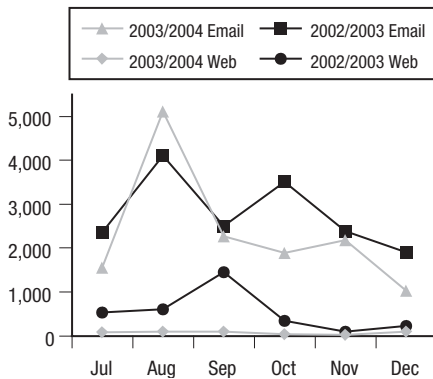


Times Accessed by Authorized Users

ACHS (In Development — Will Not Be Implement until May–June '04)

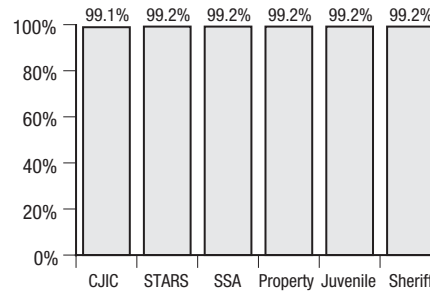
Why these are important: In FY2002 the PROMISE Project entered into production. It is the use and application of the information that makes PROMISE a valuable tool for measuring the effectiveness of County services and determining future direction on those services.

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 Internet e-mail and Web site viruses intercepted and quarantined on a monthly basis, which ensures all applications remain available to our customers.

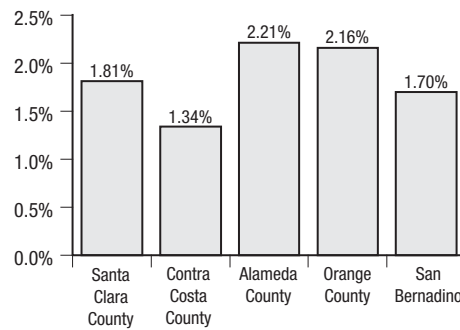


Year-to-Date Total System Availability (Average)

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.



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.

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.

The use of technology today is a very complex undertaking requiring diverse collections of skills. The use of technology has become a necessary part of the County delivery of service, especially in light of the budget challenges currently facing the County. Technology lowers the cost of service delivery while expanding the quality of, and access to, County services, but only if it is properly and competently maintained.

E-Government

ISD has successfully launched a Countywide portal, upon which 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 on-line.

Geographical Information Systems

Geographical Information Systems creates, updates, and maintains the digital basemap of the county, which is used for: Public Safety, Homeland Security, Land

Management, Economic Development, Environmental Protection, Infrastructure Management (e.g.: Watershed and Utility Management), Social Programs, and Education and Outreach. GIS also coordinates the maintenance and enhancements with internal and external entities through cost and labor sharing agreements. This program generates revenue for the County, which is then used for enhancing and maintaining the basemap. In FY 2004 the revenue generated was \$480,000.

Countywide Information Technology Planning and Management

Develops and coordinates Countywide IT plans, architecture, standards, training and projects to:

- Reduce cost of doing business Countywide as well as for each department through the use of technology for operational efficiencies;
- Reduce costs by identifying and negotiating enterprise licensing for hardware, software and maintenance;
- Reduce costs by simplifying technical environments through standards, consolidation and planned platforms/architecture;

- ❑ Implement IT projects that support the services impacted by diminishing workforces;
- ❑ Determine investment priorities for information technology to reduce costs, provide operational efficiencies and maintain standards and simplified/consolidated structure;
- ❑ Reduce IT costs by implementing shared services that can be implemented and used countywide;
- ❑ Reduce costs by implementing IT Security Best Practices and mitigating the impact of IT security threats to County information, IT infrastructure and IT systems;
- ❑ Reduce costs by consolidating disaster recovery options countywide;
- ❑ Reduce costs by identifying business processes that can be streamlined and better supported by technology;
- ❑ Reduce efforts and costs by providing IT awareness and training;
- ❑ Reduce efforts and costs by coordinating IT efforts countywide through an IT governance process.

Justice Services

Criminal Justice Information Control (CJIC) is the primary Law and Justice information resource in the County, providing over 5,000 authorized users with key information about every individual who is booked locally. This mission-critical system includes complaint information, court calendars, prisoner movement lists, custody status case disposition and more. CJIC is the backbone of the criminal justice community in Santa Clara County, used by over 40 county, state and law enforcement agencies. In FY 2003-04, approximately 48 million queries were made of the CJIC system by its users.

Information Services and Voice Communications

The Information Services Department (ISD) performs a countywide function of information and technology systems planning, development, acquisition, implementation and management. It has hundreds of County customers who manage and operate administrative and direct services throughout the County organization for the benefit of the County's 1.7 million residents. Many of these programs in turn interface with, and are an integral part of, State and Federal information and technology systems throughout the governmental structure.

The primary purpose of ISD is to enhance the efficiency, effectiveness and economy of the County through implementation of information systems and technology, which enable their customer departments to meet their own responsibilities.

Data Processing Services plans, acquires, implements, and supports the appropriate software and hardware to meet our customers' 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." The Enterprise Data Center Operations (EDCO) provides both mainframe and server support on a 24 x 7 basis. Additionally, EDCO manages processing and tape backup for off-site storage for disaster recovery. ISD prints over 40,000 checks a month for child support, welfare recipients, and the 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, record keeping, etc.

The LAN (Local Area Network) staff provides day-to-day management and administration of the desktops and LAN for several departments. These computer work stations have become an invaluable tool in delivering services to the public. We also provide secondary support for other departments on an as needed basis or for a specific project. The newly created Technical Support Help Desk (Tech Link Center - TLC) provides first line support for hardware, software, and communication problems.

Application, database, and quality assurance support provide software development and maintenance services for fifty-plus mission-critical business applications used on a day-to-day basis to provide services to the public. To exemplify, included in this portfolio are criminal justice, juvenile probation, welfare, financial management, payroll, and property tax collection applications.

CLARAnet / Network Support and Voice Network staff provide interdepartmental and public access to County services through the County's Internet portal, Telephone Systems and Call Centers, Voice Mail, and Email applications. This staff supports the County's data network, which is essential to the availability and operation of the County's payroll, financial and criminal

justice computer systems as well as many essential departmental systems. Vital public safety, health and welfare operations are dependant on these services.

Significant Changes to the CLB

During the Current Level Budget (CLB) adjustment phase of the County budget process, ISD reduced the Fund 74 ISF budget by \$2.75 million dollars in order to balance expenditures with revenues and reduce further risk of loss to retained earnings. This reduction is in addition to the proposed budget reductions of \$1.24 million as required by the budget reduction plans and listed separately under the "Initiatives" section of this document.

The \$2.75 million reduction resulted in the elimination of two major service offerings and 14 positions (7-CEMA, 1 filled; 7-SEIU Local 715, 1 filled). One of the guiding principles used in making these reductions was to focus on costs carried in overhead in the FY 2004 budget. Those reductions were as follows:

Direct Appropriation Services: During FY 2004 the Information Service Department conducted a cost recovery study which resulted in a significant change for which enterprise activities are now funded. It was determined that the Tech Link Center, e-Government, and certain Voice Communication activities now be centrally funded as these services support the County as a whole. As a result, funding for these activities, which had previously been disbursed to ISD customers through the ISD rate process, was shifted to a central Cost Center to be managed by the Chief Information Officer.

Project Management and Business Analysis: This team was 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.

Severe budget cuts and projected on-going deficits have drastically reduced new technology projects for the foreseeable future. Fund 74 is responsible for recovering

all costs and were unable to secure funding for all positions in this program. Those that could not be reassigned were unfunded for FY 2005. The total savings are approximately \$1 million.

Enterprise Data Center & Operations: As non-general fund customers continue to migrate applications off of the mainframe and/or out of the County all together (i.e., SSA & Superior Court) costs reductions must be made in the data center to avoid reallocating higher costs to GF customers. Therefore, ISD has developed a plan to reduce the 24x7 operation to 24x5, providing on-call support only for weekends. This has resulted in the reduction of 3 positions, (2 vacant SEIU Local 715 and 1 filled CEMA). We do not anticipate any significant impact to customers.

Administration: One position in Administration was deleted as part of the CLB process. Functions performed by this position must be absorbed by remaining staff. The annual savings for this reduction is approximately \$65,028.

Application Support: One position, partially responsible for supporting the tools and methods for application development, was unfunded for FY 2005. Total cost savings are approximately \$135,000.

Miscellaneous Object Two Expenses: Approximately \$400,000 in services and supply expenses were eliminated from the CLB.

Mainframe Operating Concerns in Fiscal Year 2006

In FY 2006, ISD continues to face challenges related to mainframe operations, the most significant being:

- Loss of Social Services Agency case data to CalWIN (State system)
- Loss of the Superior Court traffic data to the State
- Expected budget reduction for FY 2006

The ISD enterprise mainframe and associated ISD support services will have lost the following user business revenues by FY 2006:



Lost Business Revenues

Application	Date Replaced	Approx Rev Loss	Replacement
Family Support (Cases)	Feb 02	\$2.8m	State
Sheriff (Civil)	Jul 03	\$30k	Dept Svr
Financials (STARS)	Jul 03	\$1.4m	SAP
SSA (Case Data)	Jul 05	\$4.0m	CalWIN
Courts (Traffic)	Sep 05	\$900k	AMA
Time Capture (TCS)	TBD	\$142k	TBD
Probation (JRS)	Nov 04	\$450k	DB2
Total Loss:		\$9.7m	

These revenue losses will require adjustments to ISD's current business model, and around the clock operations, which may result in reduced service levels. Individual county user departments can no longer sustain the increasing costs of doing business on certain existing platforms as applications migrate away from the mainframe. ISD will either find a model that

will allow the remaining user business partners to afford ISD services, or less expensive alternative solutions will be found.

Only a few major user business applications are anticipated to remain on the mainframe in FY 2006:

Remaining Business Revenues

Application	Estimated Revenue	Current System Use
Justice (CJIC)	\$5.0m	25%
Property	\$2.2m	15%
Juvenile Rcds System	\$.5m	5%

At the end of FY 2004, lost revenue in the amount of \$6,370,000 has already been accounted for with reduced costs, lay-offs and budget cuts. For FY 2006, another \$4,160,000 in lost revenues will be addressed by further cost reductions. ISD will evaluate its current business model and consider more creative alternatives.

County Executive's Recommendation

The Information Services Department was given a reduction amount of \$1,244,000. They exceeded the amount by \$22,223, through a combination of reductions to the general fund, the intracounty service fund (ISF) rate, and reductions in service to general fund departments. In addition, this year ISFs must balance revenue against expense. The result of this policy change was a \$4 million reduction in the current level budget.

Delete Vacant Position in Project Support Services Division

Recommendation: Delete One Vacant Quality Assurance Manager.

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

Impact on Services: Deleting this position limits the County's ability to perform quality assurance on applications that are either developed in-house or commercial programs that are modified by ISD or contractors. The three staff that would report to this position are being supervised by the division manager

Background: This position has been vacant since

and mentored to perform as a self-managed team. At this time impact is minimal because few applications are being created or modified.

Total Ongoing Reduction: (\$128,748)

Delete Two Vacant Positions in Applications Services Division

Recommendation: Delete One Vacant Software Engineer III.

Background: This position has been vacant since July 2003, when the incumbent was promoted to the position of Web Master.

Impact on Services: This position supported the County's web team. Deleting this position means that web development will be slower, with a greater need to prioritize projects.

Total Ongoing Reduction: (\$102,576)

Recommendation: Delete One Vacant Data Processing Control Technician.

February 2004, when the incumbent retired.

Impact on Services: This position supports software engineers in the maintenance and enhancement of customized applications. Workload has been redistributed to the remaining staff. With fewer applications to support, deleting this position will have minimal impact on ISD customers.

Total Ongoing Reduction: (\$55,920)

Delete One Filled Position in the Business Development and Applications Division

Recommendation: Delete One Filled Director, Business Development and Applications Support.

Background: This position was created in FY 2000 as part of the ISD Service Delivery Reorganization.

Impact on Services: This position is being deleted to reduce ISD overhead expenses and flatten the organizational structure to allow direct reporting of three divisions to the CIO. As a result, the CIO will exercise direct management of Customer Support Services, Project Support Services and Application Services.

Total Ongoing Reduction: (\$202,188)

Delete Two Filled Positions in Finance and Administration

Recommendation: Delete One Filled Management Aide.

Background: This position is primarily responsible for completing Agreements for Service contracts.

Impact on Services: Responsibilities have been transferred to other staff. With fewer service agreements to process there will be no impact to ISD customers.

Total Ongoing Reduction: (\$71,100)

Recommendation: Delete One Filled Office Specialist II.

Background: This position staffs the reception area of ISD on the 2nd floor at Berger Drive.

Impact on Services: This function will be absorbed and shared among the three remaining Office Specialists in ISD.

Total Ongoing Reduction: (\$59,808)

Delete One Filled Position from Criminal Justice Information Control

Recommendation: Delete One Filled Information Systems Manager II.

Background: This position is primarily responsible for projects having strategic impact on CJIC and its customers. Projects included the Court Minute Order Automation project with Workers' Compensation-related funding, which was withdrawn by the Board in FY 2003. This position was also responsible for the Justice Hub project, which was recently suspended by the Board in December 2003.

Impact on Services: Given the strategic nature of this position, deleting it will not have immediate operational significance to CJIC customers, but will limit CJIC's ability to undertake strategic initiatives.

Total Ongoing Reduction: (\$137,100)

Delete One Filled Position from Customer Support Services Division

Recommendation: Delete One Filled Information Systems Manager II.

Background: This position supported the Electronic Voting System project in the Registrar of Voters, which has been completed. The skills needed for this project were primarily project management.

Impact on Services: With the Electronic Voting System project completed, the skills required to maintain the system now require a combination LAN, workstation and server skills. There is no impact on customer service.

Total Ongoing Reduction: (\$137,100)

Delete One Vacant Position from Enterprise Data Operations Center

Recommendation: Delete One Vacant Information Systems Technician.

Background: This position was assigned to the mainframe area.

Impact on Services: Declining workloads associated with the mainframe have lead to necessary staff reductions. There is no impact to ISD service delivery.

Total Ongoing Reduction: (\$86,724)

Service and Supply Reductions to Fund 0074

Recommendation: Reduce services and supplies funding.

- Mainframe Hardware and Software Maintenance: (\$73,000)
- Professional Services - Microfiche: (\$25,000)
- Hardware Expenses: (\$32,000)
- Telephone Communications: (\$70,000)
- External Printing: (\$13,756)
- Departmental Charge: (\$11,000)
- Recruitment Advertising: (\$6,000)

Impact on Services: Most of these reductions are the result of improved efficiency. None of these reductions will impact services. These reductions lower charges to departments who use ISD services.

Total Ongoing Reduction: (\$230,756)

Service and Supply Reductions to the General Fund

Recommendation: Reduce services and supplies funding.

- PC Hardware - CLARAnet: (\$50,000)
- Professional Services - Network Infrastructure: (\$52,600)
- PC Hardware - CJIC: (\$25,000)
- PC Software - CJIC: (\$25,000)
- Transportation & Travel - CJIC: (\$8,040)

Impact on Services: The primary impacts of this action are:

- Network equipment purchases for new CLARAnet locations and moves may have to be delayed or curtailed
- Consultant services specializing in network security, design and management will have to be reduced

Project PROMISE - The Enterprise Data Warehouse

Recommendation: One-time funding to operate the Enterprise Data Warehouse in FY 2005.

Background: Under a one-time funded project in FY 20001, a data warehouse application named PROMISE was created. This system served the County's information needs by collecting data from several departments into a single, accessible information repository. Data was loaded from Probation, Mental Health, and Social Services, representing 31 programs. The collected information was to be used as a management tool for evaluating program effectiveness.

The annual cost to support PROMISE was approximately \$800,000 and had been carried in ISD's overhead after the completion of the project. This year, the customers of this application were asked to pay an equal share out of their current CLB to continue to support this application; however, current budget reduction targets curtailed the customers' ability to fund PROMISE for FY 2005. The project was considered for cancellation.

The Mental Health department's Cross Systems Evaluation division, working closely with ISD's Project Support Services, extensively analyzed both the value and expense of operating PROMISE. This evaluation determined the benefit of operating the system at the lowest possible cost for at least one more year, which this funding accomplishes. The system will be reevaluated at the end of FY 2005 for continued funding.

Impact on Services: The Enterprise Data Warehouse is the only system that facilitates decision making based on divergent, yet related, data from numerous departments. With this information, management will be able to determine the most effective services provided by the participating departments.

Total One-Time Cost: \$394,213

Budgeted in Cost Center 4495, Cross Systems Evaluation

Technology Projects

Recommendation: Fund the IT Security Resource Support project.

Background: The County currently contracts with a 3rd party vendor to provide a network security assessment and an updated IT security Best Practices report once per year. Many times, items are detected as a part of the annual assessment but are not mitigated quickly at the departmental level, due to a lack of resources. Currently, there is no central source for IT Security support or available staff to assist departments with security issues as they arise. Solutions are not documented or shared among the departments.

This project will provide contracted IT Security subject matter experts to assist departments in the implementation of their IT Security Plans. IT Security procedures, methods and training will be developed to assist departments in addressing the more critical IT Security issues that need to be addressed first.

Impact on Services: This project reduces the cost of operating a network system in a threatening environment. The ability to detect IT security issues and mitigate them before a security incident occurs will reduce the cost of maintaining our network.

Total One-Time Cost: \$203,750

Recommendation: Return funding to Geographic Information Services (GIS) Layer Adjustment and Program Repository.

Background: The GIS layer adjustment project will realign departmental GIS layers developed on top of the existing GIS basemap to match the enhanced basemap so that accuracy of the data is within +/- 2 feet of the County's orthophotography. The County's GIS basemap is undergoing a re-alignment to the County orthophotography over a three-year time frame. When this project is complete, the departmental layers that have been developed from the GIS basemap will be out of synchronization with the basemap. The departmental GIS layers must be re-aligned grid-by-grid to positionally and geographically match the County basemap.

The GIS Program Repository project will design, procure, and implement a Countywide GIS repository for the management, storage, access, dissemination, and exchange of GIS information ("GIS Basemap" and its supplemental GIS information).

Total One-Time Cost, Layer Adjustment: \$75,000

Total One-Time Cost, Repository: \$75,000

Recommendation: Fund Migration of Public Portal to the current release of Vignette, version 7.2

Background: The County's e-Government initiative consisted of phased implementations of a Public portal and an Employee portal. The County's Public Portal, launched in November of 2002, was developed and implemented with the then current version of Vignette's Content Management System and Portal products. Since the launch, Vignette has released its latest version, 7.2. This new version has many enhancements in security, performance, and reliability, and is currently being used in the development of the County employee portal.

Impact on Services: The Internet has quickly become a tool for providing public service as proven by the County's web statistics. This upgrade will reduce costs, shorten development time, simplify web maintenance, and provide additional security.

Total One-Time Cost: \$120,000

Technology Infrastructure Consolidation

Recommendation: Fund initial server consolidation study to provide the County with requirement definition, review and high-level design specifics and detailed financial analysis of cost and savings.

Background: The County requires cost saving initiatives and the consolidation of technology infrastructure holds potential. A feasibility study was completed to identify cost savings through the consolidation of servers. The initial findings indicated there is potential savings within 18 to 24 months as well as long-term savings and efficiencies amounting to approximately \$8 million over 5 years with on-going savings beyond that of \$1 million per year.

Since there would be a required investment, more detail is needed by the departments to better identify costs and savings. This project will provide the County with detailed requirements, high-level design specifics and detailed financial analysis of savings and costs for identified server consolidation. This will allow the County to better determine actual savings and costs for these Countywide efforts prior to any major investment. In addition, the result of this phase will allow the County to produce RFP(s), which will provide all costs associated with the implementation of the consolidation.

Impact on Services: This project will potentially lead to significant on-going cost savings, operational efficiencies and improve service levels. Other benefits include a simplified County email address and single Countywide email directory. A standardized email platform will provide consistency and cross-county scheduling of appointments and meetings. In addition, a consolidated architecture for email, file and print services will provide needed redundancy, backup, encryption and security.

Total One Time Cost: \$225,000

Merge GSA Printing with the Information Services Department

Recommendation: Due to rapidly changing technology and overlap of some functions, realign GSA Printing to merge with ISD.

Background: Traditional printing has gone through a technical revolution over the last decade and the change will continue. Printing Services has upgraded its capabilities over the last few years to take full advantage of the County's CLARAnet capabilities. As a result, Printing Services now has two powerful high volume

postscript printers capable of high speed sheet-fed printing at very low costs. At the same time, high volume printing is also being accomplished in ISD using mainframe printers. While both serve unique requirements, some capability overlaps.

Printing Service's postscript printers cannot replace all of ISD's mainframe printers, but they are cheaper to operate and have more capabilities. Printing that can be transferred to postscript printers would be far more economical. Both systems provide the same basic function and there are certain jobs that must remain on the mainframe at this time.

ISD and GSA Printing Services are both located in the same facility at Berger Drive, Building 2, and share the same common areas. Printing Services operates the Pony messenger services and delivers large volume printed material that the Pony messenger service can't handle. ISD's customers will benefit from Printing Services delivery capabilities located in the same building.

Printing Services also offers graphic design services that complement ISD's requirement for Internet graphics. Many printed documents are now designed for both hard copy and Internet. ISD is already using this service

Impact on Services: Redundant services will be consolidated, reducing operating costs and improved efficiency. When possible, printing processes will move the least expensive system. Large volume delivery services will benefit ISD customers.

Total Savings: Undetermined

Information Services — Budget Unit 145 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg	% Chg From
			Approved	Adjusted		From FY 2004 Approved	FY 2004 Approved
14501	Information Services Fund 0001	\$ 13,747,032	\$ 8,495,134	\$ 11,328,452	\$ 11,129,589	\$ 2,634,455	31.0%
14574	Information Services Fund 0074	31,552,647	33,217,564	34,021,486	34,269,629	1,052,065	3.2%
Total Net Expenditures		\$ 45,299,679	\$ 41,712,698	\$ 45,349,938	\$ 45,399,218	\$ 3,686,520	8.8%



Information Services — Budget Unit 145 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
14501	Information Services Fund 0001	\$ 14,392,490	\$ 8,792,971	\$ 11,626,289	\$ 11,449,602	\$ 2,656,631	30.2%
14574	Information Services Fund 0074	31,552,647	33,217,564	34,021,486	34,269,629	1,052,065	3.2%
Total Gross Expenditures		\$ 45,945,137	\$ 42,010,535	\$ 45,647,775	\$ 45,719,231	\$ 3,708,696	8.8%

Information Services — Budget Unit 145 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 24,013,960	\$ 25,970,250	\$ 25,876,878	\$ 25,140,270	\$ (829,980)	-3.2%
Services And Supplies	16,928,895	15,175,992	17,089,735	19,693,925	4,517,933	29.8%
Fixed Assets	4,972,282	864,293	2,681,162	698,750	(165,543)	-19.2%
Operating/Equity Transfers	30,000	—	—	—	—	—
Reserves	—	—	—	186,286	186,286	—
Subtotal Expenditures	45,945,137	42,010,535	45,647,775	45,719,231	3,708,696	8.8%
Expenditure Transfers	(645,458)	(297,837)	(297,837)	(320,013)	(22,176)	7.4%
Total Net Expenditures	45,299,679	41,712,698	45,349,938	45,399,218	3,686,520	8.8%

Information Services — Budget Unit 145 Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
14501	Information Services Fund 0001	\$ 101,405	\$ 100,000	\$ 880,000	\$ 600,000	\$ 500,000	500.0%
14574	Information Services Fund 0074	29,710,730	31,636,137	32,962,687	34,768,425	3,132,288	9.9%
Total Revenues		\$ 29,812,135	\$ 31,736,137	\$ 33,842,687	\$ 35,368,425	\$ 3,632,288	11.4%

Information Services Fund 0001 — Cost Center 14501 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	33.0	\$ 8,495,134	\$ 100,000
Board Approved Adjustments During FY 2004	—	2,833,318	780,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	367,789	—
Internal Service Fund Adjustments	—	2,976,159	—
Other Required Adjustments	—	(3,679,085)	(280,000)
Subtotal (Current Level Budget)	32.0	\$ 10,993,315	\$ 600,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	1,100	—



Information Services Fund 0001 — Cost Center 14501

Major Changes to the Budget

	Positions	Appropriations	Revenues
Printing Rate/Service Change	—	(7,034)	—
Service Cost Reduction due to ISD Reductions	—	(154,262)	—
Decision Packages			
1. CLARAnet Reductions	—	(102,600)	—
These reductions are direct savings to the General Fund:			
◆ \$50,000 - Computer Hardware for CLARAnet			
◆ \$52,600 - Professional Services Network Infrastructure Service			
2. Criminal Justice Information Control Reductions	—	(58,040)	—
These reductions directly impact the General Fund and include:			
◆ (\$25,000) - PC Hardware			
◆ (\$25,000) - PC Software			
◆ (\$8,040) - Transportation & Travel			
3. Delete One Information Systems Manager II	-1.0	(137,100)	—
This position was primarily responsible for CJIC strategic projects, which included:			
◆ Court Minute Order Automation with Worker Compensation related funding			
◆ Justice Hub project			
Funding for these projects was discontinued due to budget reductions.			
4. Recognize Savings Related to IT Maintenance Contracts	—	(13,253)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to information technology maintenance contracts.			
5. Reduce Workers Compensation Expense	—	(26,393)	—
6. Technology Projects	—	323,750	—
Fund two ITEC-approved technology projects:			
◆ \$203,750 - IT Security Resource Support			
◆ \$120,000 - Migration of Public Portal to Vignette version 7.2			
7. GIS ITEC Projects	—	150,000	—
Fund two ITEC-approved projects for Geographic Information Services:			
◆ \$75,000 - GIS Departmental Layer Adjustment			
◆ \$75,000 - GIS Repository			
8. Reduce Retirement Expenditures	—	(64,894)	—
9. Consolidation Project - ITEC Funded	—	225,000	—
Provide funding for the technology infrastructure consolidation requirements initiative. Currently, the County relies on numerous servers distributed throughout the County to perform a wide range of functions. For example, there are over 35 email servers that could be consolidated into five at a central location. This is an initial project to determine the actual savings and costs for consolidating:			
◆ email			
◆ Directory Services			
◆ Print/File servers			
This is being accomplished as a single project for all three initiatives due to overlap in the solutions.			
Subtotal (Recommended Changes)	-1.0	\$ 136,274	\$ —
Total Recommendation	31.0	\$ 11,129,589	\$ 600,000



Information Services Fund 0074 — Cost Center 14574

Major Changes to the Budget

	Positions	Appropriations	Revenues
Data Processing ISF (Fund Number 0074)			
FY 2004 Approved Budget	206.0	\$ 33,217,564	\$ 31,636,137
Board Approved Adjustments During FY 2004	-4.0	803,922	1,326,550
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	566,092	—
Internal Service Fund Adjustments	—	1,855,784	3,728,248
Other Required Adjustments	—	(1,929,036)	(2,688,269)
Subtotal (Current Level Budget)	203.0	\$ 34,514,326	\$ 34,002,666
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
ISD Service Cost Adjustment	—	—	70,914
One-Time Funding for the Enterprise Data Warehouse	—	—	394,213
Revenue Allowance for Unplanned Services	—	—	1,490,768
Service Cost Reduction due to ISD Reductions	—	—	(1,180,547)
	—	—	(9,589)
Fleet service rate change	—	2,884	—
Postage Reduction	—	(1,764)	—
Revenue Allowance for Unplanned Services	—	1,490,768	—
Service Cost Reduction due to ISD Reductions	—	(690)	—
Decision Packages			
1. Delete One QA Manager	-1.0	(128,748)	—
This position has been vacant since November, 2002. The team that would report to this position is under direct supervision of the division manager, who is mentoring them into a self-managed team.			
2. Delete Software Engineer III	-1.0	(102,576)	—
This position has been vacant since July 7, 2003 and was created by an internal transfer to a similar function. There is no impact to customers due to the decrease in the number of applications being supported.			
3. Delete Director Business Development Application Support	-1.0	(202,188)	—
This position is being deleted to eliminate a layer of management and reduce overhead costs resulting in reduced rates to all ISD customers.			
4. Delete One Management Aide	-1.0	(71,100)	—
This position is responsible for completing Agreements for Services contracts, a function that is decreasing significantly in FY 2005. Existing staff will absorb other responsibilities. There is no impact to our customers with the deletion of this position.			
5. Delete Office Specialist II	-1.0	(59,808)	—
This position staffs the reception area of ISD on the 2nd floor at Berger Drive. This function will be absorbed and shared among the three remaining office specialists in ISD.			
6. Enterprise Data Center Operations Reductions	—	(105,000)	—
Enterprise Data Center Operations reductions in maintenance, professional services (Microfiche), and hardware.			
7. Reduce Hardware (SNA)	—	(25,000)	—
This reduction in hardware expense lowers ISD service rates.			
8. Delete One Data Processing Control Tech	-1.0	(55,920)	—
This position helps support Software Engineers in the maintenance and enhancement of customized applications. Deleting this position will not impact customer service due to the decreasing number of applications in FY 2005.			
9. Delete One Information Systems Manager II	-1.0	(137,100)	—
This position was responsible for overseeing the implementation of a specific project, which has been completed.			
10. Recognize Savings Related to IT Maintenance Contracts	—	(27,478)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to information technology maintenance contracts.			
11. Recognize Savings Related to Copier Leases	—	(3,678)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.			



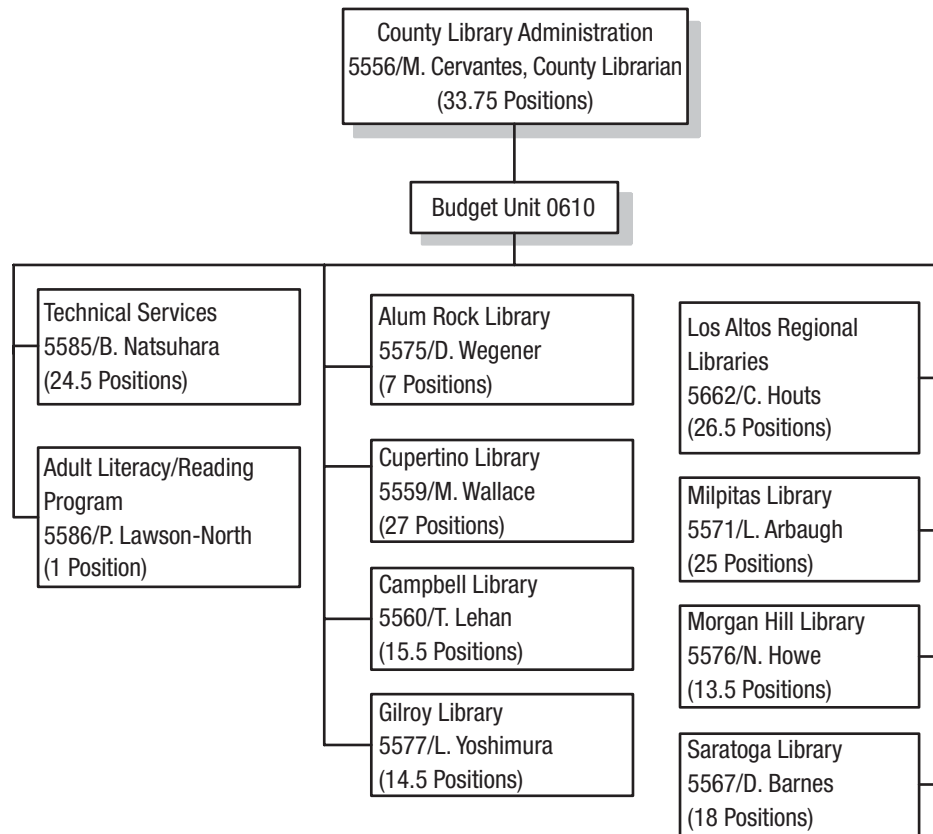
Information Services Fund 0074 — Cost Center 14574

Major Changes to the Budget

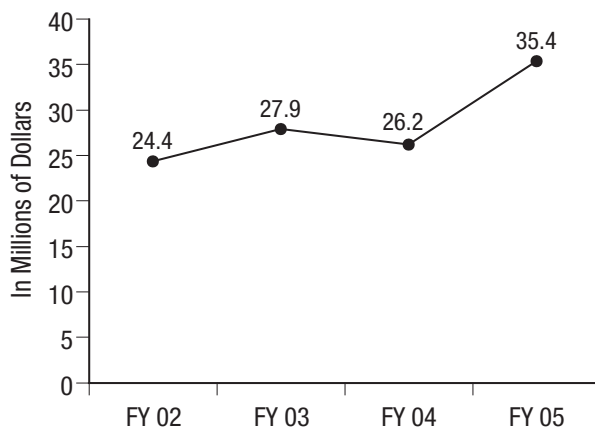
	Positions	Appropriations	Revenues
12. Recognize Savings Related to Copier Leases	—	(637)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.			
13. Delete Account Clerk II	-1.0	—	—
Delete one filled Account Clerk II as part of the base adjustment. This deletion was required to keep ISD charges to the General Fund to an acceptable level.			
14. Delete One IT Architect Planner	-1.0	—	—
This position was deleted as part of the base adjustment which was required to keep ISD charges to the General Fund to an acceptable level.			
15. Delete One Software Engineer III	-1.0	—	—
This position was deleted as part of the base adjustment which was required to keep ISD charges to the General Fund to an acceptable level.			
16. Delete Two Software Engineers	-2.0	—	—
These positions were deleted as part of the base adjustment which was required to keep ISD charges to the General Fund at an acceptable level.			
17. Delete 5 DP Equipment Operators and One Computer Operations Shift Supervisor	-5.0	—	—
These positions were deleted as part of the base adjustment which was required to keep ISD charges to the General Fund at an acceptable level.			
18. Recognize Savings Related to IT Maintenance Contracts	—	(35,000)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to information technology maintenance contracts.			
19. Recognize Savings Related to IT Maintenance Contracts	—	(10,000)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to information technology maintenance contracts.			
20. Reduce Workers Compensation Expense	—	(173,499)	—
21. Administration & Finance Reductions	—	(87,000)	—
These reductions lower ISD's overhead which reduces rates charged to its customers. The include:			
◆ (\$70,000) - cost savings for telephone charges			
◆ (\$11,000) - a departmental charge previously required by another internal services department is no longer required			
◆ (\$6,000) - advertising was previously necessary for recruitment but is not longer needed			
22. Delete One Information Systems Technician II	-1.0	(86,724)	—
Mainframe activity is steadily being reduced; as a result the number of people required to operate and support the system is less. This trend is expected to continue for the next couple of years with more applications moving to other systems.			
23. Reduce Retirement Expenditures	—	(424,439)	—
Subtotal (Recommended Changes)	-18.0	\$ (244,697)	\$ 765,759
Total Recommendation	185.0	\$ 34,269,629	\$ 34,768,425



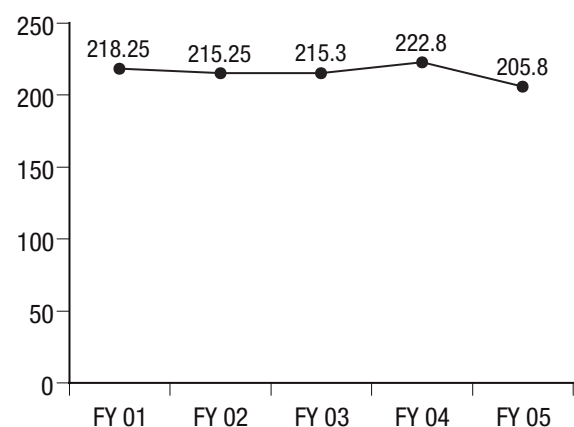
County Library



Section 1: Finance and Government



Gross Appropriation Trend



Staffing Trend

In the FY 2005 document, gross appropriations replace net appropriations.



Public Purpose

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



Description of Major Services

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 2004, and must be formally adopted by the Board as well.

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 Vision Literacy Program.

Community libraries all have substantial collections of at least 85,000 items and offer reference, reader's advisory, and circulation services. They are intended to function as the primary library in each area as there is no central or main library. A warehouse facility in San Jose provides administration, technical services, collection development and outreach support.

Patron usage is at an all-time high, with circulation increasing by nearly 8% in FY 2004. New patrons receiving library cards totaled 36,000 while over 3.3 million library visits were recorded.

The Saratoga Library expansion was completed and opened to the public in June 2003. Building design and selection of equipment and furnishings is nearly complete for the new Cupertino Library, scheduled to open in October 2004. The new Milpitas Library is now in the design phase, and the old library site has moved from the Milpitas Civic Center to a location on Main Street until the new library is constructed.

Ground breaking for the new Alum Rock Library took place in February 2004. The Alum Rock Library will become a branch of the San Jose Public Library when it

opens in July 2005. Santa Clara County Library will continue to fund some of its operations in order to serve the unincorporated residents of this area.

JPA Benefit Assessment Ballot Measure

The JPA placed a ballot measure, Measure B, on the March 2, 2004 ballot asking voters to support an extension of the library benefit assessment past the

current expiration date of June 2005, and to increase the annual fee from \$33.66 to \$42. Measure B failed to get the necessary 66.7% voter support needed to pass.

Due to the failure of Measure B, coupled with the anticipated loss of State revenue and rising employee costs, the recommended budget contains a reduction of nearly \$4 million. This will be accomplished through staff reductions and a reduction of service hours of operation.

County Executive's Recommendation

The Santa Clara County Library JPA approved the following recommended actions at its meeting of April 14, 2004. In addition to the vacant positions being deleted on July 1, 2005, as listed below, the JPA will take additional action in Fall 2004 to recommend further staff reductions. This action will come to the Board of Supervisors for approval shortly thereafter.

Delete Vacant Library Positions

Recommendation: Delete 23 vacant positions (16.0 FTE) from eight libraries, as well as Library Headquarters and Technical Services.

FY 2005 County Library Position Deletions

Library	FTE	Job Class
Headquarters	1.0	Admin Support Officer III
Headquarters	1.0	Library Assistant II
Headquarters	0.5	Library Assistant I
Headquarters	1.0	Program Librarian
	3.5	Subtotal - Headquarters
Cupertino	2.0	Library Clerk I
Cupertino	1.5	Librarian II
Cupertino	0.5	Librarian I
	4.0	Subtotal - Cupertino
Campbell	1.0	Librarian II
	1.0	Subtotal - Campbell
Los Altos	0.5	Library Assistant II
Los Altos	1.0	Library Clerk II
	1.5	Subtotal - Los Altos
Saratoga	0.5	Janitor
	0.5	Subtotal - Saratoga
Milpitas	0.5	Sr. Library Clerk
Milpitas	1.5	Librarian II

FY 2005 County Library Position Deletions

Library	FTE	Job Class
	2.0	Subtotal - Milpitas
Alum Rock	0.5	Library Clerk II
Alum Rock	1.0	Librarian II
	1.5	Subtotal - Alum Rock
Morgan Hill	0.5	Library Clerk II
	0.5	Subtotal - Morgan Hill
Gilroy	0.5	Library Clerk II
	0.5	Subtotal - Gilroy
Technical Services	1.0	Library Technician
	1.0	Subtotal - Tech Services
	16.0	Total

Impact on Services: This is the first of two rounds of staff reductions anticipated in FY 2005. At this time the Library JPA plans to recommend additional staff reductions during Fall 2004. The Library will reduce service hours of operation in order to continue to provide excellent services and collections to patrons during the time period that libraries are open to the public.

Total Ongoing Cost Reduction: (\$1,188,036)

Fixed Asset Purchases

Recommendation: Allocate one-time funding for the following information technology equipment:

- Computer hardware for new Cupertino Library - \$127,990
- System-wide server upgrade and replacement - \$25,564



Impact on Services: The following hardware purchases are needed for the operation of the new Cupertino Library, opening in Fall 2004:

- Two automated self-check machines - \$54,130
- Four 80 port network switches - \$22,980
- Thin client server for public stations - \$17,259
- Bar code reader work station - \$8,57

The system-wide server upgrade, totaling \$127,990, will replace a web catalog server that has reached the end of its useful life and needs to be replaced. A new tape backup system with greater capability and reliability is needed for work station backup. An additional server will allow the segregation of business application programming from the Horizon program application, to increase responsiveness and data security.

Total New One-Time Cost: \$153,554

County Library Headquarters — Budget Unit 610 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
5556	Library Admin Fund 0025	\$ 8,618,869	\$ 9,537,000	\$ 9,657,000	\$ 18,696,392	\$ 9,159,392	96.0%
5586	Literacy Program Fund 0025	709,781	505,052	524,988	389,932	(115,120)	-22.8%
5559	Cupertino Library Fund 0025	2,478,284	2,625,845	2,625,845	2,524,574	(101,271)	-3.9%
5560	Campbell Library Fund 0025	1,460,489	1,508,957	1,508,957	1,485,308	(23,649)	-1.6%
5562	Los Altos Library Fund 0025	2,183,857	2,214,136	2,214,136	2,315,562	101,426	4.6%
5567	Saratoga Comm Library Fund 0025	1,937,276	1,609,623	1,609,623	1,751,142	141,519	8.8%
5571	Milpitas Comm Library Fund 0025	2,220,592	2,364,084	2,364,084	2,374,861	10,777	0.5%
5575	Alum Rock Library Fund 0025	740,543	755,744	755,744	689,937	(65,807)	-8.7%
5576	Morgan Hill Library Fund 0025	1,182,954	1,193,120	1,193,120	1,220,464	27,344	2.3%
5577	Gilroy Library Fund 0025	1,238,509	1,290,373	1,290,373	1,327,176	36,803	2.9%
5585	Technical Svcs Fund 0025	3,771,812	2,555,507	2,555,507	2,590,764	35,257	1.4%
Total Net Expenditures		\$ 26,542,966	\$ 26,159,441	\$ 26,299,377	\$ 35,366,112	\$ 9,206,671	35.2%

County Library Headquarters — Budget Unit 610 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
5556	Library Admin Fund 0025	\$ 8,636,869	\$ 9,555,000	\$ 9,675,000	\$ 18,696,392	\$ 9,141,392	95.7%
5586	Literacy Program Fund 0025	709,781	505,052	524,988	389,932	(115,120)	-22.8%
5559	Cupertino Library Fund 0025	2,478,284	2,625,845	2,625,845	2,524,574	(101,271)	-3.9%
5560	Campbell Library Fund 0025	1,460,489	1,508,957	1,508,957	1,485,308	(23,649)	-1.6%
5562	Los Altos Library Fund 0025	2,183,857	2,214,136	2,214,136	2,315,562	101,426	4.6%
5567	Saratoga Comm Library Fund 0025	1,937,276	1,609,623	1,609,623	1,751,142	141,519	8.8%
5571	Milpitas Comm Library Fund 0025	2,220,592	2,364,084	2,364,084	2,374,861	10,777	0.5%



County Library Headquarters — Budget Unit 610 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
5575	Alum Rock Library Fund 0025	740,543	755,744	755,744	689,937	(65,807)	-8.7%
5576	Morgan Hill Library Fund 0025	1,182,954	1,193,120	1,193,120	1,220,464	27,344	2.3%
5577	Gilroy Library Fund 0025	1,238,509	1,290,373	1,290,373	1,327,176	36,803	2.9%
5585	Technical Svcs Fund 0025	3,771,812	2,555,507	2,555,507	2,590,764	35,257	1.4%
Total Gross Expenditures		\$ 26,560,966	\$ 26,177,441	\$ 26,317,377	\$ 35,366,112	\$ 9,188,671	35.1%

County Library Headquarters — Budget Unit 610 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 15,912,041	\$ 17,186,514	\$ 17,188,108	\$ 16,611,854	\$ (574,660)	-3.3%
Services And Supplies	10,259,221	8,412,427	8,550,769	7,661,091	(751,336)	-8.9%
Fixed Assets	389,704	84,500	84,500	153,554	69,054	81.7%
Reserves	—	494,000	494,000	10,939,613	10,445,613	2,114.5%
Subtotal Expenditures	26,560,966	26,177,441	26,317,377	35,366,112	9,188,671	35.1%
Expenditure Transfers	(18,000)	(18,000)	(18,000)	—	18,000	-100.0%
Total Net Expenditures	26,542,966	26,159,441	26,299,377	35,366,112	9,206,671	35.2%

County Library Headquarters — Budget Unit 610 Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
5556	Library Admin Fund 0025	\$ 25,950,285	\$ 25,449,903	\$ 25,569,903	\$ 25,449,903	—	—
5586	Literacy Program Fund 0025	478,361	330,000	349,936	330,000	—	—
5585	Technical Svcs Fund 0025	531	—	—	—	—	—
Total Revenues		\$ 26,429,177	\$ 25,779,903	\$ 25,919,839	\$ 25,779,903	\$ —	—

Library Admin Fund 0025 — Cost Center 5556 Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2004 Approved Budget	36.8	\$ 9,537,000	\$ 25,449,903
Board Approved Adjustments During FY 2004	—	120,000	120,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(16,630)	—
Internal Service Fund Adjustments	—	128,321	—
Other Required Adjustments	—	9,534,534	(120,000)
Subtotal (Current Level Budget)	36.8	\$ 19,303,225	\$ 25,449,903
Recommended Changes for FY 2005			



Library Admin Fund 0025 — Cost Center 5556 Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments			
Fleet service rate change	—	9,442	—
ISD Service Cost Adjustment	—	27	—
Decision Packages			
1. Recognize Savings Related to IT Maintenance Contracts	—	(29,305)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.			
2. Delete Four Vacant Positions (3.5 FTE)	-3.5	(294,444)	—
Delete the following positions:			
◆ one vacant fulltime Admin Support Officer III (B2N)			
◆ one vacant fulltime Library Assistant II (E40)			
◆ one vacant halftime Library Assistant I (E41)			
◆ one vacant fulltime Program Librarian (J62)			
3. Reduce Workers Compensation Expense	—	(147,611)	—
4. Reduce Retirement Expenditures	—	(298,496)	—
5. Purchase Fixed Assets	—	153,554	—
Allocate funding to purchase the following fixed assets:			
◆ System-wide Server Upgrade and Replacement - \$25,564			
◆ Cupertino New Building Computer Hardware - \$127,990			
Subtotal (Recommended Changes)	-3.5	\$ (606,833)	\$ —
Total Recommendation	33.3	\$ 18,696,392	\$ 25,449,903

Literacy Program Fund 0025 — Cost Center 5586 Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2004 Approved Budget	2.0	\$ 505,052	\$ 330,000
Board Approved Adjustments During FY 2004	-1.0	19,936	19,936
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(75,714)	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(59,342)	(19,936)
Subtotal (Current Level Budget)	1.0	\$ 389,932	\$ 330,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	1.0	\$ 389,932	\$ 330,000



Cupertino Library Fund 0025 — Cost Center 5559
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2004 Approved Budget	31.0	\$ 2,625,845	\$ —
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	243,181	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(65,500)	—
Subtotal (Current Level Budget)	31.0	\$ 2,803,526	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Delete Seven Vacant Positions (4.0 FTE)	-4.0	(278,952)	—
Delete the following positions:			
◆ four vacant halftime Library Clerk I (E55)			
◆ one vacant fulltime Librarian II (J63)			
◆ one vacant halftime Librarian II (J63)			
◆ one vacant halftime Librarian I (J64)			
Subtotal (Recommended Changes)	-4.0	\$ (278,952)	\$ —
Total Recommendation	27.0	\$ 2,524,574	\$ —

Campbell Library Fund 0025 — Cost Center 5560
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2004 Approved Budget	16.5	\$ 1,508,957	\$ —
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	65,947	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	3,500	—
Subtotal (Current Level Budget)	16.5	\$ 1,578,404	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Delete One Vacant Position (1.0 FTE)	-1.0	(93,096)	—
Delete one vacant Librarian II (J63).			
Subtotal (Recommended Changes)	-1.0	\$ (93,096)	\$ —
Total Recommendation	15.5	\$ 1,485,308	\$ —



Los Altos Library Fund 0025 — Cost Center 5562

Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2004 Approved Budget	28.0	\$ 2,214,136	\$ —
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	197,394	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	2,000	—
Subtotal (Current Level Budget)	28.0	\$ 2,413,530	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Delete Two Vacant Positions (1.5 FTE)	-1.5	(97,968)	—
Delete one vacant halftime Library Assistant II (E40) and one vacant fulltime Library Clerk II (E54).			
Subtotal (Recommended Changes)	-1.5	\$ (97,968)	\$ —
Total Recommendation	26.5	\$ 2,315,562	\$ —

Saratoga Comm Library Fund 0025 — Cost Center 5567

Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2004 Approved Budget	18.5	\$ 1,609,623	\$ —
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	141,851	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	25,000	—
Subtotal (Current Level Budget)	18.5	\$ 1,776,474	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Delete One Vacant Position (0.5 FTE)	-0.5	(25,332)	—
Delete one halftime Janitor (H18).			
Subtotal (Recommended Changes)	-0.5	\$ (25,332)	\$ —
Total Recommendation	18.0	\$ 1,751,142	\$ —



Milpitas Comm Library Fund 0025 — Cost Center 5571 Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2004 Approved Budget	27.0	\$ 2,364,084	\$ —
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	187,837	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(3,000)	—
Subtotal (Current Level Budget)	27.0	\$ 2,548,921	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Delete Three Vacant Positions (2.0 FTE)	-2.0	(174,060)	—
Delete the following positions:			
◆ one vacant halftime Sr. Library Clerk I (E39)			
◆ one vacant fulltime Librarian II (J63)			
◆ one vacant halftime Librarian II (J63)			
Subtotal (Recommended Changes)	-2.0	\$ (174,060)	\$ —
Total Recommendation	25.0	\$ 2,374,861	\$ —

Alum Rock Library Fund 0025 — Cost Center 5575 Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2004 Approved Budget	8.5	\$ 755,744	\$ —
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	44,041	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	2,340	—
Subtotal (Current Level Budget)	8.5	\$ 802,125	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Delete Two Vacant Positions (1.5 FTE)	-1.5	(112,188)	—
Delete the following positions:			
◆ one vacant halftime Library Clerk I (E55)			
◆ one vacant fulltime Librarian II (J63)			
Subtotal (Recommended Changes)	-1.5	\$ (112,188)	\$ —
Total Recommendation	7.0	\$ 689,937	\$ —



Morgan Hill Library Fund 0025 — Cost Center 5576
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2004 Approved Budget	14.0	\$ 1,193,120	\$ —
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	55,088	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	14.0	\$ 1,248,208	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Delete One Vacant Positions (0.5 FTE)	-0.5	(27,744)	—
Delete one vacant halftime Library Clerk II (E54).			
Subtotal (Recommended Changes)	-0.5	\$ (27,744)	\$ —
Total Recommendation	13.5	\$ 1,220,464	\$ —

Gilroy Library Fund 0025 — Cost Center 5577
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2004 Approved Budget	15.0	\$ 1,290,373	\$ —
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	63,547	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	1,000	—
Subtotal (Current Level Budget)	15.0	\$ 1,354,920	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Delete One Vacant Position (0.5 FTE)	-0.5	(27,744)	—
Delete one vacant halftime Library Clerk II (E54).			
Subtotal (Recommended Changes)	-0.5	\$ (27,744)	\$ —
Total Recommendation	14.5	\$ 1,327,176	\$ —

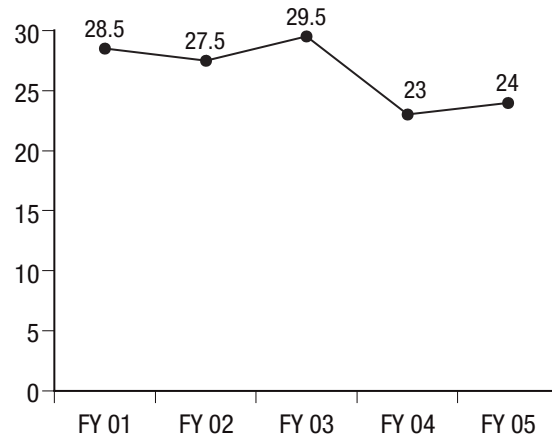
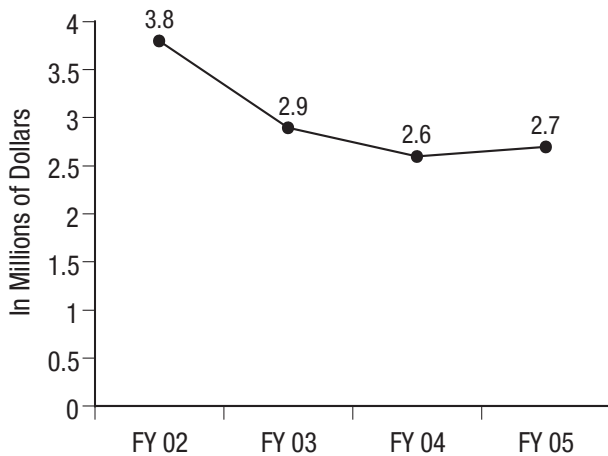
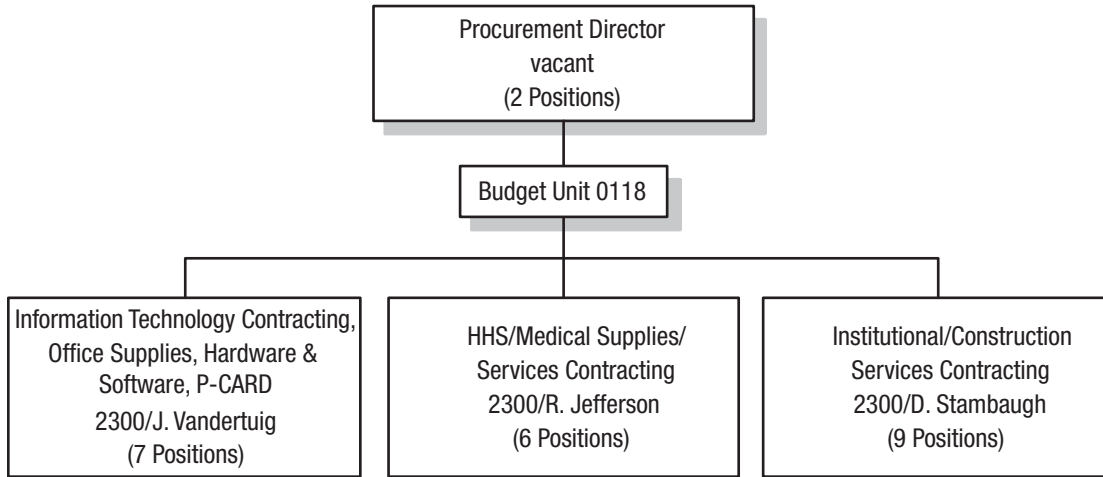


Technical Svcs Fund 0025 — Cost Center 5585
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Library Fund (Fund Number 0025)			
FY 2004 Approved Budget	25.5	\$ 2,555,507	\$ —
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	151,347	—
Internal Service Fund Adjustments	—	(182)	—
Other Required Adjustments	—	(59,400)	—
Subtotal (Current Level Budget)	25.5	\$ 2,647,272	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Delete One Vacant Position (1.0 FTE)	-1.0	(56,508)	—
Delete one fulltime Library Technician (E24).			
Subtotal (Recommended Changes)	-1.0	\$ (56,508)	\$ —
Total Recommendation	24.5	\$ 2,590,764	\$ —



Procurement Department



Gross Appropriation Trend

Staffing Trend

In the FY 2005 document, gross appropriations replace net appropriations.



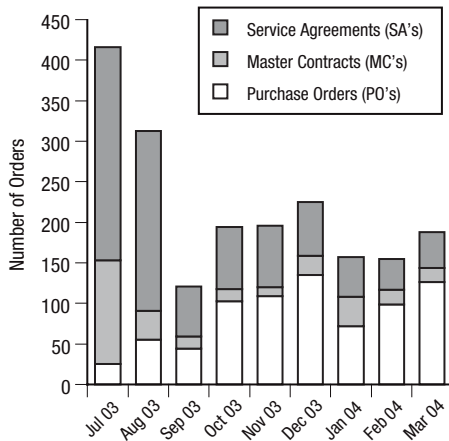
Public Purpose

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

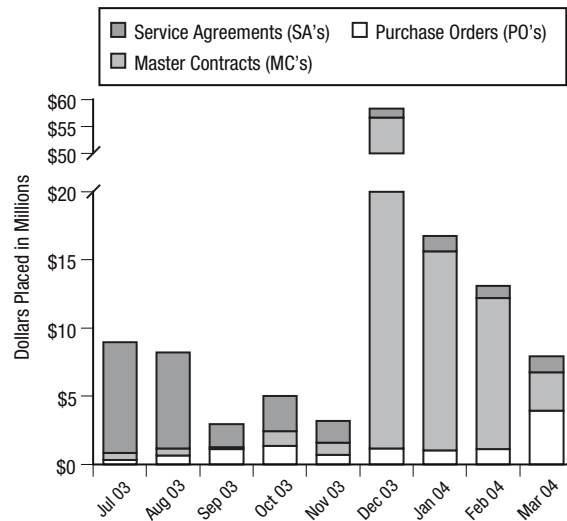


Desired Results

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



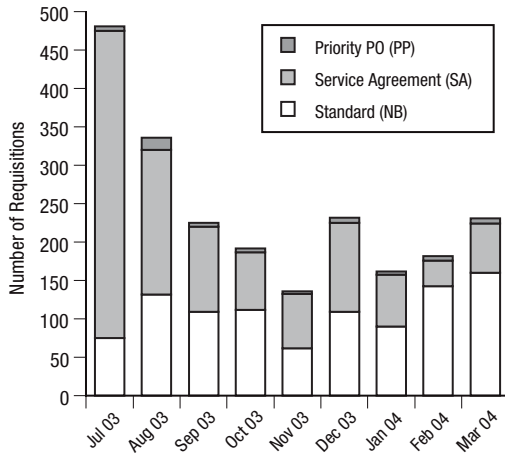
Number of Purchase Orders, Purchase Contracts and Service Agreements



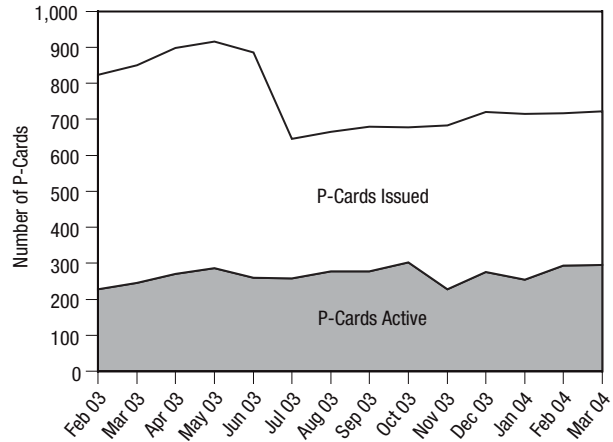
Value of Purchase Orders, Purchase Contracts and Service Agreements



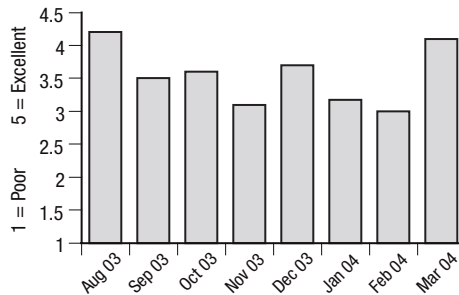
Appropriate Equipment, Tools, Furniture and Food Necessary to Provide Quality Public Service (continued)



SAP Requisitions by Type



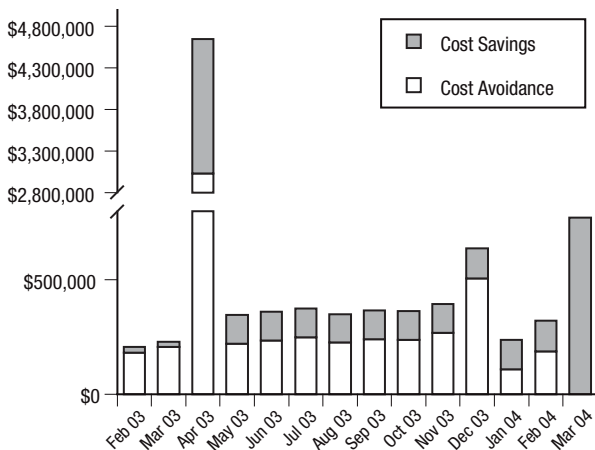
P-Cards Issued vs. Active



**Customer Satisfaction with Goods and Services
(Average Rating to Date: 4.1)**

No responses available for July 2003 statistics

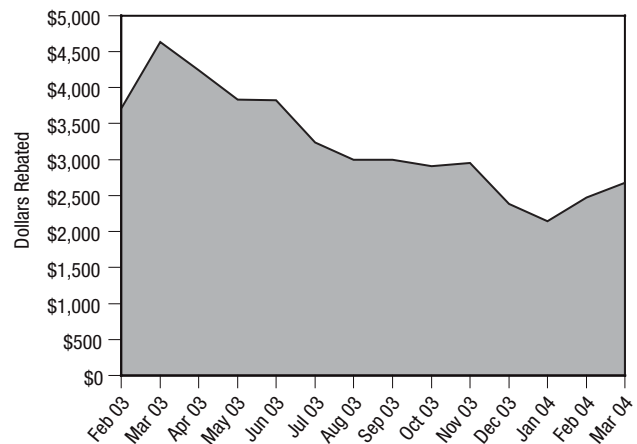
Best Value, Negotiated Prices and Maximum Rebates and Discounts by effective negotiation and management of programs such as the Procurement Card and E-Procurement Programs



Procurement Cost Avoidance/Savings

Total Cost Avoidance = \$4,803,466

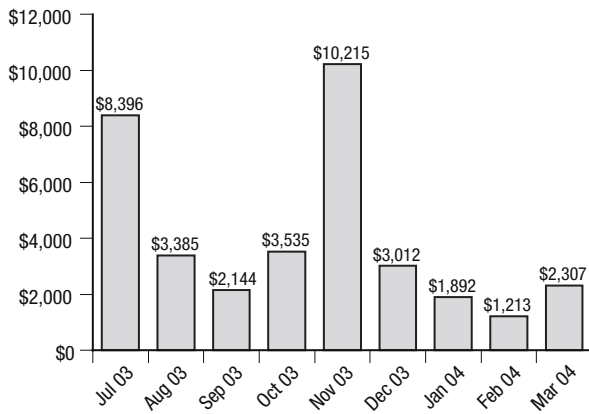
Total Cost Savings = \$422,784



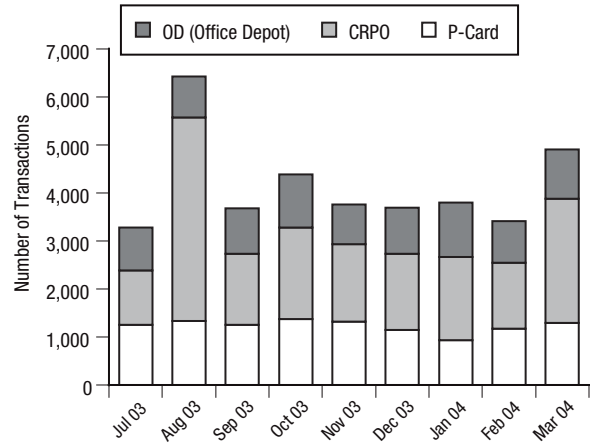
Amount of Rebates Realized



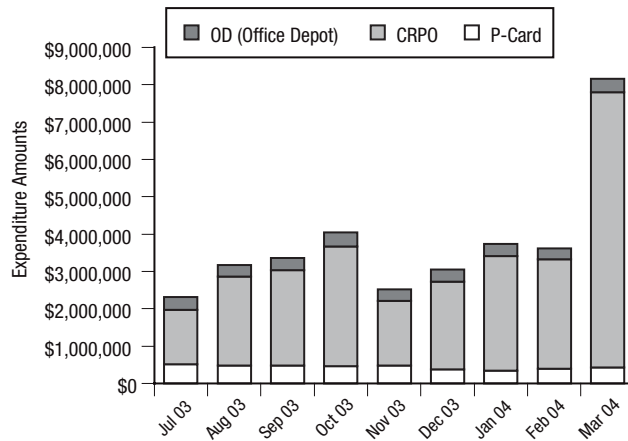
Maximum Investment Recovery of Public Property



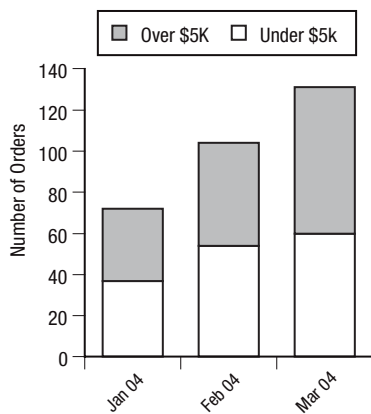
Amount of Revenue Earned from Auction & Non-Auction Sources.



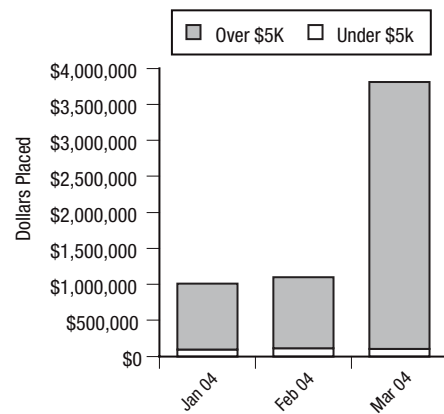
Distributed Purchasing Transactions
of Purchasing Transactions Executed without Buyer Involvement (CRPO = Contract Releases)



Distributed Purchasing Transaction Data
\$ Value of Purchasing Transactions Executed without Buyer Involvement



Number of POs Greater or Less than \$5k



Purchase Order Analysis by Dollar

Section 1: Finance and Government



Description of Major Services

The General Services Agency Procurement Department provides procurement services, negotiation of fair and equitable long and short-term contracts, and property disposal services for County departments. 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 goods and equipment
- 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 property, and participation in an electronic marketplace

County Executive's Recommendation

The General Services Agency (GSA) met its reduction amount of \$3,388,000 with this proposal. The reductions were developed across all departments within GSA except County Communications. Communications had no reduction amount due to the degree of mandated public safety services they perform.

A new organization structure for GSA is being proposed. The "Agency" designation is proposed for elimination. The units in GSA will be established as parts of existing agencies as follows:

GSA Reorganization

Unit	Proposed	Reporting to
Communications	Stand Alone Department	County Exec Office
Facilities	Stand Alone Department	County Exec Office
Fleet Services	Division	Facilities
Building Ops.	Division	Facilities
Property Mgt.	Division	Facilities
Intragovernment	Division	Facilities
Printing Services	Division	ISD
Procurement	Stand Alone Department	County Exec Office

Procurement will become a stand-alone department and will report to the Chief Deputy County Executive. The organization placement will be re-evaluated at a

time in the future when budgets and management positions are more stable. Recruitment efforts are currently underway to fill the recently vacated Director of Procurement position.

One accountant position will be transferred from GSA Intragovernmental Services to Procurement. This position is currently supporting Procurement in all its accounting needs, but is budgeted in the Intragovernmental Services budget. The information technology (IT) support to Procurement will be transitioned from Facilities to Information Services Department (ISD) during Fiscal Year 2005.

Add One Accountant Position

Recommendation: Add one Accountant position to support Procurement's business needs.

Background: This position is currently supporting Procurement but is budgeted in Intragovernmental Services. This action is offset by a corresponding deletion of one Accountant in Intragovernmental Services.

Total Ongoing Cost: \$84,228

Offset by (\$84,228) in BU 135

Continue Funding 3 Unclassified Senior Management Analyst Positions

Recommendation: Appropriate funds to continue funding 3 Unclassified Senior Management Analyst Positions.

Background: In FY2004, your Board approved 12 months funding of 3 Unclassified Senior Management Analyst positions with the expectation that data would be provided as to the value added of these positions.

The positions provided Procurement with staffing resources to assist the Information Services Department (ISD) and other County departments with Information Technology (IT) and other project contracting for two reasons:

- ❑ In the past, County departments have sent out Requests for Proposals (RFPs) for Information Technology-related projects and typically selected the low bidder for software and hardware needs. Without specialized negotiation skills, value added benefits to contracts did not commonly occur. 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, high value, deliverables, confidentiality and potential risks involved. The 3 Unclassified Senior Management Analysts provided 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 Proposal (RFP) and contract language associated with various IT projects. The consultants then approach Procurement for help with the public procurement process. Procurement is not staffed to handle these requests for help from consultants. At best, minimal support is provided. The 3 Unclassified Senior Management Analysts provided the resources needed to assist ISD and other departments with skilled contract negotiation that observed the principles and regulations of the public procurement process and provided for improved economies of scale by consolidating this process and reducing the need for hired consultants.

During FY 2004, Procurement identified several high profile IT contracts to be resourced and negotiated by the Unclassified Senior Management Analyst (SMA) positions. The SMAs have been very successful. An approximate multi-year savings associated with those contracts is identified below:

Realized and Estimated Savings

Contract	Value	Completed	Estimated
Copiers	\$9,000,000	\$1,850,650	
A Servers & Maintenance (3-Year)	\$2,700,000		\$517,500
Hardware Maintenance & Software Rental (Multi-Year)	\$2,000,000		\$750,000
B Servers & Maintenance (3-Year)	\$3,000,000		\$510,000
Software Lic & Maintenance (3-Year)	\$3,000,000		\$600,000
Computer Peripherals (3-Year)	\$10,000,000		\$1,500,000
Document Imaging	\$530,000	\$122,692	
Claims Management	\$866,000	\$242,000	
Total	\$31,096,000	\$2,215,342	\$3,877,500

The total savings to date is \$2,215,342. The three Unclassified Senior Management Analyst positions have paid for themselves the equivalent of 7 times in less than one year. An additional \$3,877,500 in savings is estimated to be completed before June, 2004.

Due to insufficient staffing resources, Procurement was unable to participate in a number of major County purchases in the past year. At least 10 high-level complex projects were turned away by Procurement during FY 2004 due to lack of staff time. The departments which requested Procurement's assistance were forced to utilize a combination of their own resources, County Counsel's Office and outside consultants to work on these projects. Typically, consultants do not know County procurement processes. Consequently, added service and cost savings for the County are lost. Procurement has had great success in recent years in achieving cost savings on major technology projects.

Total Cost: \$339,696

(full year funding of 3 Unclassified Senior Management Analyst positions)

Recommendation: Increase appropriation in Professional and Specialized Services on a one-time basis.



Background: One-time funds for contract and outside services will be utilized to hire one dependent contract to perform complex analysis of high-value County contracts such as pharmaceuticals. The current dependent contractor delivered cost savings of \$370,000 during FY 2004. Projects planned for FY 2005 are expected to yield savings of at least \$1 million. This work calls for complex analytical and project management skills which are not required for Buyer positions.

Total One-Time Cost: \$61,859

Reduce Expenditures for Services and Supplies

Recommendation: Reduce ongoing appropriations in Procurement for postage and printing services.

Impact on Services: Procurement will increase the use of electronic notification to mitigate the impact of a reduction in postage and printing services.

Total Ongoing Reduction: (\$12,709)

Recommendation: Reduce appropriations in other departments due to negotiated savings on copier rentals.

Background: Two separate copier rental contracts were negotiated in February, 2004. These Copier rental contracts are 3-Year contracts. The appropriations to pay for these contracts are budgeted in the Department budgets Countywide. The reductions, therefore, were taken from appropriate budgets throughout the County. The FY 2005 portion of the 3-Year savings is \$344,109.

Total Ongoing Reduction (\$344,109)

Recommendation: Reduce appropriations in other departments due to negotiated savings on a major pharmaceutical contract.

Background: The County had a three-year contract with a major pharmaceutical vendor which expired October 31, 2003. Following extended negotiations, the parties

signed the first of two optional one-year extensions. Savings were negotiated for the current extension. The County will conduct an RFP process this year. The savings, therefore, are considered one-time savings and will be re-evaluated again next year at this time.

Total One-Time Reduction (\$112,149)

Recommendation: Reduce appropriations in other departments due to negotiated savings on server maintenance and disaster recovery contracts.

Background: Procurement completed negotiations with two major IT vendors for server maintenance and disaster recovery services. The FY 2005 portion of the negotiated savings totals \$76,533.

Total Ongoing Reduction: (\$76,533)

Increase Revenue in Procurement

Recommendation: Increase revenue by \$42,000.

Background: Procurement has negotiated with several suppliers to allow other governmental entities to use Santa Clara County's contract as a template or starting place in negotiations. In turn, suppliers have agreed to provide a rebate to the County based on the amount of these outside sales.

Total Revenue: \$42,000

Recommendation: Increase revenue as a placeholder until such time as Departmental savings can be identified by cost center.

Background: Future savings will be realized during FY 2005 when Departments purchase computers, software and peripherals. These savings can only be applied to specific departments after purchases occur during FY 2005. At midyear, Procurement will identify the savings by specific department and reverse this revenue.

Total Revenue: \$314,540

Procurement — Budget Unit 118 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
2300	Procurement Dept Fund 0001	\$ 2,285,362	\$ 1,920,300	\$ 1,919,944	\$ 2,098,799	\$ 178,499	9.3%
Total Net Expenditures		\$ 2,285,362	\$ 1,920,300	\$ 1,919,944	\$ 2,098,799	\$ 178,499	9.3%

Procurement — Budget Unit 118 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
2300	Procurement Dept Fund 0001	\$ 2,958,968	\$ 2,554,511	\$ 2,554,155	\$ 2,748,799	\$ 194,288	7.6%
Total Gross Expenditures		\$ 2,958,968	\$ 2,554,511	\$ 2,554,155	\$ 2,748,799	\$ 194,288	7.6%

Procurement — Budget Unit 118 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 2,017,342	\$ 1,987,233	\$ 1,977,233	\$ 2,186,629	\$ 199,396	10.0%
Services And Supplies	687,382	567,278	524,532	562,170	(5,108)	-0.9%
Fixed Assets	254,244	—	52,390	—	—	—
Subtotal Expenditures	2,958,968	2,554,511	2,554,155	2,748,799	194,288	7.6%
Expenditure Transfers	(673,606)	(634,211)	(634,211)	(650,000)	(15,789)	2.5%
Total Net Expenditures	2,285,362	1,920,300	1,919,944	2,098,799	178,499	9.3%

Procurement — Budget Unit 118 Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
2300	Procurement Dept Fund 0001	\$ 186,117	\$ 75,000	\$ 75,000	\$ 437,040	\$ 362,040	482.7%
Total Revenues		\$ 186,117	\$ 75,000	\$ 75,000	\$ 437,040	\$ 362,040	482.7%

Procurement Dept Fund 0001 — Cost Center 2300 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	23.0	\$ 1,920,300	\$ 75,000
Board Approved Adjustments During FY 2004	—	(356)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(173,693)	—

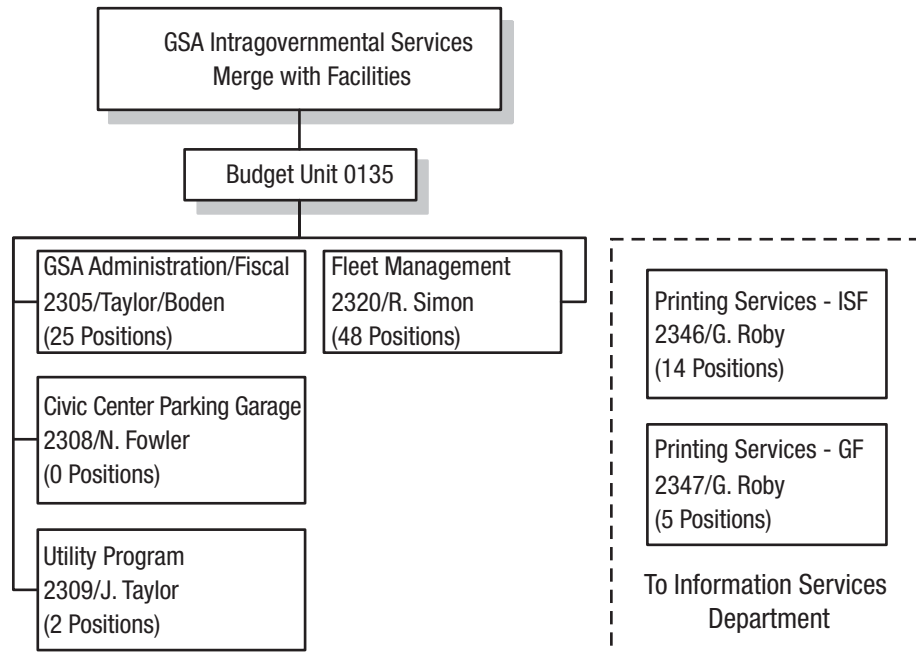


Procurement Dept Fund 0001 — Cost Center 2300
Major Changes to the Budget

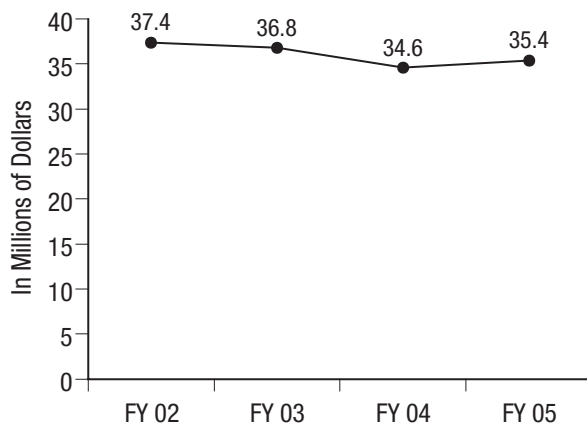
	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	(344,377)	—
Other Required Adjustments	—	264,567	5,500
Subtotal (Current Level Budget)	23.0	\$ 1,666,441	\$ 80,500
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
ISD Service Cost Adjustment	—	119	—
Postage Reduction	—	(4,680)	—
Printing Rate/Service Change	—	(8,029)	—
Decision Packages			
1. Increase Funding in Professional and Specialized Services	—	61,859	—
This appropriation will increase funding in Professional and Specialized Services.			
2. Increase Revenue in Procurement	—	—	42,000
Procurement will be receiving new revenue from contract administration fees in FY 2005.			
3. Continue Funding for 3.0 FTE Unclassified Senior Management Analyst Positions	—	339,696	—
This appropriation will fund 3 Senior Management Analysts for one year.			
4. Increase Miscellaneous Reimbursements	—	—	314,540
Miscellaneous reimbursements will be offset by cost savings in future contracts.			
5. Add One Accountant II	1.0	84,228	—
The addition of 1 Accountant II is offset by the deletion of 1 Accountant II in General Services Agency Administration as part of the reorganization. This position supports Procurement business needs.			
6. Reduce Workers Compensation Expense	—	(7,580)	—
7. Reduce Retirement Expenditures	—	(33,255)	—
Subtotal (Recommended Changes)	1.0	\$ 432,358	\$ 356,540
Total Recommendation	24.0	\$ 2,098,799	\$ 437,040



GSA Intragovernmental Services

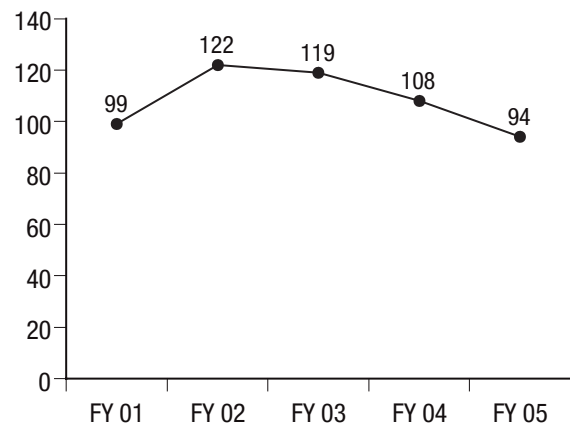


Section 1: Finance and Government



Gross Appropriation Trend

In the FY 2005 document, gross appropriations replace net appropriations.



Staffing Trend



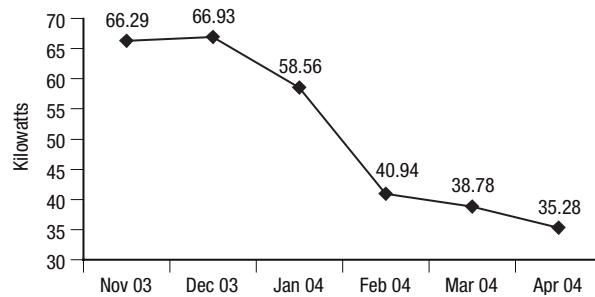
Public Purpose

- ➔ **Energy Conservation, Fleet, Printing, Postage, Utilities, Waste Management, Cafeteria Management 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 Reductions for the County

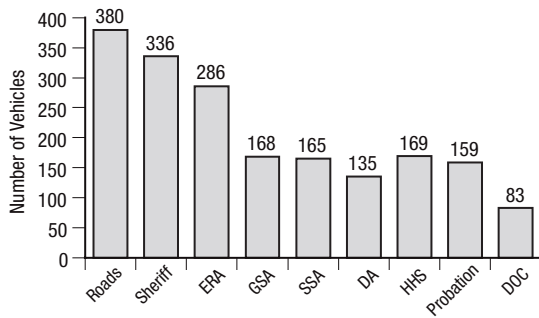


**Average Monthly Kilowatt Usage at Civic Center Parking Garage
November 1, 2003 to April 19, 2004**

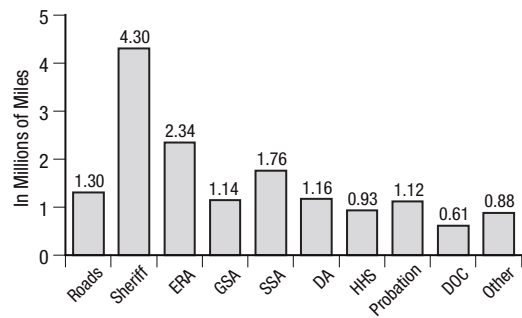
Energy saving light fixtures were installed at the Civic Center Parking Garage in December, 2003 and January, 2004, resulting in significant energy savings. This is one example of many energy conservation measures implemented by GSA.



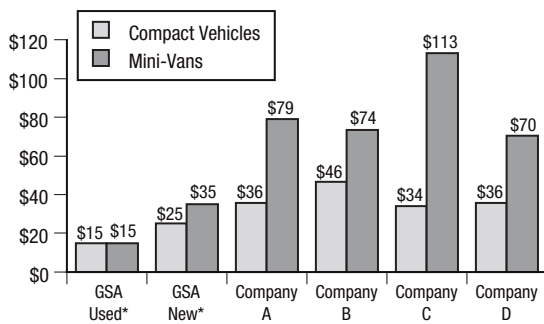
Appropriate number of reliable vehicles in order for County Departments to render services which Fleet Management promotes by acquiring best-value vehicles that support Department needs



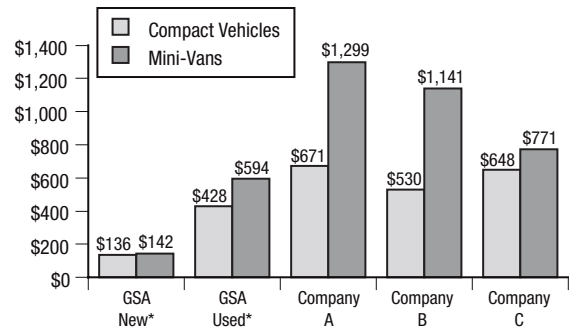
County Vehicles by Department as of 12/03



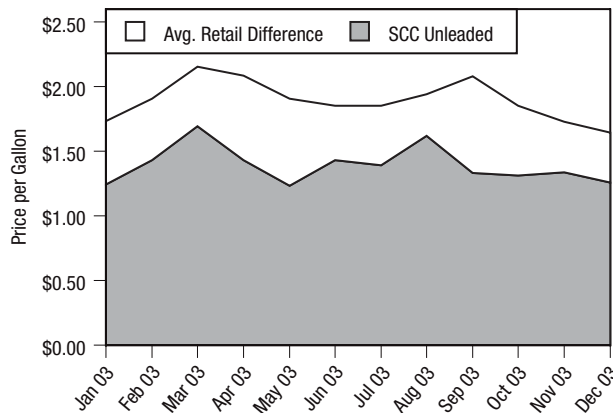
Miles Driven by County Department in 2003



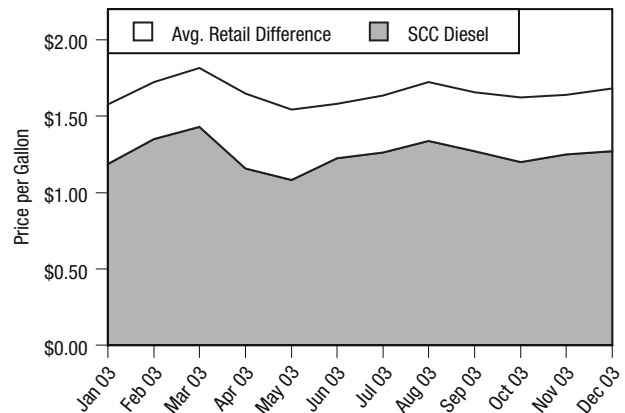
Daily Cost of GSA Vehicle Compared to Daily Cost of Nationally Recognized Car Rental Companies as of 12/03



Daily Cost of GSA Vehicle Compared to Daily Cost of Nationally Recognized Car Rental Companies as of 12/03



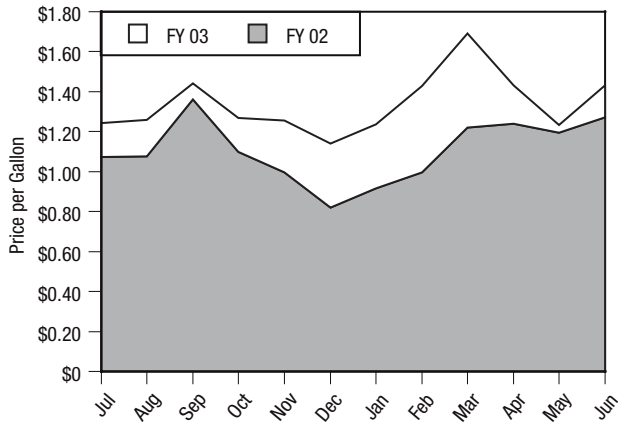
Comparative Cost of Santa Clara County (SCC) Unleaded Fuel to Average Retail Cost



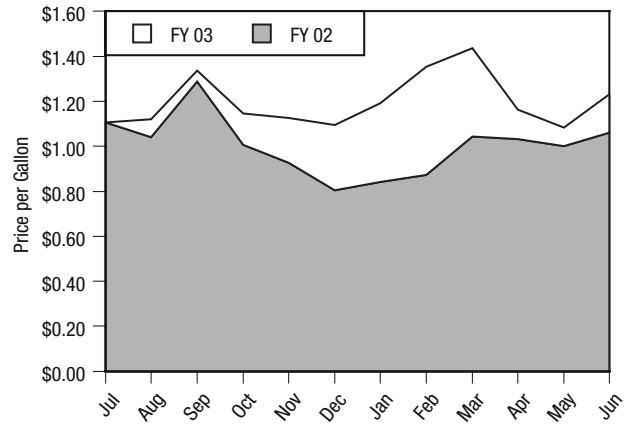
Comparative cost of Santa Clara County (SCC) Diesel Fuel to Average Retail Cost

Section 1: Finance and Government



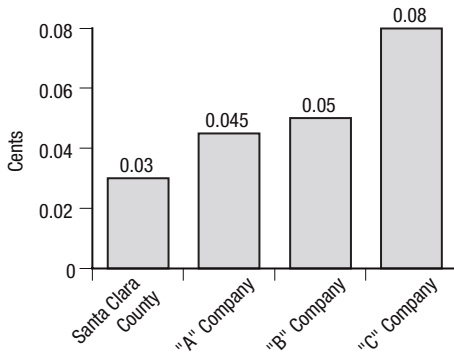


Unleaded Fuel Price Comparison FY 02 and FY 03



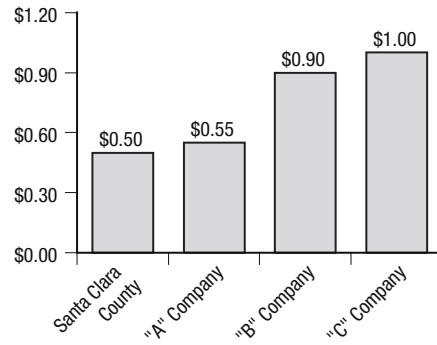
Diesel Fuel Price Comparison FY 02 and FY 03

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 Printing charges for Quick Copy short run jobs when compared to other companies. Printing rarely adds any extra charges to quick copy jobs as many outside companies do. This shows that printing in-house service is competitively priced. Rates were lowered from .04 to .03 in a cost savings gesture for General Fund customers.

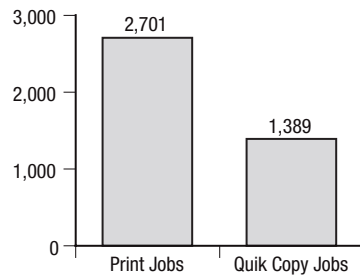


Cost of Color Copies

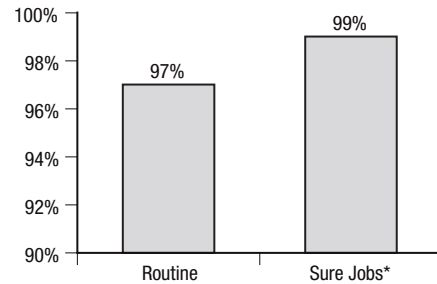
This is a comparison of what GSA Printing charges for full color copies when compared to other companies. Printing has dramatically reduced charges to customers for color copies over the past several years and are very cost competitive with outside companies. Printing also does not add additional charges 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, 2003 and February 5, 2004**



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, management of Utilities, County Cafeterias, Fleet, Printing, Mail Handling, Messenger Delivery and Waste Disposal 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
- Manages a utilities database to track electricity, gas and other utilities 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 maintenance sites are located at 55 W. Younger (SJ), 13600 Murphy Ave. (SM), 11030 Doyle Road (SJ), and 1505 Schallenberger Road (SJ).

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 files formatted 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 full service document production centers located at two locations: Berger Drive, Building 2, Lower Level, and Valley Medical Center
- ❑ 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 delivery 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, information services, and a wide range of financial and budgetary support services to agency and County departments. This unit is responsible for managing County cafeterias and waste management, and for paying County leases and most utility bills.

County Executive's Recommendation

The General Services Agency (GSA) met its reduction amount of \$3,388,000 with this proposal. The reductions were developed across all departments within GSA except County Communications. Communications had no reduction amount due to the degree of mandated public safety services they perform.

A new organization structure for GSA is being proposed. The "Agency" designation is proposed for elimination. The units in GSA will be established as parts of existing agencies as follows:

GSA Reorganization

Unit	Proposed	Reporting to
Communications	Stand Alone Department	County Exec Office
Facilities	Stand Alone Department	County Exec Office
Fleet Services	Division	Facilities
Building Ops.	Division	Facilities
Property Mgt.	Division	Facilities
Intragovernment	Division	Facilities
Printing Services	Division	ISD
Procurement	Stand Alone Department	County Exec Office

Delete GSA Agency-level Staff

Recommendation: The reorganized structure makes it possible to eliminate a GSA Agency Director, an Administrative Services Manager III, a Senior Executive Assistant, and a Senior Management Analyst to achieve an ongoing savings of \$558,480.

FTE	Code	Class Description	Vacant Filled
1.0	A30	Director of General Services Agency	Vacant
1.0	B2K	Administrative Services Manager III	Filled
1.0	C08	Senior Executive Assistant	Filled
1.0	B1N	Senior Management Analyst	Vacant

Total Ongoing Reduction: (\$558,480)

Merge Printing Services Division with the Information Services Department

Recommendation: Due to rapidly changing technology and overlap of some functions, realign GSA Printing to merge with ISD. After the merger has occurred, the potential for savings will be analyzed in FY 2005.

Background: Traditional printing has gone through a technological revolution over the last decade and the change will continue. Printing Services has upgraded its capabilities over the last few years to take full advantage of the County's CLARAnet capabilities. As a result, Printing Services now has two powerful high volume postscript printers capable of high speed sheet-fed printing at very low costs. At the same time, high volume printing is also being accomplished in ISD using mainframe printers. While both serve unique requirements, some capability overlaps.

Printing Service's postscript printers cannot replace all of ISD's mainframe printers, but they are cheaper to operate and have more capabilities. Printing that can be transferred to postscript printers would be far more economical. Both systems provide the same basic function and there are certain jobs that must remain on the mainframe at this time.

ISD and Printing Services are both located in the same facility at Berger Drive, Building 2, and share the same common areas. Printing Services operates the routine Pony messenger service and also provides deliveries of large bulky material. ISD's customers will benefit from Printing Services delivery capabilities located in the same building.

Printing Services also offers graphic design services that complement ISD's requirement for Internet graphics. Many printed documents are now designed for both hard copy and Internet. ISD is already using this service

Impact on Services: Redundant services will be consolidated, reducing operating costs and improved efficiency. When possible, printing processes will use the least expensive system. Large volume delivery services will benefit ISD customers.

Total Savings: Undetermined

Delete 3 Printing Positions

Recommendation: Delete 2 vacant positions and 1 filled position in Printing Services.

FTE	Code	Class	Vacant Filled
1.0	F80	Offset Press Operator	Vacant
1.0	D09	Office Specialist III	Vacant
1.0	F26	Print-On-Demand Operator	Filled

Background: The Print-On-Demand Operator was proposed for deletion by GSA in the Fall, 2003 Reduction Plan. Bargaining Unit negotiations funded the position through June, 2004. It is currently unfunded in the FY 2005 Recommended Budget and proposed here for deletion.

Impact on Services: Countywide reductions of Internal Printing budgets will most likely reduce printing requests. The elimination of the three positions above will have a moderate impact on workload for the remaining staff. The workload of one filled position will be re-distributed.

Total Ongoing Reduction: (\$116,508)

Reduce Printing Revenue from Departments

Recommendation: Reduce revenue from Departments by \$233,031.

Background: This reduction in revenue to Printing will be a result of reduced rates to Departments throughout the Fiscal Year.

Total Reduction: (\$233,031)

Reduce Ongoing Lease at 2202 Junction Ave.

Recommendation: Eliminate ongoing lease costs for Records Retention space currently at 2202 Junction Avenue. Add back one-time funds to pay for partial year payment of the lease.

Background: Records Retention currently leases space at 2202 Junction Avenue. The records are scheduled to be moved to the County Warehouse on Berger Drive when the seismic and functional renovation is completed. Berger Drive Warehouse renovations needed to move Records Retention is scheduled for completion in the Spring, 2005. One-time funds are needed to make lease payments and pay for move costs when the Warehouse renovation is complete.

Total Ongoing Reduction: (\$261,361)

Total One-time Costs: \$238,020

Establish Fleet Services as a Division of Facilities

Recommendation: Establish Fleet Services as a Division of Facilities in FY 2005.

Background: Fleet Services currently receives accounting, Information Services (IS), and administrative support from Intragovernmental Services staff. During FY 2005, an evaluation will determine the level of support needed by Fleet and the best long-term placement of the Fleet Services function.

Total Savings: Undetermined

Increase Fleet Revenue

Recommendation: Increase Fleet Revenue by a net of \$308,730.

Source of Revenue	\$
From Outside Sources	\$474,000
From County Departments	(\$165,270)
Total	\$308,730

Fleet will increase revenue from outside non-profit customer by increasing the labor charge rate from \$82/hr. to \$85/hr. It is estimated that an additional \$24,000 in revenue will be gained from the price increase.

Fleet will sell gasoline to an outside customer at slightly more than the County price, but less than that currently paid by the customer. There will be an estimated net revenue gain of \$75,000.

By reducing the number of vehicles, as well as charges to departments, Fleet will realize a reduction in revenue, but the General Fund will realize an overall savings. Identified reductions to date are \$165,270.

Net Revenue Increase: \$308,730

Increase Appropriations in Fleet

Recommendation: Increase appropriations in Internal Professional Services by \$155,000.

Background: A Mechanic Supervisor from Fleet Services trains inmates at Elmwood during the week on how to perform body work on vehicles. During the training, a Correctional Officer is on guard and oversees the operation to maintain a safe learning and training

environment. This appropriation will fund the operation for guard services from Department of Correction, resulting in a savings to the Department of Correction, covered by ISF funds.

Total Cost: \$155,000

Recommendation: Increase appropriations in Bulk Fuel by \$375,000. See above recommendation about sale of gasoline.

Total Cost: \$375,000

Recommendation: Increase appropriations in the Operating Transfer Out account as a placeholder until Final Budget.

Background: Within a relatively short time period, Fleet Services was faced with department-initiated vehicle returns for budget reductions and Fleet-initiated vehicle returns because of low utilization. Fleet has proposed an additional savings to the General Fund of \$379,408 but will need time to determine an equitable credit spread to its County customers. This spread will occur for Final budget At such time this Operating Transfer Out and the corresponding Operating Transfer In to the General Fund will be reversed. In order to realize a net reduction to the General Fund, Fleet, as an Internal Service Fund (ISF), must credit all County customers equitably, General Fund and non-General Fund proportionately. This appropriation represents the General Fund portion only. The non-General Fund portion is unknown at this time but could include an additional reduction to non-General Fund customers from \$100,000 - \$200,000. The credit may take the form of a rate reduction, a one-time credit, or a reduction of fund balance. Fleet Services will work with the Controller's Office to ensure that all State regulations regarding ISFs are being followed.

Total Cost to ISF: \$379,408
(Eventual reduction to General Fund: (\$379,408))

Delete One Emergency Vehicle Equipment Installer Position

Recommendation: Delete one vacant Emergency Vehicle Equipment Installer Position.

Impact: The elimination of this position will require the redistribution of workload to remaining positions and may impact the timeliness of getting new patrol cars equipped and ready for Sheriff deputy use.

Total Ongoing Reduction: (\$66,936)

Merge Intragovernmental Services with Facilities

Recommendation: Merge Intragovernmental Services with Facilities.

Background: Besides Fleet Management and Printing Services, Intra-governmental Services is responsible for Countywide efforts to conserve energy for long-term cost savings, payment of Countywide utility and lease bills, and the management of County cafeterias, waste management, and the Civic Center Parking Garage.

Operational efficiencies may be possible by structuring the Energy Conservation Unit in the same department as the Building Operations Division. Building Operations implements many of the Energy saving proposals identified by the Energy Conservation Unit.

Total Savings: Undetermined

Transfer 3 Positions Related to GSA Reorganization

Recommendation: Delete 1 Accountant II, 1 Senior Accountant and 1 Office Specialist III in Intragovernmental Services.

Background: As part of the Reorganization, it is proposed that 1 Accountant II be transferred to Procurement, 1 Senior Accountant be transferred to Communications and 1 Office Specialist III be transferred to Property Management.

FTE	Code	Class Description	Filled Vacant	Proposed
1.0	B78	Accountant II	Filled	Procurement
1.0	B76	Senior Accountant	Filled	Communications
1.0	D09	Office Specialist III	Vacant	Property Mgt.

The accountant positions have been supporting Procurement and Communications so there will be minimal impact on other operations with these transfers.



The Office Specialist III position is greatly needed in Property Management. A new database program being implemented by Property Management will track all County leases and surplus properties. One of the responsibilities of this position will be to maintain the comprehensive database.

Recognize New Revenue

Recommendation: Increase Revenue by \$45,000 in the Civic Center Parking Garage.

Background: A new outside customer is expected to need parking spaces for approximately 45 vehicles. At a price of \$1,000 per space per year, the new contract is expected to gain \$45,000 in new revenue.

Total Revenue: \$45,000

Increase Appropriation for Utilities

Recommendation: Increase appropriation for utilities for the new County buildings located at 2310 - 2314 North First Street in San Jose.

Background: Increase appropriation for Utilities for partial occupancy of one of the new County office buildings on North First Street. Facilities staff currently located at 701 Miller Street plan to move to the new building in August 2004 and will occupy approximately 25,000 square feet in one of the two buildings. An additional \$119,407 is estimated to be needed to cover utility costs for partial building occupation from August 2004 to June 2005.

Both 100,000 square foot buildings will be fully occupied by the end of FY 2006. The phased tenancy is necessary in order to complete programming to determine the best allocation of space for the remaining occupants.

Total Cost: \$119,407

Intergovernmental Services — Budget Unit 135 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
2303	GSA Information Svcs Fund 0001	\$ 387,033	\$ 460,295	\$ 377,029	\$ 355,350	\$ (104,945)	-22.8%
2305	GSA Admin Fund 0001	2,227,362	2,138,304	2,073,195	2,180,505	42,201	2.0%
2308	Civic Center Parking Garage Fund 0001	295,580	293,748	286,748	284,259	(9,489)	-3.2%
2309	GSA Utilities Fund 0001	12,662,953	12,994,132	12,994,132	13,096,118	101,986	0.8%
2320	Fleet Mgt Div Fund 0073	15,423,674	13,142,325	13,778,001	15,125,132	1,982,807	15.1%
2346	Printing Support Fund 0077	2,648,005	2,478,776	2,432,337	2,172,597	(306,179)	-12.4%
2347	GSA Printing Svcs Fund 0001	274,448	703,628	703,628	688,738	(14,890)	-2.1%
Total Net Expenditures		\$ 33,919,055	\$ 32,211,208	\$ 32,645,070	\$ 33,902,699	\$ 1,691,491	5.3%



Intergovernmental Services — Budget Unit 135 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
2303	GSA Information Svcs Fund 0001	\$ 387,827	\$ 460,295	\$ 377,029	\$ 355,350	\$ (104,945)	-22.8%
2305	GSA Admin Fund 0001	3,066,819	2,972,171	2,907,062	2,116,031	(856,140)	-28.8%
2308	Civic Center Parking Garage Fund 0001	295,580	293,748	286,748	284,259	(9,489)	-3.2%
2309	GSA Utilities Fund 0001	12,662,953	12,994,132	12,994,132	13,096,118	101,986	0.8%
2320	Fleet Mgt Div Fund 0073	15,423,674	13,142,325	13,778,001	15,125,132	1,982,807	15.1%
2346	Printing Support Fund 0077	4,207,014	2,478,776	2,432,337	2,172,597	(306,179)	-12.4%
2347	GSA Printing Svcs Fund 0001	274,448	2,303,218	2,303,218	2,201,152	(102,066)	-4.4%
Total Gross Expenditures		\$ 36,318,315	\$ 34,644,665	\$ 35,078,527	\$ 35,350,639	\$ 705,974	2.0%

Intergovernmental Services — Budget Unit 135 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 7,884,718	\$ 8,262,288	\$ 8,032,172	\$ 7,241,502	\$ (1,020,786)	-12.4%
Services And Supplies	21,243,073	22,185,422	22,027,115	23,212,829	1,027,407	4.6%
Other Charges	4,325,600	4,136,640	4,136,640	4,472,640	336,000	8.1%
Fixed Assets	2,864,924	—	822,285	—	—	—
Operating/Equity Transfers	—	60,315	60,315	379,408	319,093	529.0%
Reserves	—	—	—	44,260	44,260	—
Subtotal Expenditures	36,318,315	34,644,665	35,078,527	35,350,639	705,974	2.0%
Expenditure Transfers	(2,399,260)	(2,433,457)	(2,433,457)	(1,447,940)	985,517	-40.5%
Total Net Expenditures	33,919,055	32,211,208	32,645,070	33,902,699	1,691,491	5.3%

Intergovernmental Services — Budget Unit 135 Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
2303	GSA Information Svcs Fund 0001	\$ 26	\$ —	\$ —	\$ —	\$ —	—
2305	GSA Admin Fund 0001	62,183	43,885	43,885	44,747	862	2.0%
2308	Civic Center Parking Garage Fund 0001	583,977	1,307,584	1,307,584	906,553	(401,031)	-30.7%
2309	GSA Utilities Fund 0001	20,322	—	—	—	—	—
2320	Fleet Mgt Div Fund 0073	13,389,890	14,031,774	14,031,774	15,420,921	1,389,147	9.9%
2346	Printing Support Fund 0077	1,945,168	1,950,930	1,950,930	2,247,224	296,294	15.2%
2347	GSA Printing Svcs Fund 0001	113,770	170,315	170,315	116,000	(54,315)	-31.9%
Total Revenues		\$ 16,115,336	\$ 17,504,488	\$ 17,504,488	\$ 18,735,445	\$ 1,230,957	7.0%



GSA Information Svcs Fund 0001 — Cost Center 2303

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	4.0	\$ 460,295	\$ —
Board Approved Adjustments During FY 2004	-1.0	(83,266)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(11,872)	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	3.0	\$ 365,157	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Reduce Retirement Expenditure	—	(9,807)	—
Subtotal (Recommended Changes)	—	\$ (9,807)	\$ —
Total Recommendation	3.0	\$ 355,350	\$ —

GSA Admin Fund 0001 — Cost Center 2305

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	29.0	\$ 2,138,304	\$ 43,885
Board Approved Adjustments During FY 2004	—	(65,109)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	216,639	—
Internal Service Fund Adjustments	—	(94,649)	—
Other Required Adjustments	—	9,273	862
Subtotal (Current Level Budget)	29.0	\$ 2,204,458	\$ 44,747
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Eliminate General Services Agency Overhead Charge to Building Operations	—	87,228	—
Eliminate General Services Agency Overhead Charge to Facilities Department	—	440,070	—
Eliminate General Services Agency Overhead Charge to Fleet Services	—	344,077	—
Eliminate General Services Agency Overhead Charge to Printing Services	—	30,914	—
Fleet service rate change	—	(1,079)	—
Postage Reduction	—	(336)	—
Printing Rate/Service Change	—	(10,775)	—
Service Cost Reduction due to ISD Reductions	—	(6,910)	—
Decision Packages			
1. Delete Four Administrative Positions	-4.0	(558,480)	—
Delete 2 Executive Management positions, 1 CEMA position and 1ACE Confidential position in General Services Agency.			
2. Delete One Accountant II Position	-1.0	(84,228)	—
Delete 1 Accountant II as part of the GSA Reorganization. This action is offset by an addition of 1 Accountant II in Procurement.			



GSA Admin Fund 0001 — Cost Center 2305 Major Changes to the Budget

	Positions	Appropriations	Revenues
3. Delete One Senior Accountant	-1.0	(113,232)	—
Delete 1 Senior Accountant due to the GSA Reorganization. This action is offset by an addition of 1 Senior Accountant in County Communications.			
4. Reduce appropriation for services and supplies.	—	(5,628)	—
Reduce appropriation for services and supplies. The impact will be reduced spending in PC hardware, software, and office supplies.			
5. Reduce Workers Compensation Expense	—	(41,683)	—
6. Delete One Office Specialist III Position	-1.0	(55,488)	—
Delete 1 Office Specialist III position from GSA Intragovernmental Services as part of the Reorganization. This position will be added to Cost Center 263 to support the Property Management Division.			
7. Reduce Retirement Expenditures	—	(48,403)	—
Subtotal (Recommended Changes)	-7.0	\$ (23,953)	\$ —
Total Recommendation	22.0	\$ 2,180,505	\$ 44,747

Civic Center Parking Garage Fund 0001 — Cost Center 2308 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	—	\$ 293,748	\$ 1,307,584
Board Approved Adjustments During FY 2004	—	(7,000)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	3,382	—
Other Required Adjustments	—	—	(446,031)
Subtotal (Current Level Budget)	—	\$ 290,130	\$ 861,553
Recommended Changes for FY 2005			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
1. Increase revenue for use of Civic Center Garage.	—	—	45,000
New revenue for use of Civic Center garage is expected in FY 2005.			
Subtotal (Recommended Changes)	—	\$ —	\$ 45,000
Total Recommendation	—	\$ 284,259	\$ 906,553

GSA Utilities Fund 0001 — Cost Center 2309 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	2.0	\$ 12,994,132	\$ —
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	22,202	—
Internal Service Fund Adjustments	—	(40,178)	—
Other Required Adjustments	—	14,339	—



GSA Utilities Fund 0001 — Cost Center 2309
Major Changes to the Budget

	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	2.0	\$ 12,990,495	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Printing Rate/Service Change	—	(10,580)	—
Decision Packages			
1. Increase Utility Appropriation	—	119,407	—
Increase appropriation for utility costs of new buildings.			
2. Reduce Retirement Expenditure	—	(3,204)	—
Subtotal (Recommended Changes)	—	\$ 105,623	\$ —
Total Recommendation	2.0	\$ 13,096,118	\$ —

Fleet Mgt Div Fund 0073 — Cost Center 2320
Major Changes to the Budget

	Positions	Appropriations	Revenues
Garage ISF (Fund Number 0073)			
FY 2004 Approved Budget	51.0	\$ 13,142,325	\$ 14,031,774
Board Approved Adjustments During FY 2004	-2.0	635,676	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	230,322	—
Internal Service Fund Adjustments	—	843,446	1,085,377
Other Required Adjustments	—	(379,661)	—
Subtotal (Current Level Budget)	49.0	\$ 14,472,108	\$ 15,117,151
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service adjustment	—	—	(36)
Fleet service rate change	—	—	(152,511)
Move Fleet Charges for Refugee Program to Silver Creek and Chaboya Clinic	—	—	(7,786)
Reduce 1 Vehicle	—	—	(11,016)
Reduce fleet costs for returned vehicle(s)	—	—	(1,500)
Eliminate General Services Agency Overhead Charge to Fleet Services	—	(344,077)	—
Fleet service rate change	—	352	—
ISD Service Cost Adjustment	—	31	—
Postage Reduction	—	(209)	—
Decision Packages			
1. Revenue from Sale of Gasoline	—	375,000	450,000
New revenue from the sale of gasoline is expected from a new buyer.			
2. Delete One Emergency Vehicle Equipment Installer Position	-1.0	(66,936)	—
Delete 1 Emergency Vehicle Equipment Installer. Fleet Services is left with only one other Emergency Vehicle Equipment Installer position.			
3. Reduce Workers Compensation Expense	—	(70,565)	—
4. Add Funds to Reimburse Department of Correction	—	155,000	—



Fleet Mgt Div Fund 0073 — Cost Center 2320

Major Changes to the Budget

	Positions	Appropriations	Revenues
Add funds to reimburse the Department of Correction for guard services when Fleet Services staff train inmates on vehicle body repair at Elmwood.			
5. Return Fleet Services Retained Earnings to Departments	—	379,408	—
In FY 2005 Fleet services will return retained earnings to operating departments through a one-time rebate or rate reduction. A "placeholder" for the anticipated countywide General Fund savings is budgeted in the Special Programs budget. Subsequent to Board approval, the savings will be distributed to departments in the Final budget process. This appropriation represents the Fleet Services Fund cost to transfer retained earnings to departments.			
6. Labor Rate Increase	—	—	24,000
Increase labor rate from \$82/hr to \$85/hr to outside customers to realize additional revenue.			
7. Reduce Retirement Expenditure	—	(74,980)	—
8. Departmental Costs	—	300,000	—
Add appropriation for Departmental Charges. Fleet Services depends on Intragovernmental Services for Information Systems (IS) support and other administrative support. This appropriation allows Fleet to pay another cost center for the needed IS and administrative support.			
Subtotal (Recommended Changes)	-1.0	\$ 653,024	\$ 303,770
Total Recommendation	48.0	\$ 15,125,132	\$ 15,420,921

Printing Support Fund 0077 — Cost Center 2346

Major Changes to the Budget

	Positions	Appropriations	Revenues
Printing Services ISF (Fund Number 0077)			
FY 2004 Approved Budget	17.0	\$ 2,478,776	\$ 1,950,930
Board Approved Adjustments During FY 2004	—	(46,439)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	18,850	—
Internal Service Fund Adjustments	—	(63,400)	532,624
Other Required Adjustments	—	(26,705)	—
Subtotal (Current Level Budget)	17.0	\$ 2,361,082	\$ 2,483,554
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Printing Rate/Service Change	—	—	(236,330)
Eliminate General Services Agency Overhead Charge to Printing Services	—	(30,914)	—
Fleet service rate change	—	(81)	—
Service Cost Reduction due to ISD Reductions	—	(519)	—
Decision Packages			
1. Delete Two Printing Positions	-2.0	(116,508)	—
Delete 2 Printing positions: Offset Press Operator and an Office Specialist III position.			
2. Delete Print-On-Demand Operator Position	-1.0	—	—
Delete one unfunded Print-on-Demand Operator position. This position was part of FY 2004 reduction proposal but was added back for one year by bargaining unit negotiation.			
3. Reduce Workers Compensation Expense	—	(19,967)	—
4. Reduce Retirement Expenditure	—	(20,496)	—
Subtotal (Recommended Changes)	-3.0	\$ (188,485)	\$ (236,330)
Total Recommendation	14.0	\$ 2,172,597	\$ 2,247,224

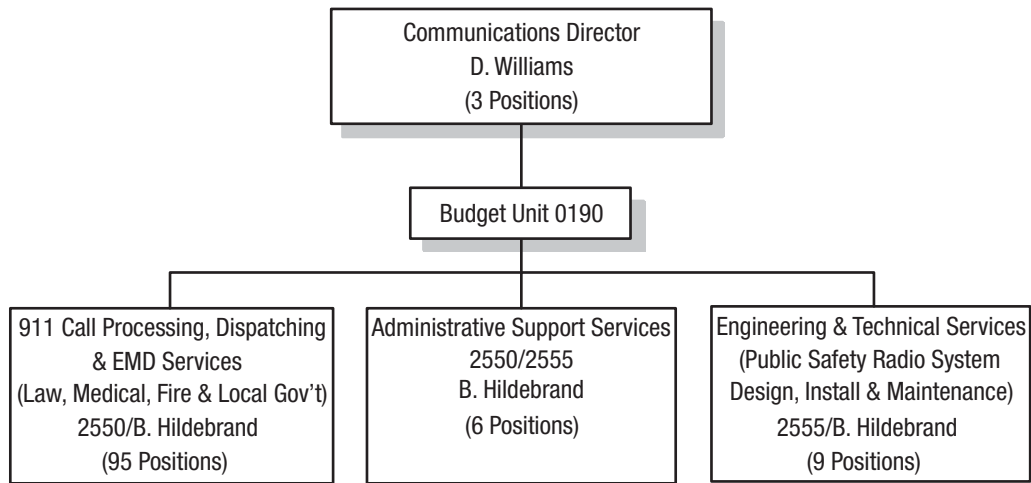


GSA Printing Svcs Fund 0001 — Cost Center 2347
Major Changes to the Budget

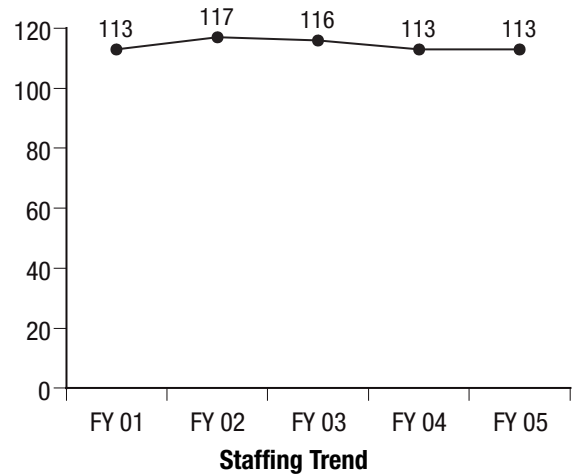
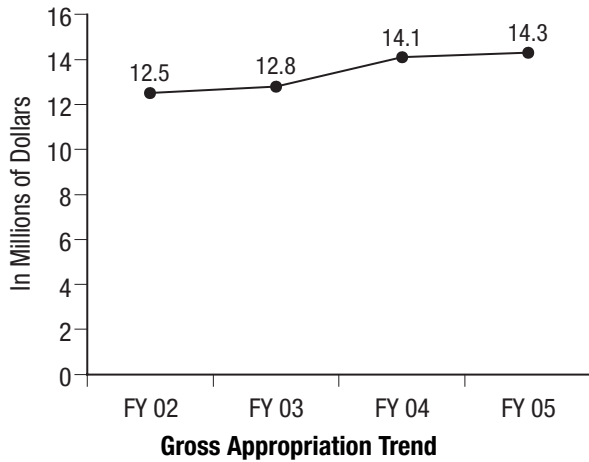
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	5.0	\$ 703,628	\$ 170,315
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	22,530	—
Internal Service Fund Adjustments	—	(16,005)	(54,315)
Other Required Adjustments	—	7,920	—
Subtotal (Current Level Budget)	5.0	\$ 718,073	\$ 116,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Postage	—	(8,108)	—
Postage Reduction	—	93,284	—
Eliminate ongoing lease cost for 2202 Junction Ave.	—	(261,361)	—
Fleet service rate change	—	(630)	—
One-time funds needed for partial year lease payment for 2202 Junction Ave.	—	238,020	—
Decision Packages			
1. Reduce Postage Appropriation	—	(85,176)	—
This reduction reflects a Countywide decrease in postage costs.			
2. Reduce Retirement Expenditure	—	(5,364)	—
Subtotal (Recommended Changes)	—	\$ (29,335)	\$ —
Total Recommendation	5.0	\$ 688,738	\$ 116,000



County Communications



Section 1: Finance and Government

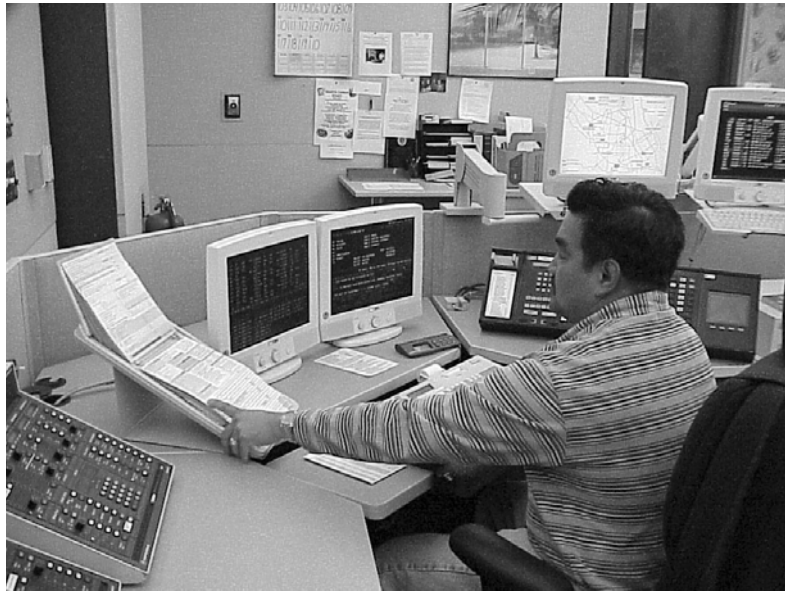


In the FY 2005 document, gross appropriations replace net appropriations.



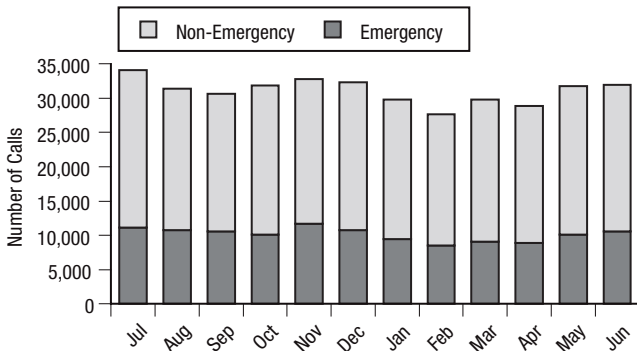
Public Purpose

- Protection of the Public
- Safety of Emergency Personnel
- Protection of Property



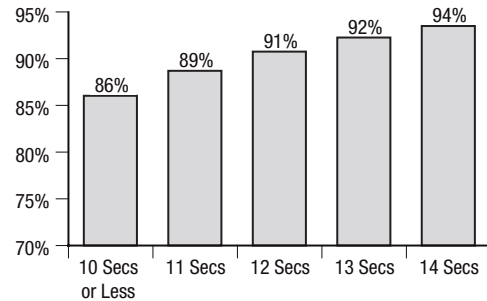
Desired Results

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 — FY 2003

A total of 372,888 calls were handled in FY 2003. Emergency calls include 9-1-1 lines, 7-digit emergency numbers and calls routed from other 9-1-1 centers.

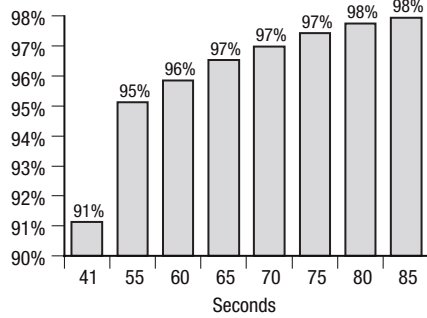


9-1-1 & Emergency Number Call Answering Times — FY 2003

In FY 2003, 86% of emergency calls were answered within 10 seconds (2.5 rings) or less

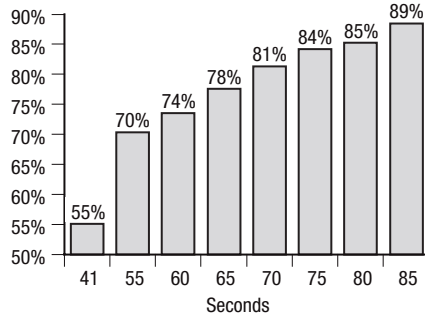


Prompt delivery of public safety services by quickly dispatching processed emergency calls for service



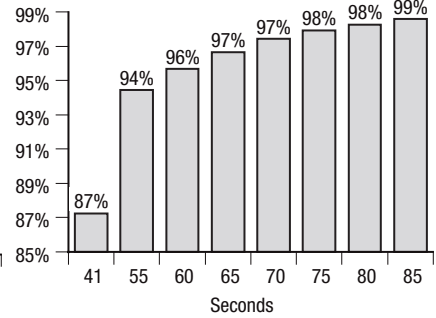
Fire Dispatch Times — FY 2003

A fire dispatch involves evaluating for appropriate response, determining fire equipment availability, and alerting the emergency unit(s).



Law Dispatch Times — FY 2003

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.

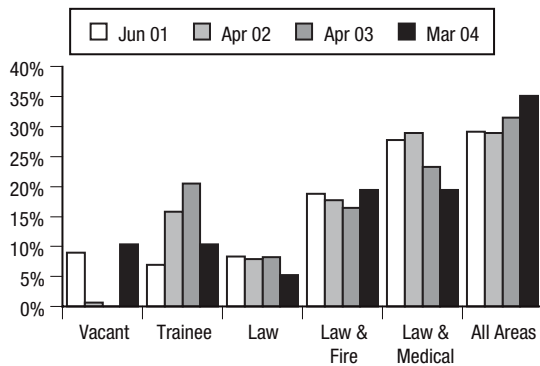


Medical Dispatch Times — FY 2003

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.

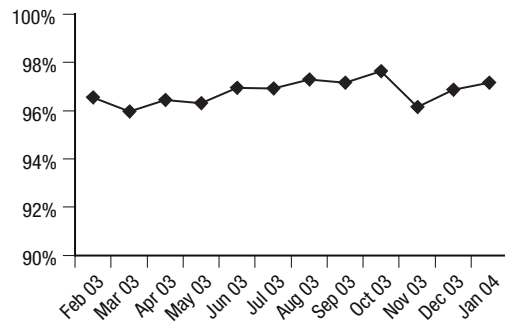
Section 1: Finance and Government

Accurate Dispatching services by improving recruitment, training and retention of 911 dispatchers



Dispatcher Training Levels Over Time

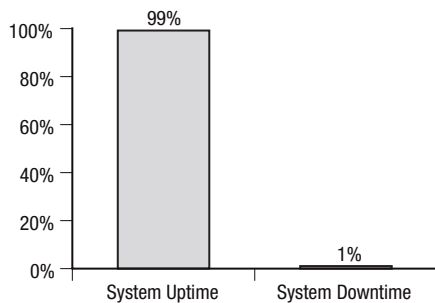
Extensive training is required to reach productive levels: minimum of 1 year for Law only level, minimum of 1.5 years for either Law/Fire or Law/Med level, and minimum of 2.5 years for All Areas level.



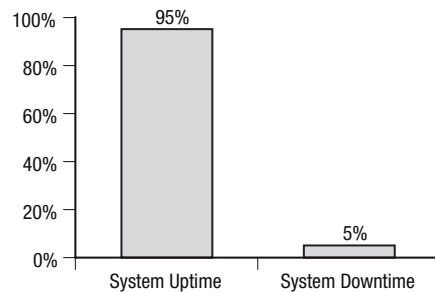
Medical Dispatch Center of Excellence

Santa Clara County was the first county in the state, and the 11th county nationwide, to achieve "Center of Excellence" accreditation in January 2002. 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 2003



Minor System Problems FY 2003

Public safety radio systems operated 99% of the time without major system problems and 95% of the time without minor system problems



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

The General Services Agency (GSA) met its reduction amount of \$3,388,000 with this proposal. The reductions were developed across all departments within GSA except County Communications. Communications had no reduction amount due to the degree of mandated public safety services they perform.

The Communications Department performs 12 functions that are mandated by Federal and State law and regulation and County ordinance. Approximately 96.5% of the Department's \$14 million budget was considered non-discretionary in the September, 2003 Analysis of County Functions prepared by the Board of Supervisors Management Audit Division.

A new organization structure for GSA is being proposed. The "Agency" designation is proposed for elimination. The units in GSA will be established as parts of existing agencies as follows:

GSA Reorganization

Unit	Proposed	Reporting to
Communications	Stand Alone Department	County Exec Office
Facilities	Stand Alone Department	County Exec Office
Fleet Services	Division	Facilities
Building Ops.	Division	Facilities

GSA Reorganization

Unit	Proposed	Reporting to
Property Mgt.	Division	Facilities
Intragovernment	Division	Facilities
Printing Services	Division	ISD
Procurement	Stand Alone Department	County Exec Office

Communications will become a stand-alone department and will report to a Deputy County Executive who is also in charge of the County's Office of Emergency Services.

One Senior Accountant position will be transferred from GSA Intragovernmental Services to Communications. This position is currently supporting Communications in all its accounting needs but is budgeted in the Intragovernmental Services budget. Information technology support to Communications will continue to be provided by ISD and by internal support staff within the department.

Add One Senior Accountant Position

Recommendation: Add one Senior Accountant position to support the business needs of County Communications.



Background: This position is currently supporting Communications but is budgeted in Intragovernmental Services. This action is offset by a corresponding deletion of one Senior Accountant in Intragovernmental Services.

Background: This position is unfunded. It was part of a previous Add and Delete package but has erroneously remained as an assigned position in Communications budget. The deletion of this position will correct the Salary Ordinance and prevent confusion for future inplacement.

Total Ongoing Cost: \$113,232

Offset by (\$113,232) in Intragovernmental Services

Total Cost: \$0

Delete One Unfunded Chief Communications Technician

Recommendation: Delete one unfunded Chief Communications Technician.

Communications Department — Budget Unit 190 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
2550	Communications Dispatching/Admin Fund 0001	\$ 11,742,348	\$ 9,539,546	\$ 9,605,518	\$ 9,827,315	\$ 287,769	3.0%
19002	Communications Tech Svcs Div Fund 0001	110,862	51,663	49,941	90,801	39,138	75.8%
Total Net Expenditures		\$ 11,853,210	\$ 9,591,209	\$ 9,655,459	\$ 9,918,116	\$ 326,907	3.4%

Communications Department — Budget Unit 190 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
2550	Communications Dispatching/Admin Fund 0001	\$ 14,131,761	\$ 12,334,358	\$ 12,400,330	\$ 12,536,129	\$ 201,771	1.6%
19002	Communications Tech Svcs Div Fund 0001	1,516,945	1,721,280	1,719,558	1,805,542	84,262	4.9%
Total Gross Expenditures		\$ 15,648,706	\$ 14,055,638	\$ 14,119,888	\$ 14,341,671	\$ 286,033	2.0%

Communications Department — Budget Unit 190 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 10,991,559	\$ 10,744,470	\$ 10,744,470	\$ 11,163,852	\$ 419,382	3.9%
Services And Supplies	3,986,314	3,311,168	3,363,421	3,177,819	(133,349)	-4.0%
Fixed Assets	670,833	—	11,997	—	—	—
Subtotal Expenditures	15,648,706	14,055,638	14,119,888	14,341,671	286,033	2.0%
Expenditure Transfers	(3,795,496)	(4,464,429)	(4,464,429)	(4,423,555)	40,874	-0.9%
Total Net Expenditures	11,853,210	9,591,209	9,655,459	9,918,116	326,907	3.4%



Communications Department — Budget Unit 190

Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
2550	Communications Dispatching/Admin Fund 0001	\$ 2,001,559	\$ 1,298,596	\$ 1,394,704	\$ 1,390,195	\$ 91,599	7.1%
19002	Communications Tech Svcs Div Fund 0001	97,849	25,800	25,800	35,000	9,200	35.7%
Total Revenues		\$ 2,099,408	\$ 1,324,396	\$ 1,420,504	\$ 1,425,195	\$ 100,799	7.6%

Communications Dispatching/Admin Fund 0001 — Cost Center 2550

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	97.0	\$ 9,539,546	\$ 1,298,596
Board Approved Adjustments During FY 2004	—	65,972	96,108
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	570,834	—
Internal Service Fund Adjustments	—	(219,475)	—
Other Required Adjustments	—	94,766	(4,509)
Subtotal (Current Level Budget)	97.0	\$ 10,051,643	\$ 1,390,195
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	(1,264)	—
ISD Service Cost Adjustment	—	12,927	—
Printing Rate/Service Change	—	(306)	—
Decision Packages			
1. Add One Senior Accountant	1.0	113,232	—
Add 1 Senior Accountant due to the GSA Reorganization. This action is offset by the deletion of 1 Senior Accountant in BU 135 GSA Administration. This position will support County Communications business needs.			
2. Reduce Workers Compensation Expense	—	(190,294)	—
3. Reduce Retirement Expenditures	—	(158,623)	—
Subtotal (Recommended Changes)	1.0	\$ (224,328)	\$ —
Total Recommendation	98.0	\$ 9,827,315	\$ 1,390,195

Communications Tech Svcs Div Fund 0001 — Cost Center 19002

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	16.0	\$ 51,663	\$ 25,800
Board Approved Adjustments During FY 2004	—	(1,722)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	112,145	—
Internal Service Fund Adjustments	—	(43,120)	—
Other Required Adjustments	—	1,722	9,200

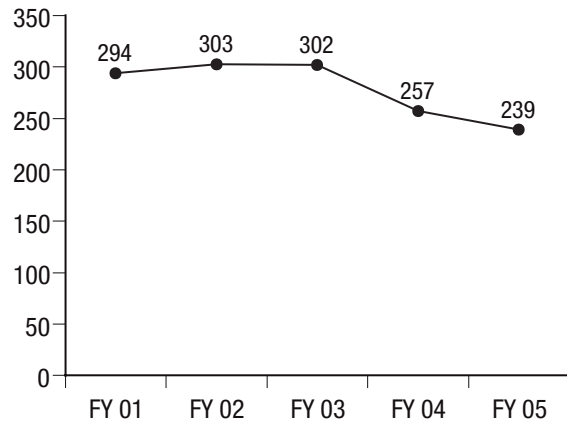
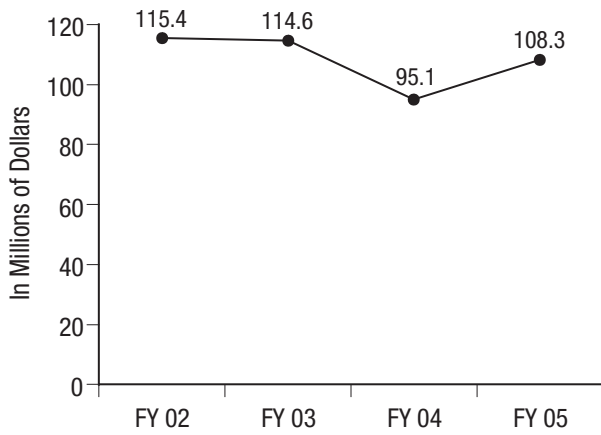
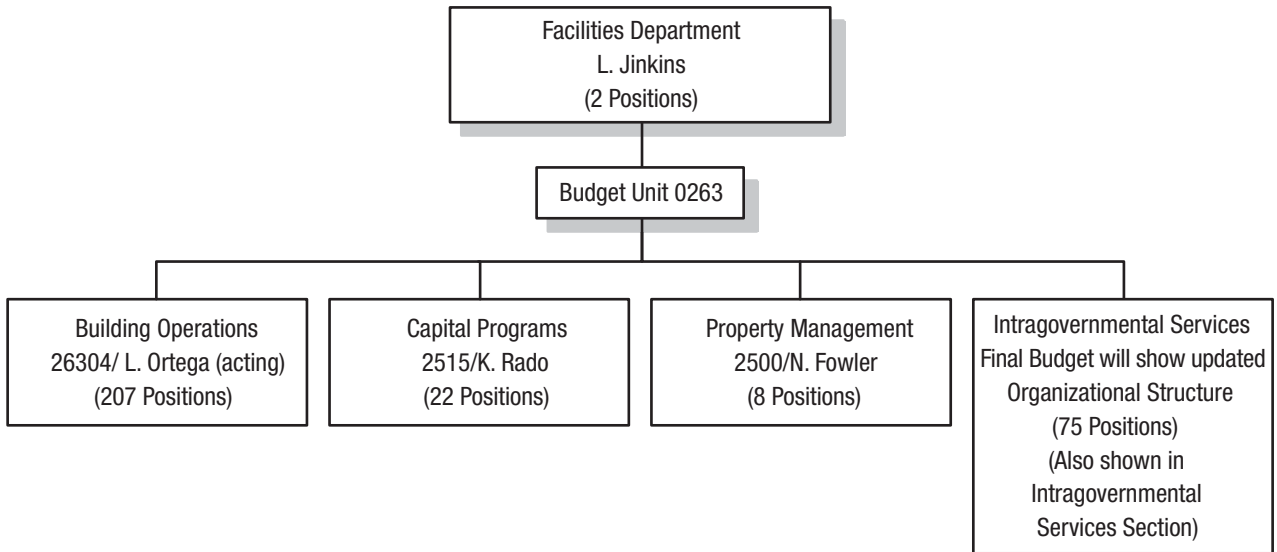


Communications Tech Svcs Div Fund 0001 — Cost Center 19002
Major Changes to the Budget

	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	16.0	\$ 120,688	\$ 35,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	(1,948)	—
Printing Rate/Service Change	—	(27)	—
Decision Packages			
1. Delete One Unfunded Chief Communications Technician	-1.0	—	—
Delete one unfunded Chief Communications Technician. This position was committed for deletion in prior budget proposals.			
2. Reduce Retirement Expenditures	—	(27,912)	—
Subtotal (Recommended Changes)	-1.0	\$ (29,887)	\$ —
Total Recommendation	15.0	\$ 90,801	\$ 35,000



Facilities Department



Gross Appropriation Trend

Staffing Trend

In the FY 2005 document, gross appropriations replace net appropriations.



Public Purpose

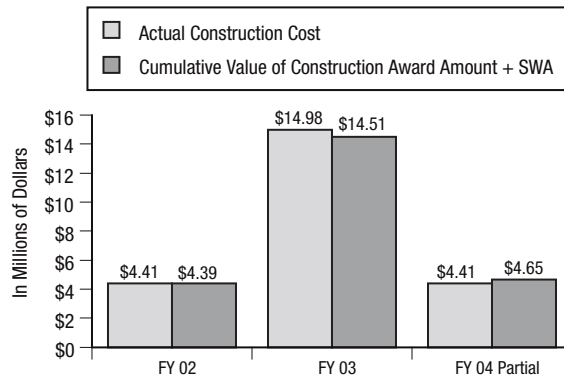
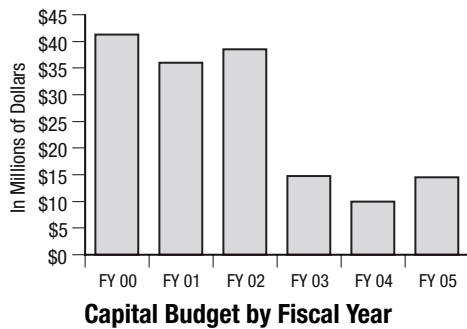
Construction Management, Planning, Property Management and Building Maintenance services that assure the most effective use of taxpayer monies in support of services to County residents.



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.

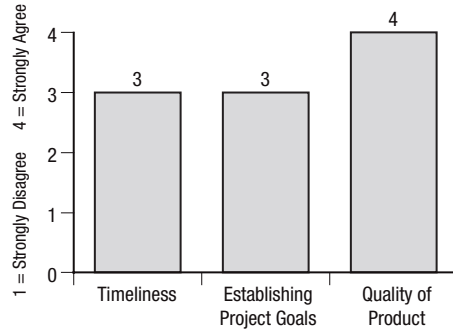


Cumulative Value of Construction Award Amount Plus Supplementary Work Allowance (SWA) vs. Value of Actual Construction Cost for Completed Projects

This graph charts, for projects closed during the fiscal year, the actual cost of construction vs. the “construction budget amount:” value of the construction contract award amount plus supplemental work allowance (SWA—contingency). The County goal is to complete construction projects for less than the budgeted amount. The causes for projects to exceed their construction budget include change orders that address unknown site conditions, client-required changes identified during construction, and incorporation of building code changes that occur during construction.



Appropriate, safe, functional and healthy work environments (continued)



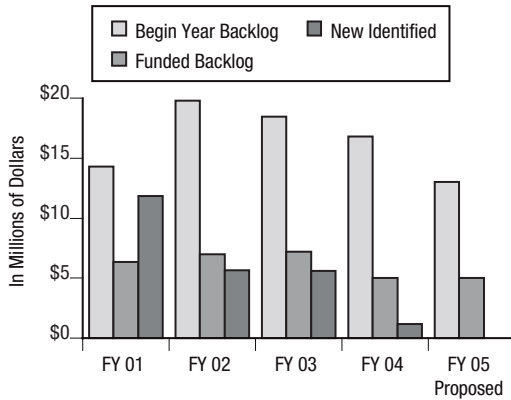
Customer Satisfaction Survey

On November 17, 2003, GSA Capital Programs distributed customer surveys to County Agency/Department Heads in an effort to solicit more formal feedback regarding its efforts to satisfy their capital needs. The above table reflects the average results of four surveys received to date.

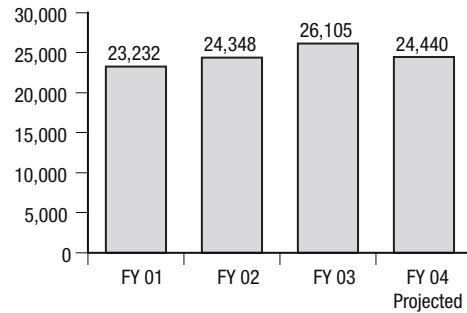
Performance Criteria:

- ◆ Timeliness — Capital Programs staff are successful in meeting timetables.
- ◆ Establishing Project Goals — Capital programs staff are successful in establishing and meeting project goals and timetables.
- ◆ Quality of Product — Products delivered by Capital Programs (e.g., planning studies, designs and construction of facilities are of high quality and meet the needs of my Department/Agency.

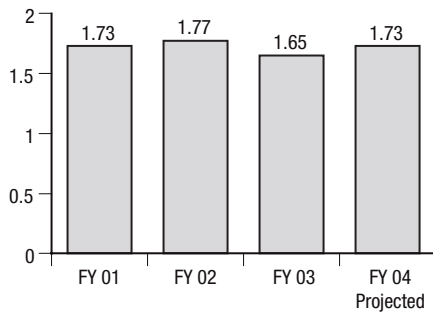
Maximum Life of Buildings and Building Systems



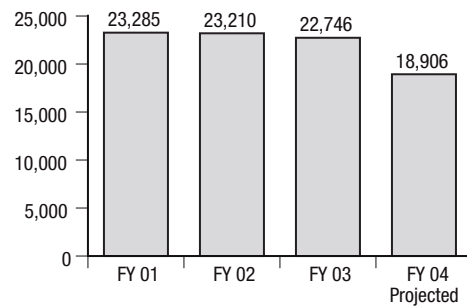
Cost of Backlog



Number of Preventive Maintenance Service Orders Generated



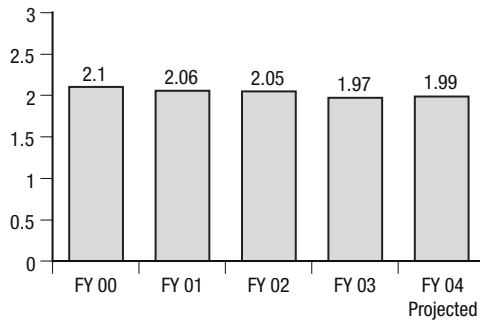
Average Number of Hours Per Preventive Maintenance Job



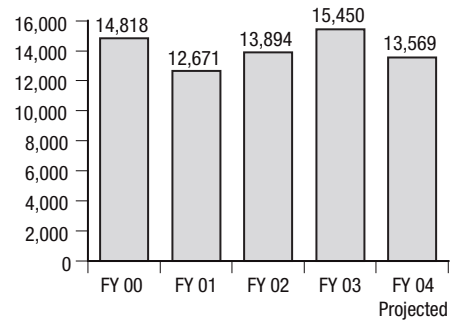
Number of Service Calls Including High Priority Calls



Maximum Life of Buildings and Building Systems (continued)

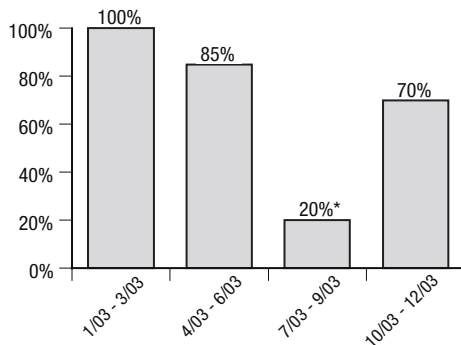


Average Number of Hours Per Service Call

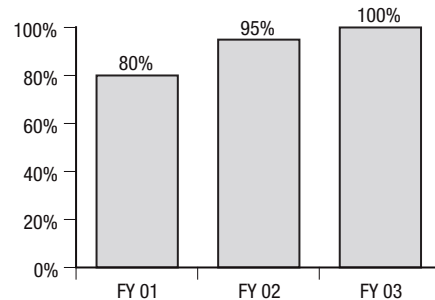


Number of High Priority Service Calls

Protected County Investments and Resources

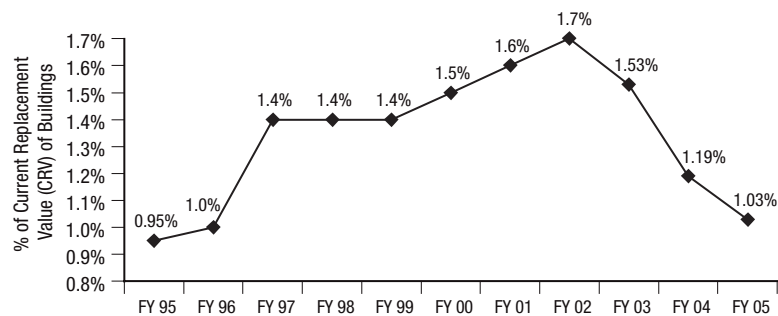


Percent of New or Renewed Leases Negotiated at or Below Market Value



Percent of Lease Renewals Completed Prior to Expiration

*Most of the leases negotiated during this period were special use facilities, mostly court related, which had an existing lease in place with several years left on the term. In each case the lease amount was significantly reduced for both the current and future fiscal years. The fact it was not "below market" as compared to rates for general office uses is expected, as their specialized use and improvements create a different market condition.



Preventive Maintenance Funding Levels

Recent reductions in staffing have reversed efforts towards meeting the Board's existing policy standard of funding Preventive Maintenance and Building Operations at two percent (2%) of the current replacement value (CRV) of County facilities. If approved, reductions will lower the CRV funding level value to 1.03%.



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:

- 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

- 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 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

County Executive's Recommendation

The General Services Agency (GSA) met its reduction amount of \$3,388,000 with this proposal. The reductions were developed across all departments within GSA except County Communications. Communications had no reduction due to the degree of mandated public safety services they perform.

A new organization structure for GSA is being proposed. The "Agency" designation will be eliminated and the departments re-established as parts of existing agencies as follows:

Proposed Reorganization of General Services Agency

Unit	Proposed	Reporting to
Communications	Stand Alone Department	County Exec Office
Facilities	Stand Alone Department	County Exec Office
Fleet Services	Division	Facilities
Building Ops.	Division	Facilities
Property Mgt.	Division	Facilities
Intragovernment	Division	Facilities
Printing Services	Division	ISD
Procurement	Stand Alone Department	County Exec Office

Property Management

Increase One-Time Appropriation

Recommendation: Increase appropriation of \$5,000,000 to acquire property for relocation and consolidation of Fleet maintenance yards.



Background: The Civic Center Master Plan calls for the relocation of Fleet Services from the Civic Center Parking Lot area. This relocation effort will be combined with a consolidation plan also underway to combine 2 or 3 Fleet maintenance yards. Fleet Services has four existing yards with locations at 13600 Murphy Avenue in San Martin, 55 W. Younger, 11030 Doyle Road in San Jose, and 1505 Schallenberger Road in San Jose. Consideration is being given to combining 55 W. Younger and 1505 Schallenberger. There is a possibility of also including 11030 Doyle Road. Fleet Services, Property Management and Roads staff will be working closely together on this consolidation effort since Roads is also considering consolidation alternatives for its yards.

Total Cost: \$5,000,000

Increase Revenue from Superior Court

Recommendation: Increase revenue from Superior Court.

Background: The Court will begin an annual reimbursement of costs to the County for janitorial services in leased buildings. The reimbursement will be paid as part of the lease payment currently being made to the County for leased Court facilities. This agreement is consistent with Rule 810.

Total Revenue: \$67,807

Increase One-Time Appropriation

Recommendation: Increase one-time appropriation for lease buy-outs, tenant improvements and moving costs.

Background: A Countywide space planning effort is underway to maximize use of County-owned space and eliminate costly ongoing lease costs. A one-time appropriation of \$500,000 will be used for lease buy-outs, tenant improvements, and move costs associated with this space efficiency effort.

Total One-Time Cost: \$500,000

Add One Office Specialist

Recommendation: Add 1 Office Specialist III to the Property Management Unit.

Background: This addition of 1 Office Specialist III position is directly offset by the deletion of 1 Office Specialist III position in Intragovernmental Services. This position is needed to assist in the maintenance of a Countywide database that tracks all property leased by Santa Clara County.

Total Ongoing Cost: \$55,488

Reduce Professional and Specialized Services

Recommendation: Reduce appropriation for Professional and Specialized Services in Property Management budget.

Background: This appropriation reduction will decrease Property Management's ability to use outside resources for functions such as appraisals and cost estimating.

Total Ongoing Reduction: (\$106,964)

Reduce Ongoing Appropriation for Leases

Recommendation: Reduce appropriations by \$419,139 to balance expense needed to pay FY 2005 leases and reimbursements needed from Departments.

Background: This reduction represents the net difference in overall County leases as a result of negotiated renewals and strategic terminations of leases.

Total Ongoing Reduction: (\$419,139)

Building Operations

Add 2 Janitors and 1 Gardener

Recommendation: Add 2 Janitors and 1 Gardener to maintain the buildings and grounds at the new County Office Buildings at 2310 - 2314 North First Street. GSA Facilities staff will move from 701 Miller Street to the new building in August, 2004 and occupy approximately 25,000 square feet of space in one building.

A total of seven janitors will be needed to maintain the buildings once they are fully occupied. Janitorial staff will be added in phases corresponding to the arrival of tenant occupancy.

Total Cost: \$162,096

Delete 10 Craft Positions

Recommendation: Delete the following positions from Building Operations:

FTE	Code	Description	Filled Vacant
1.0	M82	Sheet Metal Worker	Vacant
2.0	Z88	Electrician	Vacant
1.0	M51	Carpenter	Vacant
1.0	M81	Refrigeration Mechanic	Vacant
1.0	M59	Electrician	Filled
1.0	Z90	Painter	Filled
2.0	M68	Painter	Filled
1.0	M42	Sr. Building Systems Monitor	Filled
10.0		Total	

Impact: The impact of the loss of 10 craft positions in Building Operations will be a significant reduction in preventive maintenance of County structures and systems. This loss will lengthen response time on service calls and will force priorities on repairs that are essential for the near-term continued operation of building equipment. Replacement of items such as stained ceiling tiles will be reduced if not eliminated. Painting will be done only when needed to seal surfaces against water intrusion or to protect the surfaces from further damage.

The Sr. Building Systems Monitor (M42) position was proposed for deletion by GSA in the Fall, 2003 Reduction Plan due to a reorganization. Bargaining Unit negotiations funded the position through June, 2004. It is currently unfunded in the FY 2005 Recommended Budget and proposed here for deletion.

Board policy 4.11.2 designates that the standard for the County's preventive maintenance operating budget shall be 2% of the Current Replacement Value (CRV) of buildings. This reduction brings the County to approximately 1% of the CRV.

Total Ongoing Reduction: (\$922,898)

Add and Delete One General Maintenance Mechanic

Recommendation: Add 1 Classified General Maintenance Mechanic II and Delete 1 Unclassified General Maintenance Mechanic II position.

Background: The unclassified position was added as "permanent unclassified" in the past. At the recommendation of Employee Services Agency, this action will clarify the true number of available positions in the Facilities Department.

Total Cost: \$0

Reduce Appropriations for Services and Supplies

Recommendation: Reduce appropriations for PC Hardware and Software purchases by \$32,407.

Total Ongoing Reduction: \$32,407

Reduce Appropriations for Fleet Services

Recommendation: Reduce appropriations for Fleet Services by \$31,796.

Impact on Services: Building Operations proposes to return vehicles to the Fleet pool. Certain workers will share vehicles if no efficiencies are lost.

Total Ongoing Reduction: (\$31,796)

Capital Programs

Delete 2 Capital Project Managers

Recommendation: Delete 2 Capital Project Managers effective December 31, 2004.

Impact: Capital Project Managers are funded 100% by Fund 50 Project Funds. The Manager of Capital Programs Division has prepared a staffing plan that takes into account the reduced number of proposed new Capital projects, Capital funding for the Building Operations Backlog, and funding for Board-approved Capital Programs such as Security Master Plan projects. The staffing plan indicates that Capital Programs has to reduce staff by two project managers effective

December 31,2004 as workload diminishes during the course of the fiscal year when projects are completed and closed out.

Total Ongoing Reduction: (\$150,624)



Fiscal Year 2005 Capital Budget

In accordance with Board policy 4.10 regarding Capital Outlay, Capital Programs initiated the Fiscal Year 2005 Capital Budget process in July 2003 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 November 14, 2003 and February 26, 2004. The Board accepted the FGOC report on March 23, 2004. Details for each of the following recommendations were distributed to Board members as part of the Finance and Government Operations Committee distribution. Additional copies are available from Capital Programs.

County Executive's Recommendation

The County Executive is recommending a one-time Capital appropriation of \$13,950,000 to fund projects that total \$14,550,000. It is estimated that the Fund 50 balance will generate \$600,000 in interest revenue in support of the FY 2005 Capital projects.

Funding is recommended for the following Capital Projects:

FY 2005 Capital Projects

Description	\$
Backlog Life Cycle Infrastructure	\$5,000,000
Purchase Korean Baptist Church	\$2,750,000
Juvenile Hall Housing Project Augmentation	\$2,820,000
Complete ROV Warehouse Project	\$650,000
Muriel Wright Program Building	\$605,000
Smoke Alarm System at Elmwood	\$225,000
Security Master Plan	\$2,000,000
Study to Relocate Men's Work Furlough	\$500,000
Total	\$14,550,000

Backlog/Life Cycle Infrastructure Investment

The Life Cycle Infrastructure Investment Program focuses on protecting the County's assets in County-owned buildings and property. This appropriation will fund projects that restore and repair County buildings, systems, and equipment as part of deferred maintenance. It funds the continual replacement of building systems and supporting infrastructure that have reached or exceeded their useful life and are in need of replacement or repair. The following list of Backlog projects and cost estimates are preliminary.

However, if during FY 2005 equipment or structures fail unexpectedly that are not on this list, the unexpected failure will take precedence over certain projects on this list.

Life Cycle Infrastructure Investment

Countywide Facility Assessment
Water Distribution System at County Communications
Elmwood Waste Water Recycling Project
Booster Station at Wright Ranch
Safety Rails on Cooling Towers--various locations
Replace/Repair Roof at James Ranch Kitchen
Replace/Repair Roof at Juvenile Hall Kitchen/Shop
Replace/Repair Roof at Elmwood Rehab Center--Dining Hall
Replace/Repair Roof at Elmwood Rehab Center East Gate
Replace/Repair Roof at Elmwood Rehab Center Shop
Replace/Repair Roof at Elmwood Rehab Center Chapel (Library)
Mechanical Room Repairs-- 7 different locations
Renovation of Elevators 1 & 2 Juvenile Hall
Elmwood W-2 and W-4 Showers
Elmwood M-8 Holding Cell Plumbing Access
Elmwood WDF Plumbing Fixtures Replacement
Replace Shut-Off Valves in Mechanical Room - DT Superior Court
Repair/Replace Main Water line at Berger Drive #2 Mechanical Rm.
Replace Backflow Devices at main Jail
Replace Feed Water Tank at Berger Drive #2
Parking Lot Resurfacing/Replacement at Civic Center and Lenzen
Security Alarms at East and West Wings, 70 West Hedding
HVAC Replacement at 605 W. El Camino, Sunnyvale

The estimated cost to perform the work above is \$5,000,000. Building Operations' Master List of backlog projects has additional projects estimated at \$8,049,000.



A future thorough Countywide assessment will provide essential information needed to assess the overall priorities.

Total Cost: \$5,000,000

Purchase Property at 2500 Senter Road (Korean Baptist Church)

In November, 2003, the County closed escrow on the purchase of property at 2500 Senter Road, adjacent to the Chaboya Health Center. The purchase agreement specified a phased payment plan due to a possible continued building occupancy of the facility for a period of up to three years. However, it is now anticipated that the occupants will vacate the property in the Fall of 2004. If this happens, the second and third installments will come due during FY 2005 and total \$2,750,000.

Total One-Time Cost: \$2,750,000

Juvenile Hall Housing Project Augmentation

This project replaces the old living units and classrooms in the Juvenile Hall complex. The project is largely funded from a State Board of Corrections (BOC) grant. It is being executed in six stages to minimize disruption to Juvenile Hall operations and to maintain the Probation Department's required minimum operational bed capacity, all within the BOC timeline to expend the grant funds. Per grant agreement, all "soft" (non-construction) costs such as architectural-engineering services, testing, inspection, construction management services, and County administration are funded by the County.

In May, 2002, a construction contract was awarded to execute stages 2-6, with a contract completion date of October 7, 2004. However, during construction the contractor encountered numerous unknown site conditions that caused significant unavoidable delays to the progress of construction. The project completion date has been extended by 8 months due to the unavoidable delays. On January, 22, 2004 the BOC granted an extension to use grant funds for this project until June 30, 2005 (completion of stage 5). Although

there are adequate funds to cover grant work, additional County funds are needed to support this project until October 2005 (completion of stage 6).

As a result of the unavoidable delays, the costs to manage the project have increased. The following additional County funds are needed to support the project until October, 2005:

Juvenile Hall Housing Project Augmentation	
Construction Management	\$680,000
Architectural-Engineering	\$430,000
Geotechnical	\$30,000
Special Inspection	\$215,200
Portable Lease Extension	\$43,000
County Project Management	\$585,000
County Inspection	\$470,000
County Information Systems	\$118,300
County Facilities Maintenance	\$221,000
County Fire Marshal	\$16,500
County Management and Administration	\$11,000
Total	\$2,820,000

Total Cost: \$2,820,000

Registrar of Voters Warehouse Upgrades

The Warehouse at Berger Drive is used to store 5,000 new Direct Recording Entry (DRE) voting machines. The Warehouse will also be used for the functions of GSA Records Retention, Building Operations storage, Procurement Department storage, ISD, VMC Records storage, and Agriculture and Resource Management storage.

A facility survey performed on the warehouse in March 2003, in preparation to upgrade the warehouse to accommodate the DRE machines, indicated the warehouse had significant seismic deficiencies, fire sprinkler and fire alarm deficiencies, was not ADA compliant, lacked security features and needed other architectural repairs and upgrades to accommodate all the proposed functions. A consultant prepared a preliminary cost estimate and this cost estimate was used as the basis to prepare the FY 2004 Capital Budget request to obtain funds to initiate the project design.

Since the FY 2004 preliminary budget estimate was prepared, design information has been gained that indicates an additional \$650,000 will be required for construction. Factors include:

- Greater fire sprinkler system needs due to the material content and batteries of recently purchased DRE machines.
- Additional project management and construction efforts to make interim facility improvements to the warehouse to facilitate immediate delivery and storage of the DRE machines.
- Additional seismic bracing needed

Total One-Time Cost: \$650,000

Muriel Wright Program Building

This project constructs a 5,000 square foot Program building, renovates administrative areas in the existing Center, and renovates outdoor recreation facilities at the Muriel Wright Center.

The contract was successfully bid in Fall 2003, and then cancelled before award due to County budget concerns. The low bidder will no longer maintain his bid due to rising material and labor costs. Additional funds are needed to rebid, and for anticipated higher bids.

The current project budget is \$1.723 million from General Fund and \$225,000 from Probation for a total appropriation of \$1,948,000. The total cost to complete the project is now estimated to be \$2,553,000. An additional \$605,000 is needed to provide construction and project management services.

Total Cost: \$605,000

Smoke Alarm System at Elmwood

This project plans, designs and constructs a hardwired smoke alarm system at the Correctional Center for Women's building (CCW-1) and the attached Regimented Corrections Program (RCP) barracks.

The State Fire Marshal has declared these buildings to be in need of code upgrades.

Total Cost: \$225,000

Security Master Plan Implementation

The Security Master Plan evaluated twenty-seven (27) County buildings and four (4) parking areas for circulation control, intrusion detection and access control. A list of needed improvements has been identified. These improvements are classified as "essential" to enhance security.

Given the magnitude of the identified improvements, Capital Programs is proposing an annual appropriation in the Capital Budget for a series of years to implement the needed enhancements.

Total Cost: \$2,000,000

Study and Renovation Funds to Relocate Men's Work Furlough to Elmwood Campus

Men's Work Furlough is located at 590 East Middlefield Road in Mountain View. The site is not ideal for the program in terms of structure, location, or security.

A study is needed to explore the possibility of relocating the Men's Work Furlough program to a building at Elmwood. These funds are recommended to study, program, and remodel existing structures at Elmwood.

Total Cost: \$500,000

Facilities Department — Budget Unit 263 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
2380	GSA Facilities Admin Fund 0001	\$ 428,433	\$ 527,092	\$ 527,092	\$ 711,998	\$ 184,906	35.1%
2500	Property Mgt Div Fund 0001	5,302,474	1,248,520	947,002	6,586,790	5,338,270	427.6%
2515	GSA Capital Prog Fund 0001	40,070,206	8,637,321	11,626,142	13,950,000	5,312,679	61.5%
2516	Capital Improvement Fund 0050	56,040,991	10,799,592	132,733,000	14,550,000	3,750,408	34.7%
2517	Construction Admin Fund 0051	(36,292)	—	265,294	—	—	—
2518	Construction Admin Fund 0057	2,415,000	—	—	—	—	—
26304	GSA Building Operations-Fund 0001	20,009,321	18,506,283	18,008,316	18,845,078	338,795	1.8%
Total Net Expenditures		\$ 124,230,133	\$ 39,718,808	\$ 164,106,846	\$ 54,643,866	\$ 14,925,058	37.6%

Facilities Department — Budget Unit 263 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
2380	GSA Facilities Admin Fund 0001	\$ 428,433	\$ 527,092	\$ 527,092	\$ 711,998	\$ 184,906	35.1%
2500	Property Mgt Div Fund 0001	43,526,911	47,357,853	47,142,829	53,538,509	6,180,656	13.1%
2515	GSA Capital Prog Fund 0001	44,791,060	13,444,367	16,084,082	17,462,187	4,017,820	29.9%
2516	Capital Improvement Fund 0050	56,040,991	10,799,592	132,733,000	14,550,000	3,750,408	34.7%
2517	Construction Admin Fund 0051	(36,292)	—	265,294	—	—	—
2518	Construction Admin Fund 0057	2,415,000	—	—	—	—	—
26304	GSA Building Operations-Fund 0001	24,584,162	22,921,260	22,423,293	22,039,418	(881,842)	-3.8%
Total Gross Expenditures		\$ 171,750,265	\$ 95,050,164	\$ 219,175,590	\$ 108,302,112	\$ 13,251,948	13.9%

Facilities Department — Budget Unit 263 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 21,699,500	\$ 21,288,732	\$ 20,780,387	\$ 20,433,355	\$ (855,377)	-4.0%
Services And Supplies	48,170,182	54,337,127	53,778,524	56,564,044	2,226,917	4.1%
Other Charges	24,206	4,713	4,713	4,713	—	—
Fixed Assets	31,735,132	9,970,000	131,668,702	17,350,000	7,380,000	74.0%
Operating/Equity Transfers	70,121,245	9,449,592	12,943,264	13,950,000	4,500,408	47.6%
Subtotal Expenditures	171,750,265	95,050,164	219,175,590	108,302,112	13,251,948	13.9%
Expenditure Transfers	(47,520,132)	(55,331,356)	(55,068,744)	(53,658,246)	1,673,110	-3.0%
Total Net Expenditures	124,230,133	39,718,808	164,106,846	54,643,866	14,925,058	37.6%



Facilities Department — Budget Unit 263

Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
2500	Property Mgt Div Fund 0001	1,838,102	1,790,696	1,790,696	1,613,926	(176,770)	-9.9%
2515	GSA Capital Prog Fund 0001	133	829,592	829,592	—	(829,592)	-100.0%
2516	Capital Improvement Fund 0050	62,310,497	9,970,000	50,311,459	14,550,000	4,580,000	45.9%
2517	Construction Admin Fund 0051	(787)	—	—	—	—	—
2518	Construction Admin Fund 0057	24,458	—	—	—	—	—
2519	Construction Admin Fund 0047	10,517	—	—	—	—	—
26304	GSA Building Operations-Fund 0001	453,171	—	—	—	—	—
Total Revenues		\$ 64,636,091	\$ 12,590,288	\$ 52,931,747	\$ 16,163,926	3,573,638	28.4%

GSA Facilities Admin Fund 0001 — Cost Center 2380

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	3.0	\$ 527,092	\$ —
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	52,850	—
Internal Service Fund Adjustments	—	144,093	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	3.0	\$ 724,035	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Printing Rate/Service Change	—	(3,193)	—
Decision Packages			
1. Reduce Retirement Expenditures	—	(8,844)	—
Subtotal (Recommended Changes)	—	\$ (12,037)	\$ —
Total Recommendation	3.0	\$ 711,998	\$ —

Property Mgt Div Fund 0001 — Cost Center 2500

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	6.0	\$ 1,248,520	\$ 1,790,696
Board Approved Adjustments During FY 2004	—	(301,518)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	48,282	—
Internal Service Fund Adjustments	—	(1,244,960)	—
Other Required Adjustments	—	1,388,657	(244,577)
Subtotal (Current Level Budget)	6.0	\$ 1,138,981	\$ 1,546,119
Recommended Changes for FY 2005			



Property Mgt Div Fund 0001 — Cost Center 2500
Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments			
Loss of reimbursement from operating departments due to elimination of ongoing leases:			
Eliminate Ongoing Lease Cost for UC Coop Extension	—	234,570	—
Eliminate lease at 12 N White Rd.	—	34,619	—
Eliminate ongoing cost of leased property at 595 Millich	—	113,632	—
Eliminate ongoing costs for leased property at 105 N Bascom, Ste. 101	—	92,523	—
Eliminate ongoing costs for leased property at 595 Millich	—	92,972	—
Eliminate ongoing funds for lease of 225 W. Julian, Ste. 100 for SACPA	—	473,433	—
Eliminate ongoing lease at 4 N. Second Street	—	240,968	—
Eliminate ongoing lease at 701 N. 1st Street	—	257,974	—
Eliminate ongoing lease cost for 2202 Junction Ave.	—	261,361	—
Increased reimbursement from operating departments for one-time lease payments:			
Increase ongoing lease funds for Westside Sheriff services.	—	(150,000)	—
One time funds needed for lease at 255 W. Julian, Ste. 100 for SACPA	—	(473,433)	—
One time funds needed for lease payments at 701 N. 1st Street	—	(181,621)	—
One time funds needed for partial year lease payments for 42 N. Second	—	(93,000)	—
One time funds needed for partial year lease payments.	—	(7,508)	—
One time funds needed to pay partial year lease at 12 N. White Rd.	—	(1,443)	—
One time funds needed to pay partial year lease payments at 105 N. Bascom, Ste. 101	—	(50,117)	—
One-Time Lease Cost for UC Coop Extension for FY 2005	—	(175,927)	—
One-time funds needed for partial year lease payment for 2202 Junction Ave.	—	(238,020)	—
Postage Reduction	—	(427)	—
Decision Packages			
1. Increase Revenue From Courts for Janitorial Services	—	—	67,807
Courts will begin annual reimbursement of costs for janitorial services included in payments for leased court facilities consistent with Rule 810.			
2. One-time Appropriation for Tenant Improvements, Lease Buy-outs and Move Costs	—	500,000	—
Add one-time funding for the purpose of tenant improvements, lease buy-outs, and move costs.			
3. Reduce Appropriation for Leases	—	(419,139)	—
Reduce ongoing appropriation for payment of leases as a result of several actions such as early terminations and lower negotiated rents that allow better utilization of county owned and leased space.			
4. Reduce Professional and Specialized Services	—	(106,964)	—
Reduce professional and specialized services in Property Management.			
5. Fleet Relocation	—	5,000,000	—
This appropriation will be used to acquire property to consolidate the Fleet yards.			
6. Add One Office Specialist III Position	1.0	55,488	—



Property Mgt Div Fund 0001 — Cost Center 2500
Major Changes to the Budget

	Positions	Appropriations	Revenues
As part of the GSA Re-organization, a vacant Office Specialist III code will be transferred from BU 135 to BU 263.			
7. Reduce Retirement Expenditures	—	(12,132)	—
Subtotal (Recommended Changes)	1.0	\$ 5,447,809	\$ 67,807
Total Recommendation	7.0	\$ 6,586,790	\$ 1,613,926

GSA Capital Prog Fund 0001 — Cost Center 2515
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	31.0	\$ 8,637,321	\$ 829,592
Board Approved Adjustments During FY 2004	-7.0	2,988,821	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(33,135)	—
Internal Service Fund Adjustments	—	(8,883,104)	(829,592)
Other Required Adjustments	—	(2,709,903)	—
Subtotal (Current Level Budget)	24.0	\$ —	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Appropriate funds for Capital Projects.	—	13,950,000	—
Eliminate General Services Agency Overhead Charge to Facilities Department	—	(440,070)	—
Fleet service rate change	—	(674)	—
ISD Service Cost Adjustment	—	4	—
Postage Reduction	—	(336)	—
Printing Rate/Service Change	—	(582)	—
Decision Packages			
1. Delete Two Capital Project Manager Positions Effective December 31, 2004	-2.0	(150,423)	—
Delete 2 Capital Project Managers from GSA Facilities effective 12/31/04.			
2. Reduce Reimbursements	—	666,193	—
Reduce reimbursements from Fund 50 to Fund 01 as a result of reduced costs in Fund 01.			
3. Reduce Retirement Expenditures	—	(74,112)	—
Subtotal (Recommended Changes)	-2.0	\$ 13,950,000	\$ —
Total Recommendation	22.0	\$ 13,950,000	\$ —



Capital Improvement Fund 0050 — Cost Center 2516

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Capital Improvements (Fund Number 0050)			
FY 2004 Approved Budget	—	\$ 10,799,592	\$ 9,970,000
Board Approved Adjustments During FY 2004	—	121,933,408	40,341,459
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(829,592)	(8,620,000)
Other Required Adjustments	—	(131,903,408)	(41,691,459)
Subtotal (Current Level Budget)	—	\$ —	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Appropriate funds for Capital Projects.	—	—	13,950,000
Decision Packages			
1. Interest Earned in Fund 50	—	—	600,000
Fund 50 is projected to earn \$600,000 in interest during FY 2005. The total contributed capital needed to fund capital projects from the General Fund has been reduced by this amount. The combination of Fund 50 interest earned, \$600,000, and contributed capital from Fund 0001 to Fund 50, \$13,950,000, is the total estimated funding, \$14,550,000, for capital projects.			
2. Appropriation for Building Operations	—	5,000,000	—
Appropriate \$5 million for deferred maintenance on County buildings. An estimated \$2.2 million will be paid to Building Operations to perform work. The remaining \$2.8 million will be used for outside contractors.			
3. Purchase of Korean Baptist Church	—	2,750,000	—
This appropriation will be used for the second and third installment payments of the Korean Baptist Church on 2500 Senter Road located adjacent to the Chaboya Health Center.			
4. Juvenile Hall Project Management	—	2,820,000	—
Juvenile Hall construction costs have increased by \$2,820,000. This appropriation will augment the project by the amount needed for completion.			
5. Warehouse Renovation Project Manager Costs	—	650,000	—
This appropriation is needed to augment the Warehouse Renovation project.			
6. Muriel Wright Project Management Costs	—	605,000	—
This appropriation will augment the Muriel Wright Program Building Project by \$605,000.			
7. Elmwood Smoke Alarm Project	—	225,000	—
This appropriation will fund the installation of a smoke alarm system at Elmwood. The State Fire Marshal will not certify the Elmwood complex as compliant unless the County installs a hard wired smoke alarm system in the Correctional Center for Women W-1 Building and in the attached RCP barracks.			
8. Security Master Plan	—	2,000,000	—
This appropriation will construct and implement some of the recommendations in the County's Security Master Plan. Implementation of recommendations will ensure a safe work environment for County employees and public visitors.			
9. Men's Work Furlough Project	—	500,000	—
This appropriation will fund a study and design of appropriate space for the relocation of the Men's Work Furlough Program.			
Subtotal (Recommended Changes)	—	\$ 14,550,000	\$ 14,550,000
Total Recommendation	—	\$ 14,550,000	\$ 14,550,000



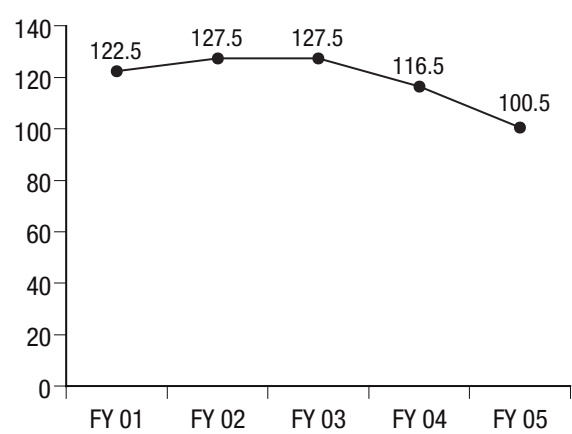
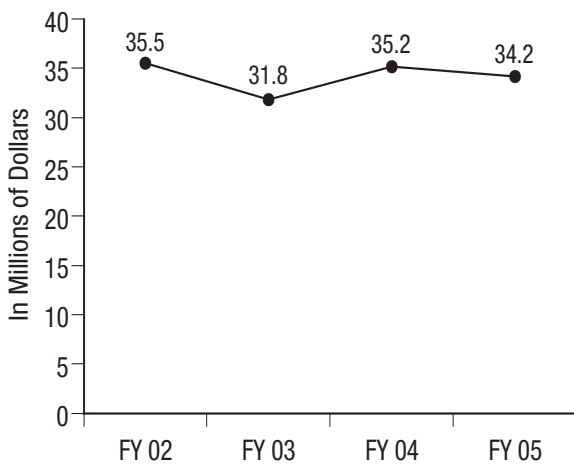
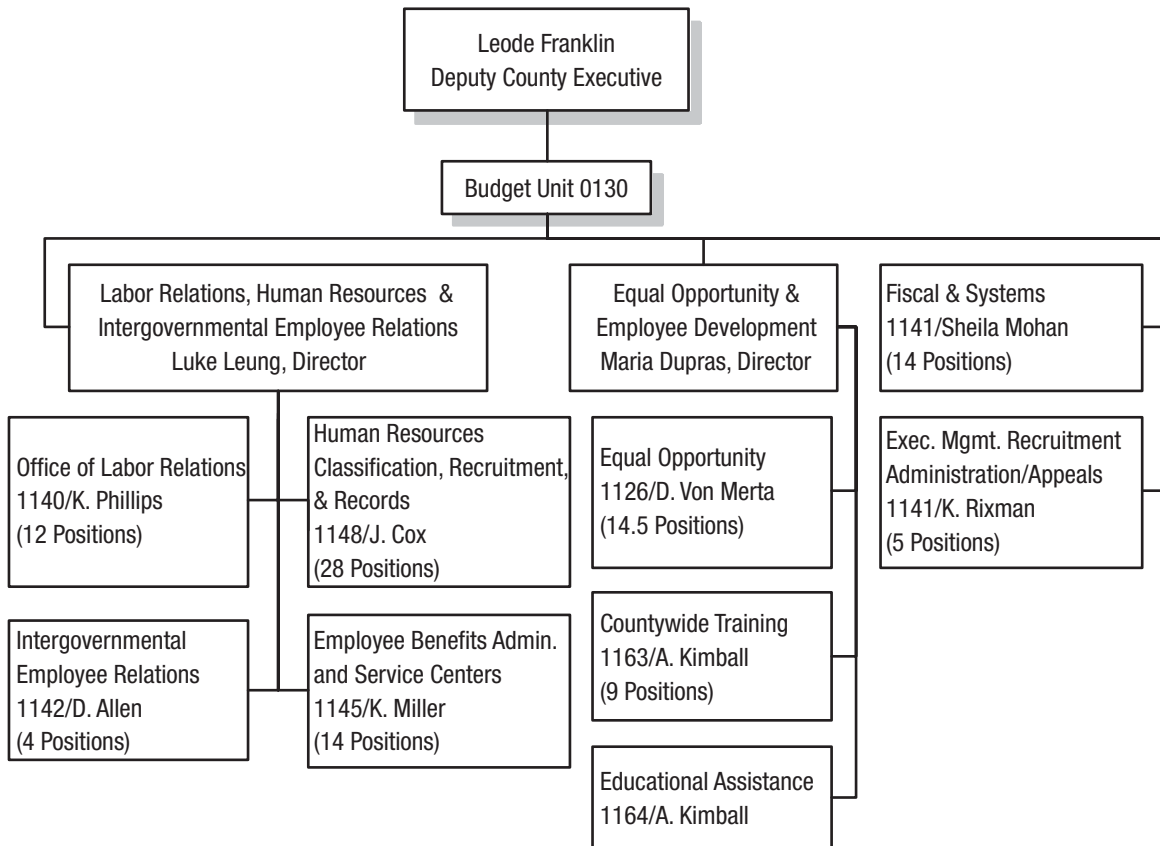
GSA Building Operations-Fund 0001 — Cost Center 26304
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	217.0	\$ 18,506,283	\$ —
Board Approved Adjustments During FY 2004	-3.0	(497,967)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	1,191,088	—
Internal Service Fund Adjustments	—	222,051	—
Other Required Adjustments	—	993,020	—
Subtotal (Current Level Budget)	214.0	\$ 20,414,475	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Eliminate General Services Agency Overhead Charge to Building Operations	—	(87,228)	—
Fleet service rate change	—	(31,796)	—
ISD Service Cost Adjustment	—	4	—
Postage Reduction	—	(1,036)	—
Service Cost Reduction due to ISD Reductions	—	(840)	—
Decision Packages			
1. Add Two Janitor Positions	2.0	101,328	—
Add 2 Janitor positions to maintain the new County buildings at 2310 - 2314 North First Street.			
2. Delete One Sheet Metal Worker and One Painter	-2.0	(202,708)	—
Delete a Sheet Metal Worker and a Painter from Building Operations.			
3. Delete Two Electricians and One Unclassified General Maintenance Mechanic, Add One Classified General Maintenance Mechanic	-2.0	(219,494)	—
Delete 2 Electricians, add 1 classified General Maintenance Mechanic II and delete 1 unclassified General Maintenance Mechanic II.			
4. Delete Carpenter in Building Operations	-1.0	(95,434)	—
Delete 1 Carpenter in Building Operations.			
5. Delete One Refrigeration Mechanic	-1.0	(107,197)	—
Delete 1 Refrigeration Mechanic from Building Operations.			
6. Delete One Electrician	-1.0	(107,197)	—
Delete 1 Electrician from Building Operations.			
7. Delete Two Painters	-2.0	(190,868)	—
Delete 2 Painters from Building Operations.			
8. Delete One Building Systems Monitor	-1.0	—	—
Delete 1 Sr. Building Systems Monitor. This position was deleted in FY 2004 but added back for one year by agreement with Bargaining Unit. This action will delete the position code that has no funding associated with it in FY 2005.			
9. Add One Gardener	1.0	60,768	—
Add 1 Gardener to maintain the grounds at the newly acquired building at 2310 - 2314 North First Street.			
10. Reduce Appropriation for Services and Supplies	—	(32,407)	—
Reduce appropriations for services and supplies in Building Operations. This reduction will decrease PC hardware and software purchases.			
11. Reduce Workers Compensation Expense	—	(317,362)	—
12. Reduce Retirement Expenditures	—	(337,930)	—
Subtotal (Recommended Changes)	-7.0	\$ (1,569,397)	\$ —
Total Recommendation	207.0	\$ 18,845,078	\$ —



Human Resources, Labor Relations, and Equal Opportunity & Employee Development

Section 1: Finance and Government



Gross Appropriation Trend
In the FY 2005 document, gross appropriations replace net appropriations.



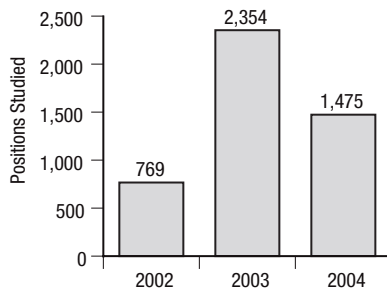
Public Purpose

- ➔ **Promote a productive, skillful and diverse workforce to assure effective and efficient services for County residents**

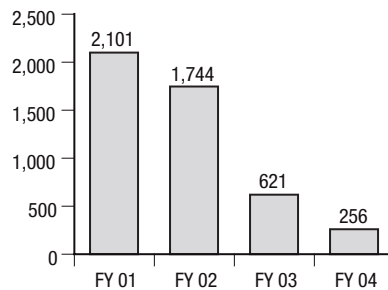


Desired Results

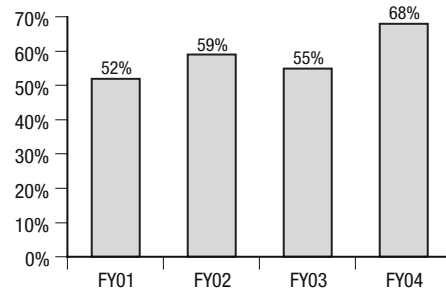
Recruit quality candidates for County positions by conducting highly strategic, comprehensive and timely recruitments, and securing the appointment of highly competent and skilled candidates to the appropriate positions.



Classification Activity



Number of Employees Hired from Certification Lists



Lists Established within 90 Days

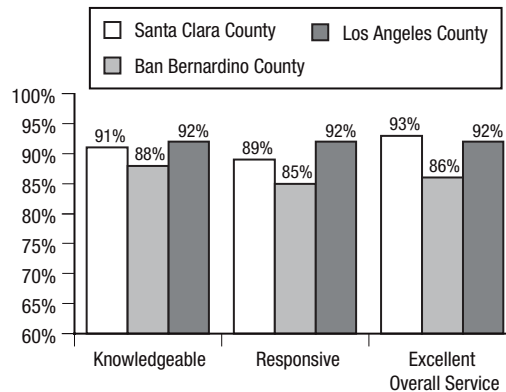
This chart demonstrates the level of activity for classification studies including all completed mandated studies and discretionary studies that had been designated for implementation by the Board of Supervisors. It reflects the completion of the entire process of the study of existing classification specifications. The countywide Clerical Classification study that reviewed all positions in the clerical bargaining unit of SEIU Local 715 and the Confidential Clerical Unit Employees (approximately 3,500 positions) occurred during the time period of 2002 to 2004.

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. The information above is based upon data gathered from July 1, 2003 - June 30, 2004. One of the goals of Human Resources is to establish an eligibility list ninety days from the date requested by the hiring manager. One of the charts below demonstrates that we were successful in meeting that objective. Factors involved in creating the list include: implementation of the Human Resources Recruitment Information Management System, which offers on-line job announcements and recruitment, job applications, job specifications and salary data; the length of time the bulletin remains open, test development, type and number of tests administered, the number of applicants, and the priorities established by the recruiting department. In fiscal year 2004 there was a drop in the number of employees hired due to budgetary restrictions and the implementation of the hiring freeze.

Note: Data for FY 2004 was collected from July 1, 2003 - December 31, 2003 and is projected through June 2004.

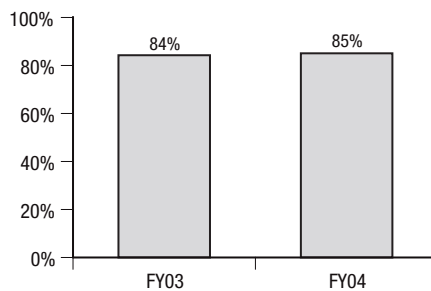


Achieve high internal/external customer service satisfaction in the provision of services including conducting successful recruitments and placements; facilitating transitional assistance (i.e. temporary housing) to newly appointed Executive Managers; and completing the annual comprehensive salary and benefit survey.



High Internal/External Customer Service Satisfaction

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.



Percent of Accurate Benefits Transactions Processed

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.

To be displayed in the FY 2006 Budget

Track the Office of Labor Relations' Performance in the Area of Discipline Cases Closed During the Fiscal Year

Key measures for disciplines will include the number of probationary releases, suspensions, demotions, and discharges that were not appealed, were settled, and that were resolved through either a Personnel Board or arbitration hearing. Data on closed disciplines (not appealed, settled or resolved through hearing) will be tracked on a monthly basis, and will be displayed in the FY 2006 budget.

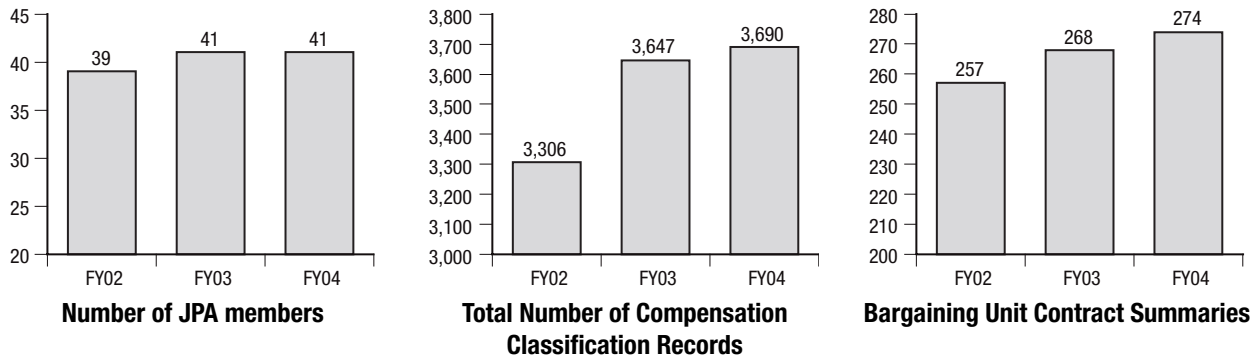
To be displayed in the FY 2006 Budget

Track the Office of Labor Relations' Performance in the Area of Grievances Resolved During the Fiscal Year

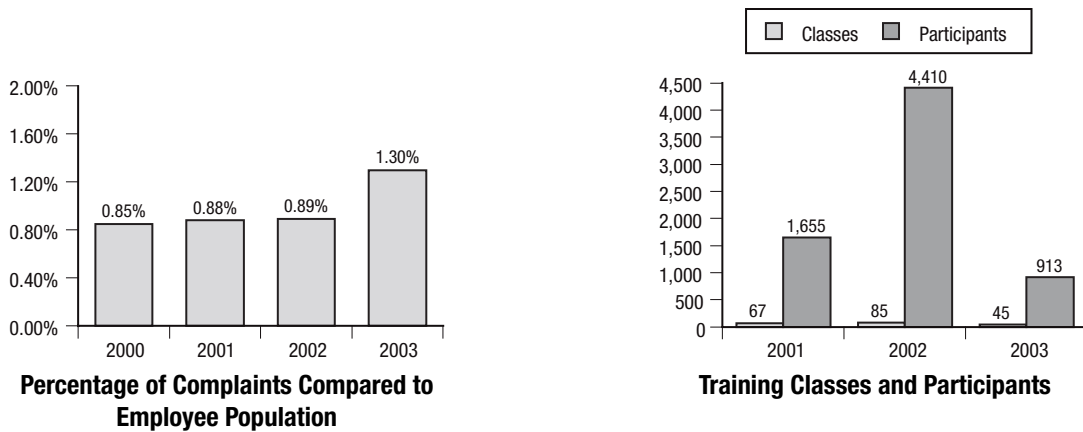
The key measure for grievances will be all grievances that were closed because they were not appealed, were settled or were resolved through hearing. Data on closed grievances (not appealed, settled or resolved through hearing) will be tracked on a monthly basis in FY 2005 and data will be displayed in the FY 2006 budget.



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.



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.

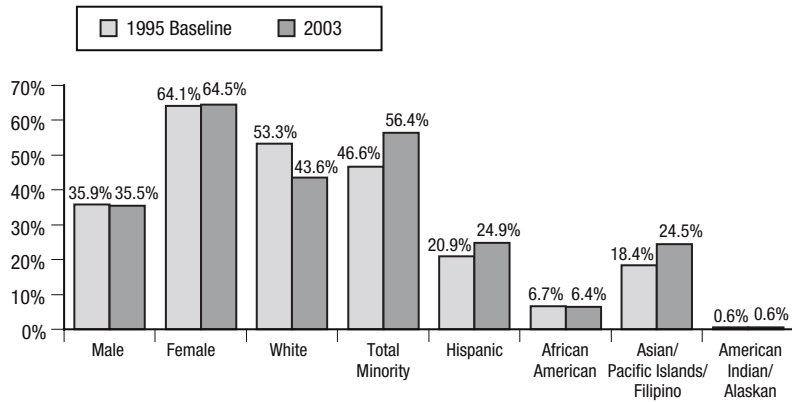


Through intervention/resolution/investigation of complaints and related workplace issues, continue working to maintain complaints at under 1% of employee population. Last year there was an increase in number of complaints relative to prior years. It is not unusual to experience an increase in complaints during difficult economic times.

The increase reflected in 2001 and 2002 figures is due to the need to inform employees of changes in the law regarding Sexual Harassment, Reasonable Accommodation and Sexual Orientation. Average annual participation for our current budget and employee population is between 800 and 1,000.



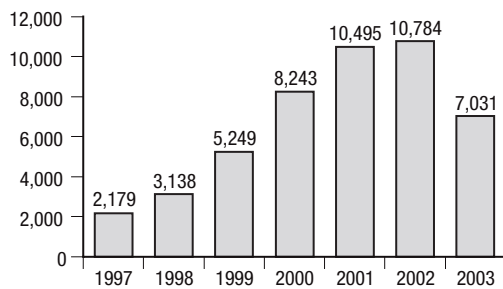
Achieve economies of intergovernmental employee relations service delivery (continued)



Change in Diversity of Workforce

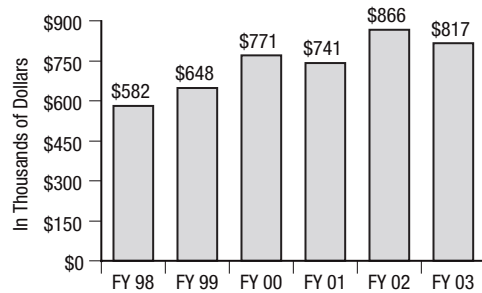
Through Diversity Program efforts and Equal Opportunity Plan Activities, maintain or increase the diversity of the County Workforce in comparison to 1995 baseline.

Develop employees by offering courses and training in interpersonal, management and technical skills, administering the Education Assistance funds and coordinating on-site degree programs.

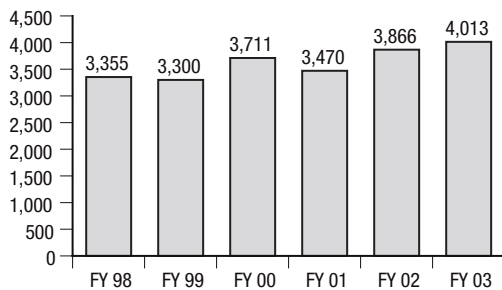


Confirmed Participants in County-Wide Training

The increase reflected in 2001 and 2002 figures is due to the need to inform employees of changes in the law regarding Sexual Harassment, Reasonable Accommodation and Sexual Orientation. Average annual participation for our current budget and employee population is 7,500 per year.



Education Assistance Paid to Employees



Education Assistance Program Participants



Description of Major Services

Recruitment & Classification Services

Human Resources provides a full range of services associated with the recruitment and hiring of employees. The department:

- 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 which includes a new employee portal for online application processing.
- 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 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. The department:

- 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 Resource 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 15,000 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 7,543 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.
- ❑ 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.

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:

Intergovernmental Employee Relations Services

Intergovernmental Employee Relations provides advisory and consultation services to 40 member public agencies under a joint powers agreement (JPA). The division:

- ❑ 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. The division:

- ❑ 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.
- ❑ Reviews, investigates, tracks and disposes all complaints of discrimination/harassment filed by County employees.

- ❑ **Leadership Seminar Series Program.** This is required training for all supervisory and managerial employees. The training program includes core classes covering Basic Principles, Employee Performance Appraisal, 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.

- ❑ **CountyWide Coordinated Classes.** Using the County-Wise 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 & Employee Development) has been given a reduction amount of \$1,858,000. They submitted a plan which, along with Risk Management's submission, met this reduction. After careful review of the impacts associated with some of the position deletions, the County Executive is proposing that the department retain one of the recruitment analysts that was proposed for deletion.

Reductions in Equal Opportunity and Employee Development

Staff Reduction

Recommendation: Delete 1.0 FTE Vacant Training and Staff Development Specialist.

Impact on Service: Impacts ability to respond to County departmental requests for training and customized classes. Core programs and performance appraisal classes will be reduced. Other duties will be assumed by existing staff.

Total Ongoing Reduction: (\$88,840)

Reduce Services and Supplies

Recommendation: Reduce the services and supplies budget in various areas:

Description of Reduction Area	Amount
Membership Dues	(\$200)
Workshops/Conferences	(\$500)
Transportation/Travel	(\$937)
Mileage	(\$200)
Miscellaneous Expenses	(\$300)
Other Direct Expenses	(3,000)
Professional and Special Services	(\$6,500)
TOP Program	(\$1,350)
Total Reduction	(\$12,987)

Impact on Service: The staff's ability to participate in professional associations and conferences and be informed of rapidly changing legislation will be limited.

The TOP Program will have a 10% reduction, which the TOP Chair agrees with as a reasonable reduction in this program area. Minimal impact will occur.

Promotional items for the Unity in Diversity Day event will be limited.

Total Ongoing Reduction: (\$12,987)

Recommendation: Reduce Professional and Specialized Services budget.

Impact on Service: Professional contracts will be cut back. Diversity Training classes will be reduced from once a month to once every other month. Also, special needs training for some agencies (HHS and SSA) will have to be funded by user agencies.

Total Ongoing Reduction: (\$20,000)

Recommendation: Reduce Contract Services budget.

Impact on Service: Funding for Silicon Valley Independent Living Center, a Community-based Organization, will be reduced by 16%. This organization provides community services and residential training to persons with disabilities.

Total Ongoing Reduction: (\$52,000)

Reductions in Labor Relations, Human Resources and Employee Relations

Staff Reduction

Recommended: Delete 11.0 FTE in various programs:

FTE	Code	Class Description	Vacant/ Filled	Cost Center
(1.0)	X12	Office Spec III ACE	Filled	1140
(1.0)	Q2D	Info Sys Mgr I	Vacant	1142
(1.0)	X12	Office Spe III ACE	Filled	1145
(1.0)	B1C	Assoc Mgt Analyst ACE	Filled	1145
(5.0)	D5D	Human Res Assist ACE	Filled	1148
(1.0)	X17	Executive Assistant ACE	Vacant	1148
(1.0)	B1D	Mgt Analyst ACE	Filled	1148
(11.0)		Total Reduction		

Impact on Service: In some areas, such as Labor Relations, office automation and streamlining have created efficiencies where position deletions will have minimal service impacts.

In the Records unit, the proposed deletion of 3.0 FTE Human Resources Assistants will affect the audit and quality control of some Personnel Action Requests.

The deletion of 1.0 FTE Human Resources Assistants that staffs the information booth at the lower level will necessitate the closure of the information booth.

Members of the public will be re-routed to the 8th floor to obtain services. Impact to the public will be minimal since window activity has decreased.

Total Ongoing Reduction: (\$871,308)

Reduce Services and Supplies

Recommendation: Reduce services and supplies budget in various areas:

Description of Reduction Area	Amount
Recruitment and Retention Services	(\$155,000)
Contract Services	(\$37,280)
Miscellaneous Services	(\$35,000)
Total Reduction	(\$227,280)

Impact on Service: Reduced recruitment activities and increased online capabilities will partially mitigate the reduction in recruitment and retention services. There is also a reassessment of some of the ongoing needs in this area, as the activity level in recruitment and retention has dropped off considerably in FY 2004. Funds that would have been used to advertise positions in publications or on the internet, and funds originally intended for job fair appearances are now no longer needed and can be reduced with minimal impact to the department.

Contract services reduction will reduce funds for interest-based bargaining and arbitration.

Total Ongoing Reduction: (\$227,280)

Reductions in Administration, Executive Recruitment, Fiscal and Information Systems

Staff Reductions

Recommendation: Delete 1.0 vacant Senior Management Analyst in Executive Recruitment.

Impact on Service: Responsibilities associated with this position have been distributed among existing staff. Some of those duties include functioning as the County Hearing Officer, the County Representative at pre-arbitration hearings and also a role as the Safety and Training Coordinator.

Total Ongoing Reduction: (\$113,244)



Recommendation: Delete 2.0 FTE in the Information Systems Division.

FTE	Code	Class Description	Vacant/ Filled	Cost Center
(1.0)	Q2B	Information Sys Mgr III ACE	Vacant	1141
(1.0)	Q2E	Information Sys Analyst ACE	Filled	1141
(2.0)		Total Reduction		

Impact on Service: Most of the vacant ISM I I I's duties have been assumed by the ESA Agency Finance Manager. A close working relationship with the Information Services Department will help mitigate the impact.

Total Ongoing Reduction: (\$240,936)

Personnel — Budget Unit 130 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1145	Employee Hlth & Benefit Servs Fund 0001	\$ 437,966	\$ 706,568	\$ 696,243	\$ 548,843	\$ (157,725)	-22.3%
1163	Employee Dev Fund 0001	1,316,461	1,302,664	1,302,664	1,247,301	(55,363)	-4.2%
1140	Office Of Labor Relations Fund 0001	883,099	1,163,676	1,156,765	1,006,189	(157,487)	-13.5%
1148	Personnel Operations Fund 0001	4,425,684	4,048,698	3,929,208	3,380,302	(668,396)	-16.5%
1141	Agency Admin, Fiscal & Sys Fund 0001	1,238,047	1,039,400	1,003,655	872,902	(166,498)	-16.0%
1164	Educational Asst Prog Fund 0001	1,004,371	1,045,068	1,045,068	1,046,155	1,087	0.1%
1142	Intergov'TI Employee Relation Serv Fund 0001	386,565	455,559	447,138	368,789	(86,770)	-19.0%
1126	Equal Opportunity Fund 0001	1,019,586	1,148,914	1,133,553	1,064,784	(84,130)	-7.3%
1127	Life Ins Prog Fund 0280	613,271	900,862	1,100,862	1,154,104	253,242	28.1%
1129	Delta Dental Ins Prog Fund 0282	17,107,780	19,341,042	19,341,042	19,520,730	179,688	0.9%
	Total Net Expenditures	\$ 28,432,830	\$ 31,152,452	\$ 31,156,199	\$ 30,210,100	\$ (942,352)	-3.0%

Personnel — Budget Unit 130 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1145	Employee Hlth & Benefit Servs Fund 0001	\$ 1,919,579	\$ 2,300,919	\$ 2,290,594	\$ 2,158,935	\$ (141,984)	-6.2%
1163	Employee Dev Fund 0001	1,454,197	1,477,664	1,477,664	1,422,301	(55,363)	-3.7%
1140	Office Of Labor Relations Fund 0001	1,096,668	1,393,162	1,386,251	1,331,834	(61,328)	-4.4%
1148	Personnel Operations Fund 0001	4,838,432	4,631,718	4,512,228	3,886,449	(745,269)	-16.1%
1141	Agency Admin, Fiscal & Sys Fund 0001	2,608,632	2,456,911	2,421,166	2,148,864	(308,047)	-12.5%
1164	Educational Asst Prog Fund 0001	1,004,371	1,045,068	1,045,068	1,046,155	1,087	0.1%



Personnel — Budget Unit 130 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1142	Intergov'TI Employee Relation Serv Fund 0001	392,899	461,893	453,472	375,123	(86,770)	-18.8%
1126	Equal Opportunity Fund 0001	1,064,745	1,197,631	1,182,270	1,116,792	(80,839)	-6.7%
1127	Life Ins Prog Fund 0280	613,271	900,862	1,100,862	1,154,104	253,242	28.1%
1129	Delta Dental Ins Prog Fund 0282	17,107,780	19,341,042	19,341,042	19,520,730	179,688	0.9%
Total Gross Expenditures		\$ 32,100,574	\$ 35,206,871	\$ 35,210,618	\$ 34,161,288	\$ (1,045,583)	-3.0%

Personnel — Budget Unit 130 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 9,637,592	\$ 9,494,117	\$ 9,381,061	\$ 8,586,494	\$ (907,623)	-9.6%
Services And Supplies	22,462,982	25,712,754	25,829,557	25,554,794	(157,960)	-0.6%
Other Charges	—	—	—	20,000	20,000	—
Subtotal Expenditures	32,100,574	35,206,871	35,210,618	34,161,288	(1,045,583)	-3.0%
Expenditure Transfers	(3,667,744)	(4,054,419)	(4,054,419)	(3,951,188)	103,231	-2.5%
Total Net Expenditures	28,432,830	31,152,452	31,156,199	30,210,100	(942,352)	-3.0%

Personnel — Budget Unit 130 Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1145	Employee Hlth & Benefit Servs Fund 0001	\$ 45,586	\$ 126,298	\$ 126,298	\$ 125,256	\$ (1,042)	-0.8%
1163	Employee Dev Fund 0001	500	—	—	—	—	—
1140	Office Of Labor Relations Fund 0001	16,661	—	5,000	—	—	—
1148	Personnel Operations Fund 0001	8,376	—	—	—	—	—
1141	Agency Admin, Fiscal & Sys Fund 0001	—	—	—	5,000	5,000	—
1164	Educational Asst Prog Fund 0001	189	—	—	—	—	—
1142	Intergov'TI Employee Relation Serv Fund 0001	358,552	377,202	377,202	372,897	(4,305)	-1.1%
1126	Equal Opportunity Fund 0001	(435)	—	—	—	—	—
1127	Life Ins Prog Fund 0280	(592,248)	12,465	12,465	1,284,507	1,272,042	10,204.9%
1129	Delta Dental Ins Prog Fund 0282	16,207,620	19,985,173	19,985,173	19,213,801	(771,372)	-3.9%
Total Revenues		\$ 16,044,801	\$ 20,501,138	\$ 20,506,138	\$ 21,001,461	\$ 500,323	2.4%



Employee Hlth & Benefit Servs Fund 0001 — Cost Center 1145

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	16.0	\$ 706,568	\$ 126,298
Board Approved Adjustments During FY 2004	—	(10,325)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	123,664	—
Internal Service Fund Adjustments	—	(61,362)	—
Other Required Adjustments	—	(5,416)	(1,042)
Subtotal (Current Level Budget)	16.0	\$ 753,129	\$ 125,256
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Postage Reduction	—	(6,420)	—
Printing Rate/Service Change	—	(2,695)	—
Service Cost Reduction due to ISD Reductions	—	(147)	—
Decision Packages			
1. Delete Two Positions	-2.0	(156,504)	—
Delete 2.0 FTE. The front desk staff will be reduced by 1.0 FTE Office Specialist III - ACE (X12). The Benefits unit will also be reduced by 1.0 FTE Associate Management Analyst B - ACE (B1C) which will leave major Peoplesoft responsibilities to be distributed among existing staff.			
2. Reduce Services and Supplies	—	(15,000)	—
Reduce services and supplies for various areas in the Employee Benefits unit.			
3. Reduce Retirement Expenditures	—	(23,520)	—
Subtotal (Recommended Changes)	-2.0	\$ (204,286)	\$ —
Total Recommendation	14.0	\$ 548,843	\$ 125,256

Employee Dev Fund 0001 — Cost Center 1163

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	10.0	\$ 1,302,664	\$ —
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	95,673	—
Internal Service Fund Adjustments	—	3,040	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	10.0	\$ 1,401,377	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Postage Reduction	—	(175)	—
Printing Rate/Service Change	—	(1,748)	—
Service Cost Reduction due to ISD Reductions	—	(251)	—
Decision Packages			
1. Delete One Position	-1.0	(86,568)	—
Delete 1.0 FTE vacant B2E Training and Staff Development Specialist. This reduction will limit the department's ability to respond to departmental requests for training and customized classes, core programs and performance appraisal classes will be reduced.			
2. Reduce Services and Supplies	—	(47,850)	—



Employee Dev Fund 0001 — Cost Center 1163 Major Changes to the Budget

	Positions	Appropriations	Revenues
Reduce services and supplies. Consulting services will be reduced and the TOP Program will be reduced by 10%. Additional reduced funds for recruitment and retention services (\$40,000).			
3. Reduce Retirement Expenditures	—	(17,484)	—
Subtotal (Recommended Changes)	-1.0	\$ (154,076)	\$ —
Total Recommendation	9.0	\$ 1,247,301	\$ —

Office Of Labor Relations Fund 0001 — Cost Center 1140 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	13.0	\$ 1,163,676	\$ —
Board Approved Adjustments During FY 2004	—	(6,911)	5,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	95,336	—
Internal Service Fund Adjustments	—	(102,039)	—
Other Required Adjustments	—	6,911	(5,000)
Subtotal (Current Level Budget)	13.0	\$ 1,156,973	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Postage Reduction	—	(108)	—
Printing Rate/Service Change	—	(874)	—
Service Cost Reduction due to ISD Reductions	—	(194)	—
Decision Packages			
1. Delete One Position	-1.0	(67,680)	—
Delete 1.0 FTE X12, Office Specialist III - ACE. Clerical support for Labor Relations staff will be reduced. Technology improvements and office automation have created efficiencies so that this deletion will have minimal impact.			
2. Reduce Services and Supplies	—	(57,280)	—
Reduce services and supplies in various areas in Labor Relations.			
3. Reduce Retirement Expenditures	—	(24,648)	—
Subtotal (Recommended Changes)	-1.0	\$ (150,784)	\$ —
Total Recommendation	12.0	\$ 1,006,189	\$ —

Personnel Operations Fund 0001 — Cost Center 1148 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	35.0	\$ 4,048,698	\$ —
Board Approved Adjustments During FY 2004	-1.0	(119,490)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	330,760	—
Internal Service Fund Adjustments	—	26,235	—
Other Required Adjustments	—	31,397	—



Personnel Operations Fund 0001 — Cost Center 1148

Major Changes to the Budget

	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	35.0	\$ 4,317,600	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Postage Reduction	—	(8,000)	—
Printing Rate/Service Change	—	(22,334)	—
Service Cost Reduction due to ISD Reductions	—	(66,001)	—
Decision Packages			
1. Delete Five Positions	-5.0	(363,180)	—
Delete 5.0 FTE Human Resource Assistants. These positions oversee clerical functions in both the Recruitment and Examination division and the Record's unit. The impact of these deletions will be the closing of the Lower Level ESA Information Booth, reduced online recruitment capabilities and other recruitment activities, also there will be less oversight on the audit of Personnel Action Requests.			
2. Delete One Position	-1.0	(67,980)	—
Delete 1.0 FTE X17 Executive Assistant. This position provides clerical and administrative support to the Human Resources Director. Some of the existing duties will now be assumed by the Senior Executive Assistant to the Deputy County Executive.			
3. Delete 1.0 FTE	-1.0	(104,676)	—
Delete 1.0 FTE B1D Management Analyst - ACE. The current reduced recruitment activities and new online capabilities will partially mitigate the reduction in the department, although there will be some service delays associated with this deletion.			
4. Reduce Fund for Recruitment and Retention Services	—	(115,000)	—
Reduce services and supplies budget for recruitment and retention services.			
5. Reduce Workers Compensation Expense	—	(130,427)	—
6. Reduce Retirement Expenditures	—	(59,700)	—
Subtotal (Recommended Changes)	-7.0	\$ (937,298)	\$ —
Total Recommendation	28.0	\$ 3,380,302	\$ —

Agency Admin, Fiscal & Sys Fund 0001 — Cost Center 1141

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	23.0	\$ 1,039,400	\$ —
Board Approved Adjustments During FY 2004	—	(35,745)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	141,366	—
Internal Service Fund Adjustments	—	128,583	—
Other Required Adjustments	—	427	5,000
Subtotal (Current Level Budget)	22.0	\$ 1,274,031	\$ 5,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Printing Rate/Service Change	—	(1,020)	—
Service Cost Reduction due to ISD Reductions	—	(21)	—
Decision Packages			
1. Delete One Position	-1.0	(113,244)	—
Delete 1.0 FTE B1E Senior Management Analyst - ACE in the Executive Recruitment division. Responsibilities will be distributed among existing staff.			
2. Delete Two Positions in Information Services	-2.0	(240,936)	—



Agency Admin, Fiscal & Sys Fund 0001 — Cost Center 1141 Major Changes to the Budget

	Positions	Appropriations	Revenues
Delete 2.0 FTE in the Information Services Unit:			
◆ 1.0 Vacant Q2B Information Systems Manager III			
◆ 1.0 Filled Q2E Information Systems Associate			
Most of the Information Services unit's priorities will be accomplished increased utilization of County ISD services.			
3. Reduce Retirement Expenditures	—	(45,908)	—
Subtotal (Recommended Changes)	-3.0	\$ (401,129)	\$ —
Total Recommendation	19.0	\$ 872,902	\$ 5,000

Educational Asst Prog Fund 0001 — Cost Center 1164 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	—	\$ 1,045,068	\$ —
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	1,057	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 1,046,125	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
ISD Service Cost Adjustment	—	30	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 30	\$ —
Total Recommendation	—	\$ 1,046,155	\$ —

Intergov'TI Employee Relation Serv Fund 0001 — Cost Center 1142 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	5.0	\$ 455,559	\$ 377,202
Board Approved Adjustments During FY 2004	—	(8,421)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	29,818	—
Internal Service Fund Adjustments	—	3,351	—
Other Required Adjustments	—	8,421	(4,305)
Subtotal (Current Level Budget)	5.0	\$ 488,728	\$ 372,897
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Service Cost Reduction due to ISD Reductions	—	(131)	—
Decision Packages			
1. Delete One Position	-1.0	(111,288)	—



Intergov'TI Employee Relation Serv Fund 0001 — Cost Center 1142 Major Changes to the Budget

	Positions	Appropriations	Revenues
Delete 1.0 FTE Q2D Information Services Manager I. Staff reorganization in FY2004 resulted in this vacancy. This position is not being funded by the Employee Relations membership and is recommended for deletion.			
2. Reduce Retirement Expenditures	—	(8,520)	—
Subtotal (Recommended Changes)	-1.0	\$ (119,939)	\$ —
Total Recommendation	4.0	\$ 368,789	\$ 372,897

Equal Opportunity Fund 0001 — Cost Center 1126 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	14.5	\$ 1,148,914	\$ —
Board Approved Adjustments During FY 2004	—	(15,361)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	23,967	—
Internal Service Fund Adjustments	—	(1,561)	—
Other Required Adjustments	—	427	—
Subtotal (Current Level Budget)	14.5	\$ 1,156,386	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Postage Reduction	—	(392)	—
Printing Rate/Service Change	—	(656)	—
Service Cost Reduction due to ISD Reductions	—	(65)	—
Decision Packages			
1. Reduce Services and Supplies Budget	—	(77,137)	—
This reduction includes a \$20,000 reduction in professional service contracts which will limit the amount of Diversity Training courses and special needs training offered. This also reflects a 16% reduction (\$52,000) for the Community-based Organization: Silicon Valley Independent Living Center which provides services for the disabled.			
2. Recognize Savings Related to Copier Lease	—	(464)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.			
3. Reduce Retirement Expenditures	—	(12,888)	—
Subtotal (Recommended Changes)	—	\$ (91,602)	\$ —
Total Recommendation	14.5	\$ 1,064,784	\$ —

Life Ins Prog Fund 0280 — Cost Center 1127 Major Changes to the Budget

	Positions	Appropriations	Revenues
County Life Insurance Plan ISF (Fund Number 0280)			
FY 2004 Approved Budget	—	\$ 900,862	\$ 12,465
Board Approved Adjustments During FY 2004	—	200,000	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(992)	—
Other Required Adjustments	—	54,234	1,272,042



Life Ins Prog Fund 0280 — Cost Center 1127
Major Changes to the Budget

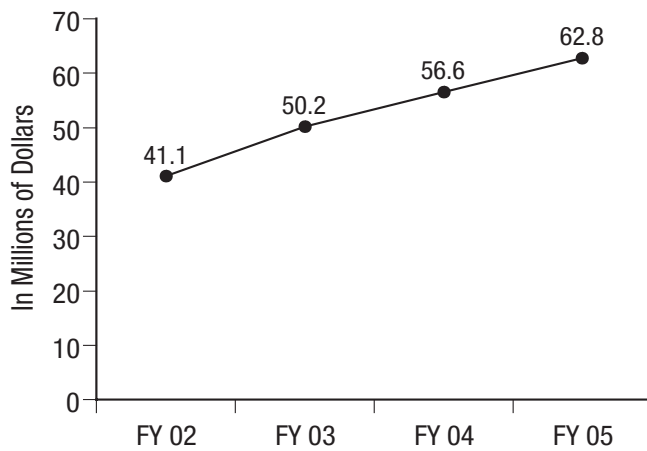
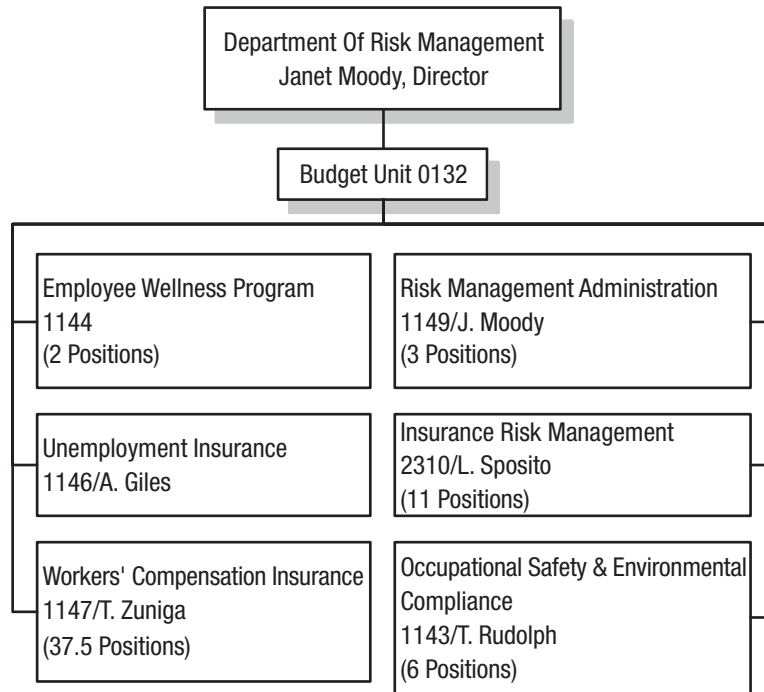
	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	—	\$ 1,154,104	\$ 1,284,507
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 1,154,104	\$ 1,284,507

Delta Dental Ins Prog Fund 0282 — Cost Center 1129
Major Changes to the Budget

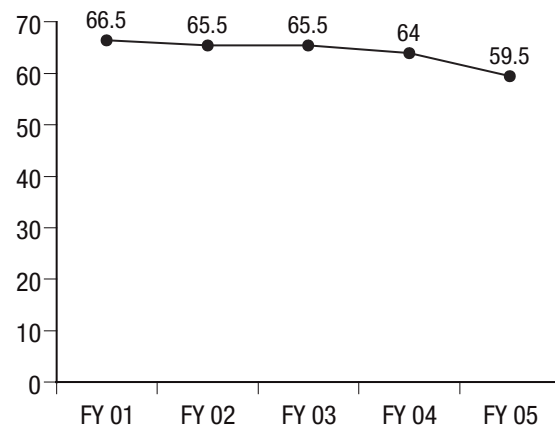
	Positions	Appropriations	Revenues
CA Delta Dental Service Plan ISF (Fund Number 0282)			
FY 2004 Approved Budget	—	\$ 19,341,042	\$ 19,985,173
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(489)	—
Other Required Adjustments	—	180,177	(771,372)
Subtotal (Current Level Budget)	—	\$ 19,520,730	\$ 19,213,801
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 19,520,730	\$ 19,213,801



Department of Risk Management



Gross Appropriation Trend



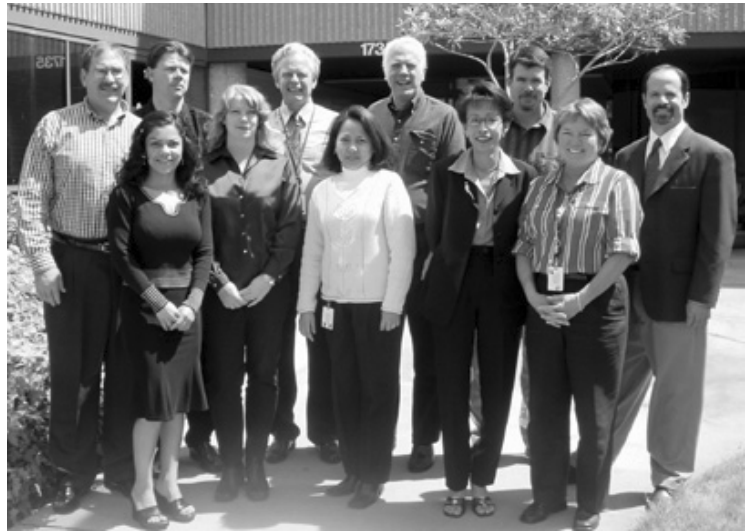
Staffing Trend

In the FY 2005 document, gross appropriations replace net appropriations.



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 2002 Actual	FY 2003 Actual	FY 2004 Actual*	FY 2005 Estimate*	FY 2005 Adopted
Workload					
1. Number of indemnity claims opened	695	740	764	770	
2. Number of medical only claims opened	1,278	1,399	1,262	1,300	
3. Total number of claims opened	1,973	2,139	2,026	2,070	
4. Percentage of new claims which were indemnity (severity of employee injuries)	35%	35%	38%	37%	
Productivity					
1. Average number of indemnity claims per adjuster	149	148	161	175	
2. Closing ratio for indemnity claims	90%	84%	71%	95%	
3. Total benefits paid out	\$15,285,825	\$19,8416,365	\$24,452,812	\$25,000,000	
Effectiveness					
1. Employee injury rate	12.2	11.7	12.3	12.3	
2. Cost of penalties	\$15,239	\$37,689	\$38,954	\$40,000	
3. Penalties as a percentage of benefits	0.10%	0.19%	0.16%	0.16%	

* FY 2004 information is based on data as of 12/31/03. FY 2005 data are estimates.

Analysis

Indemnity claims are Workers' Compensation claims in which the injured employee received 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 remained constant from FY 2002 to FY 2003. During FY 2004, 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 24 claims from FY 2003 to FY 2004. However, since the total number of claims is lower in FY 2004, those 24 claims have a greater impact on the percentage. 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. The closing ratio for FY 2004 is 71%. During FY 2004, one Workers' Compensation Claims Adjuster positions was deleted. This has resulted in an increased average number of claims being handled by each of the remaining

Adjusters, which, in turn, has had an impact on the closing ratio. Also, the Workers' Compensation Division underwent a reorganization in which responsibility for Return-to-Work and Vocational Rehabilitation activities was moved from a stand-alone unit to every Adjuster. This increased workload could have had an impact on the closing ratio. The Workers' Compensation Division has a goal of keeping penalties at or below 0.10% (one-tenth of one percent). The percentage of penalties has decreased during FY 2004 to 0.16%, down from 0.19% in FY 2003. 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.

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 2002 Actual	FY 2003 Actual	FY 2004 Actual*	FY 2005 Estimate*	FY 2005 Adopted
Demand					
1. Number of dedicated onsite vendor staff	1	1	2	4	
2. Number of dedicated telephonic vendor staff	1	1	1	1	
Workload					
1. Number of bills reviewed	28,271	39,309	42,000	42,000	
2. Number of claims with case management services	488	560	800	900	
3. Number of bills reviewed	28,271	39,309	42,000	42,000	
Productivity					
1. Cost of medical management program	\$749,326	\$900,000	\$1,201,727	\$1,300,000	
2. Cost/saving ratio for medical management	11.2	12.8	15.3	14.6	
3. Cost of medical management program	\$749,326	\$900,000	\$1,201,727	\$1,300,000	
Effectiveness					
1. Costs avoided through medical management	\$8,406,758	\$11,511,237	\$18,360,655	\$19,000,000	

* FY 2004 information is based on data as of 12/31/03. FY 2005 data are estimates.

Analysis

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

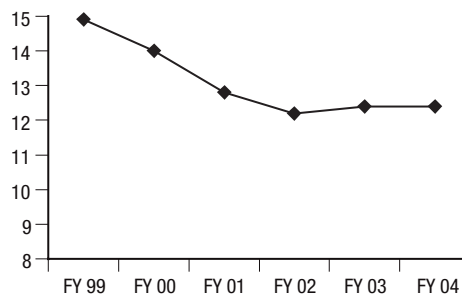


to access lower rates that have been negotiated by the vendor. The vendor also provides nurse case management through an on-site nurse and telephonic support. Case management is aimed at getting the most appropriate treatment for injured employees. Increased utilization of case management services would add program costs but could lead to further savings. The cost/saving ratio is an indicator of the value of the medical management program. The 12.8 ratio for FY 2003 indicates that the County saved 12.8 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. During FY 2004, the Workers' Compensation Division entered into a revised contract with the medical management vendor that provides for on-site bill review and an additional nurse case manager on site. The vendor has begun on-site bill review with one employee located with the Workers' Compensation Division. In FY 2005, it is anticipated that there will be two bill review staff and two nurse case managers on site. This will help improve communication between vendor staff and County staff and speed up the bill review and payment process.

Desired Results

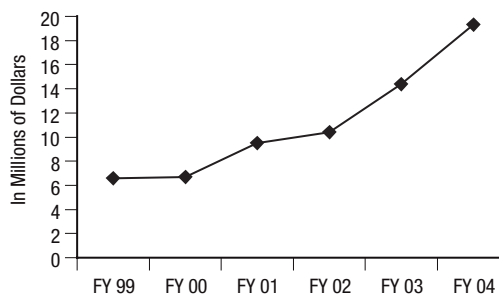
Protect the County's employees and assets through safety, wellness, and insurance-related activities.



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.

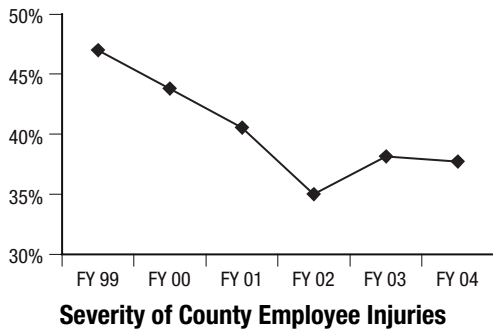


Costs Avoided Through Oversight of Medical and Disability Management Program and Temporary Modified Return to Work Program

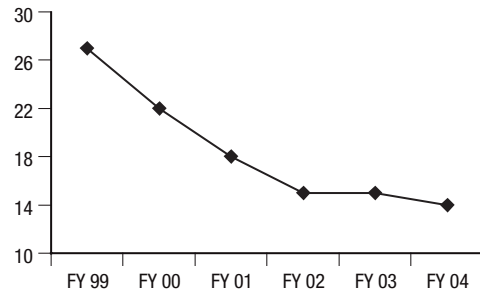
Workers' Compensation manages two cost avoidance programs with the aim of saving the County money while administering the mandated Workers' Compensation program. The graph displays the combined savings of the two programs.



Reduce workplace and environmental hazards.



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.



OSEC works with departments to assist with site cleanup. OSEC's ability to reduce the number of open mitigation projects is affected by funds 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:

- Weekly unemployment insurance benefits to qualified workers no longer employed by the County.
- Work with contracted program administrator to ensure that only valid claims are paid.
- Provide documentation and testimony for protested and appealed claims.

Departmental 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.
- 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.
- 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

Employee Services Agency Risk Management has been given a reduction amount of \$1,144,000. They submitted a plan which, along with the rest of their Agency, met this reduction. After careful review of the impacts associated with some of the reductions, the County Executive is proposing that the department keep the Workers' Compensation unit whole (with some enhancements) and retain the Senior Occupational Safety Specialist in OSEC.

Worker's Compensation Enhancements

Revenue Enhancement

Recommendation: Increase revenue assumptions for direct charges from Workers' Compensation.

Background: ESA will now directly bill the Santa Clara County Fire Department for actual costs of claims emanating from the Fire Department instead of apportioning a percentage of total claims. Direct charges will pick up exact cost per claim, therefore increasing the value of each claim instead of apportioning the percentage which is paid based on an average cost for all claims.

Impact on Service: There are no impacts associated with this increase in revenue.

Total Ongoing Revenue: \$50,891

The actual amount to be collected in revenues is \$58,500. The amount above reflects the General Fund portion of the revenues.

Health and Injury Prevention (HIP) Program

Recommendation: Add 1.0 FTE Management Analyst to coordinate the HIP Program and enhance the Services and Supplies budget to support HIP efforts.

Background: The Health and Injury Prevention program has historically been a combined effort between ESA Risk Management Workers' Compensation Division and various departments who, due to the nature of their services, require additional support to prevent on-job injuries. The departments who have most recently participated are the Department of Correction, Sheriff's Office and the Health and Hospital System. A position that is designated as a HIP coordinator within the department is reimbursed by ESA Risk Management for 50% of the cost of the position for the services provided in that department.

During the FY 2005 budget reductions, all three departments have decided to cut their HIP coordinator position and not continue with the program or in some cases, continue with a more abbreviated program with existing personnel. ESA Risk Management will now centralize the HIP Program efforts by using the remaining funds to create a central position to coordinate HIP activities and programs. The remaining funds from this program will be used to create and enhance training programs that focus on injuries in the workplace.

Total Ongoing Reduction: (\$155,181)

Funds were formerly used to reimburse departments for HIP functions.

Total Ongoing Cost: \$155,181

Cost of 1.0 FTE Management Analyst: \$88,056

Amount to enhance services and supplies for HIP functions: \$67,125

Reductions in Occupational Safety and Environmental Compliance (OSEC)

Staff Reduction

Recommendation: Delete 1.0 filled FTE Principal Environmental Compliance Specialist in OSEC.

This reduction will also eliminate the support for essential program operation. There will be very limited resources available to operate the lending library, develop brochures, create reports used for program

Impact on Service: This position coordinates Countywide environmental compliance programs. This reduction will significantly lower the level of oversight and assistance provided to other departments.

Total Ongoing Reduction: (\$109,893)

The total position amount is \$128,877, the amount above represents the General Fund savings associated with the position deletion. These savings will be realized through the rates charged to the departments during Final Budget.

Reduce Training Programs Budget

Recommendation: Reduce the OSEC training budget.

Impact on Service: This reduction reflects reduced funds for centralized training of departments in infectious disease control, developing manuals and tracking exposure cases involving tuberculosis, hepatitis and AIDS. Resources from departments may be necessary if demand and legal requirements for these training services increase.

Total Ongoing Reduction: (\$55,426)

The total reduction is \$65,000, the amount above represents the General Fund savings associated with the reduction. These savings will be realized through recalculated rates charged to the departments during Final Budget.

Reductions in Wellness Program

Staff Reductions

Recommendation: Delete 2.5 positions in the Wellness Program.

FTE	Code	Class Description	Vacant/ Filled	ACTION
(1.0)	B6W	Wellness Manager	Filled	Delete
(1.0)	C60	Administrative Assistant	Filled	Delete
(1.0)	S48	Public Health Nurse II	Filled	Delete
0.5	S48	Public Health Nurse II	Filled	ADD
(2.5)		Total Reduction		

Impact on Service: This reduction eliminates the key personnel to provide direction for program implementation and evaluation. There will be a decrease in direct services to employees. Program will now report to the Insurance Manager.

evaluation and order supplies and materials.

The Add/Delete action of the Public Health Nurse II position will create a delay in response to some employee needs. Some programs will be reduced or eliminated due to the lack of staffing.

Total Ongoing Reduction: (\$228,932)

The total reduction is \$264,096, the amount above represents the General Fund savings associated with the position deletion. These savings will be realized through recalculated rates charged to the departments during Final Budget.

Reduce Services and Supplies

Recommendation: Reduce services and supplies in various areas.

Impact on Service: Funding for business travel, postage, marketing and health education materials will be reduced. The Wellness Fair will be significantly reduced, and the Employee Wellness Works newsletter will be eliminated.

Total Ongoing Reduction: (\$85,130)

The total reduction is \$98,200, the amount above represents the General Fund savings associated with the reduction. These savings will be realized through recalculated rates charged to the departments during Final Budget.

Reductions in Insurance

Staff Reduction

Recommendation: Delete 1.0 FTE Administrative Assistant in the Insurance Division.

Impact on Service: This position provides support for the driver's training program, Emergency Response Team programs and is also responsible for the production of injury reports. Some functions will be distributed internally and service levels will be reduced.

Total Ongoing Reduction: (\$61,574)

The total position amount is \$71,028, the amount above represents the General Fund savings associated with the position deletion. These savings will be realized through the revised insurance rates charged to the departments during the Final phase of the Budget.

Reimbursement Reduction to the Clerk of the Board's Office

Recommendation: Delete reimbursement to the Clerk of the Board's Office for Insurance services.

Background: The Insurance Division provides funding for a half-time clerical position in the Clerk of the Board's Office. The Clerk of the Board concurs that deletion of this position will have minimal impact. Per mutual agreement with both departments, position and subsequent reimbursement savings from this deletion will be shared equally between the Clerk of the Board and ESA Risk Management.

Total Ongoing Reduction: (\$24,578)

This reimbursement amount is actually \$27,930. The amount above represents the General Fund savings associated with the position deletion. The savings will be realized through the revised insurance rates charged to the departments during the Final phase of the Budget.

Reduce Services and Supplies

Recommendation: Reduce services and supplies in various areas in the Insurance Division.

Impact on Service: Funding will be reduced in computer supplies, maintenance and office supplies, creating little flexibility in some of the technical areas in the department. The vehicle assigned to the department will also be returned to the Fleet. Also, the department's ability to troubleshoot system problems will be restricted.

Total Ongoing Reduction: (\$32,718)

The total reduction is \$39,758, the amount above represents the General Fund savings associated with the reduction. The savings will be realized through the revised insurance rates charged to the departments during the Final phase of the Budget.

Move CSAC Dues Obligation to ESA

Recommendation: Move the obligation to pay the California State And Counties membership dues to Employee Services Agency Risk Management Insurance.

Impact on Service: Traditionally, the obligation to pay the CSAC dues has been in the Clerk of the Board's Office, using 100% General Fund funds. By moving the obligation to ESA Risk Management Insurance a portion of the fees can be recovered from non-General Fund departments through revised fee rates for insurance.

This is an appropriate place to put the CSAC dues because the County purchases its liability, property and workers' compensation insurance through CSAC Excess Insurance Authority, which requires membership in CSAC to participate in this program.

Total General Fund Cost: \$103,369

This amount represents the General Fund amount that will be captured through the revised fees charged out to all departments. The savings is seen in the Clerk of the Board's Office where the deleted amount is \$112,737. The difference is the savings to the General Fund through rates charged to the non-General Fund departments.

**Risk Management Department — Budget Unit 132
Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1149	Risk Mgt Admin Fund 0001	\$ 12,906	\$ (10,105)	\$ (13,327)	\$ (107,329)	\$ (97,224)	962.1%
1147	Workers Comp Fund 0078	29,411,487	30,585,760	34,935,241	37,317,329	6,731,569	22.0%
2310	Insur/Claims Fund 0075	16,303,897	21,818,603	21,818,603	21,618,914	(199,689)	-0.9%
1143	OSEC Fund 0001	2	(85,340)	(86,735)	(99,945)	(14,605)	17.1%
1146	Unemployment Ins Fund 0076	1,819,847	2,012,593	1,938,555	2,014,625	2,032	0.1%
1144	Employee Wellness Fund 0001	(72,667)	(20,978)	(21,453)	(318,226)	(297,248)	1,417.0%
Total Net Expenditures		\$ 47,475,472	\$ 54,300,533	\$ 58,570,884	\$ 60,425,368	\$ 6,124,835	11.3%

**Risk Management Department — Budget Unit 132
Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1149	Risk Mgt Admin Fund 0001	\$ 361,213	\$ 360,534	\$ 357,312	\$ 460,739	\$ 100,205	27.8%
1147	Workers Comp Fund 0078	29,411,487	30,585,760	34,935,241	37,259,885	6,674,125	21.8%
2310	Insur/Claims Fund 0075	16,303,897	21,818,603	21,818,603	21,618,914	(199,689)	-0.9%
1143	OSEC Fund 0001	1,118,530	1,179,289	1,177,894	1,024,312	(154,977)	-13.1%
1146	Unemployment Ins Fund 0076	1,819,847	2,012,593	1,938,555	2,014,625	2,032	0.1%
1144	Employee Wellness Fund 0001	689,184	690,725	690,250	432,374	(258,351)	-37.4%
Total Gross Expenditures		\$ 49,704,158	\$ 56,647,504	\$ 60,917,855	\$ 62,810,849	\$ 6,163,345	10.9%



Risk Management Department — Budget Unit 132 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 5,397,704	\$ 5,482,356	\$ 5,405,133	\$ 5,363,436	\$ (118,920)	-2.2%
Services And Supplies	44,284,852	51,165,148	55,512,722	57,413,485	6,248,337	12.2%
Fixed Assets	21,602	—	—	—	—	—
Reserves	—	—	—	33,928	33,928	—
Subtotal Expenditures	49,704,158	56,647,504	60,917,855	62,810,849	6,163,345	10.9%
Expenditure Transfers	(2,228,686)	(2,346,971)	(2,346,971)	(2,385,481)	(38,510)	1.6%
Total Net Expenditures	47,475,472	54,300,533	58,570,884	60,425,368	6,124,835	11.3%

Risk Management Department — Budget Unit 132 Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1149	Risk Mgt Admin Fund 0001	\$ 213	\$ —	\$ —	\$ —	\$ —	—
1147	Workers Comp Fund 0078	24,450,394	30,108,500	30,083,500	31,174,500	1,066,000	3.5%
2310	Insur/Claims Fund 0075	17,419,624	9,850,189	9,850,189	12,339,088	2,488,899	25.3%
1143	OSEC Fund 0001	9	—	—	—	—	—
1146	Unemployment Ins Fund 0076	1,911,142	1,974,801	1,900,763	2,699,738	724,937	36.7%
	Total Revenues	\$ 43,781,382	\$ 41,933,490	\$ 41,834,452	\$ 46,213,326	\$ 4,279,836	10.2%

Risk Mgt Admin Fund 0001 — Cost Center 1149 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	3.0	\$ (10,105)	\$ —
Board Approved Adjustments During FY 2004	—	(3,222)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	27,230	—
Internal Service Fund Adjustments	—	(16,687)	—
Other Required Adjustments	—	37	—
Subtotal (Current Level Budget)	3.0	\$ (2,747)	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
ISD Service Cost Adjustment	—	29	—
Decision Packages			
1. CSAC dues obligation from Clerk of the Board	—	103,369	—
Move the obligation for the California State And County (CSAC) membership dues from the Clerk of the Board's Office to ESA Insurance. This amount reflects the General Fund share of the total annual dues of \$112,737. The savings as a result of this movement is the non-General Fund share which is \$9,368. This savings will be realized when insurance rates are re-calculated for Fiscal Year 2005.			
2. General Fund savings from Non GF reductions	—	(189,047)	—



Risk Mgt Admin Fund 0001 — Cost Center 1149

Major Changes to the Budget

	Positions	Appropriations	Revenues
Increase the reimbursement to the General Fund to show the savings from non General Fund reductions in Employee Services Agency Risk Management, Insurance Division. Several reductions in Insurance including reductions in services and supplies and one position deletion impacts the General Fund by the reduction of rates that will be charged out to all departments. This amount represents the savings from those reductions and is a placeholder for the actual amount the new rates will save the general fund.			
3. Reduce Workers Compensation Expense	—	(12,069)	—
4. Reduce Retirement Expenditures	—	(6,864)	—
Subtotal (Recommended Changes)	—	\$ (104,582)	\$ —
Total Recommendation	3.0	\$ (107,329)	\$ —

Workers Comp Fund 0078 — Cost Center 1147

Major Changes to the Budget

	Positions	Appropriations	Revenues
Worker's Compensation (Fund Number 0078)			
FY 2004 Approved Budget	36.5	\$ 30,585,760	\$ 30,108,500
Board Approved Adjustments During FY 2004	—	4,349,481	(25,000)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	197,551	—
Internal Service Fund Adjustments	—	1,479,246	—
Other Required Adjustments	—	743,967	1,032,500
Subtotal (Current Level Budget)	36.5	\$ 37,356,005	\$ 31,116,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Eliminate Reimbursement to SCVMC from ESA-Worker's Compensation for HIP Coordinator	—	(45,456)	—
Postage	—	4,990	—
Remove HIP Funds	—	(109,725)	—
Service Cost Reduction due to ISD Reductions	—	(3,749)	—
Decision Packages			
1. Health and Injury Prevention Funds	1.0	155,181	—
Add a Management Analyst to Worker's Compensation to coordinate the Health and Injury Prevention program. Additional funds are also included to support training contracts as needed. The HIP coordinators funding was eliminated in the Sheriff's Office, Department of Correction and in Valley Medical Center, historically, ESA Risk Management has funded 50% of the cost of these positions. Upon deletion in their respective departments, ESA is left with their share (\$155,181) of the cost of these positions. Rather than give up the program altogether, ESA will use the funds to continue the services in a more centralized effort.			
2. Revenue Enhancement	—	—	58,500
Employee Services Agency Risk Management Workers Compensation will now bill Santa Clara County Central Fire Department for actual cost of claims instead of apportioning a percentage of total claims.			
3. Recognize Savings Related to IT Maintenance Contracts	—	(275)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to information technology maintenance contracts.			
4. Reduce Workers Compensation Expense	—	19,416	—



Workers Comp Fund 0078 — Cost Center 1147 Major Changes to the Budget

	Positions	Appropriations	Revenues
5. Reduce Retirement Expenditures	—	(59,058)	—
Subtotal (Recommended Changes)	1.0	\$ (38,676)	\$ 58,500
Total Recommendation	37.5	\$ 37,317,329	\$ 31,174,500

Insur/Claims Fund 0075 — Cost Center 2310 Major Changes to the Budget

	Positions	Appropriations	Revenues
Insurance ISF (Fund Number 0075)			
FY 2004 Approved Budget	12.0	\$ 21,818,603	\$ 9,850,189
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	83,860	—
Internal Service Fund Adjustments	—	(74,030)	(116,030)
Other Required Adjustments	—	9,305	2,604,929
Subtotal (Current Level Budget)	12.0	\$ 21,837,738	\$ 12,339,088
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
FY05 Reduction for ESA Position	—	(27,930)	—
Postage Reduction	—	(671)	—
Reduce fleet costs for returned vehicle(s)	—	(1,500)	—
Reduce funds for Sheriff's Accident Investigation	—	(17,500)	—
Service Cost Reduction due to ISD Reductions	—	(312)	—
	—	3,033	—
Decision Packages			
1. Reduce Services and Supplies in Insurance	—	(73,258)	—
Reduce services and supplies in the Insurance division of Employee Services Agency, Risk Management. Reduced funding levels will create certain service impacts and increase response time in some areas.			
2. Delete One Position	-1.0	(71,028)	—
Delete 1.0 FTE Filled Administrative Assistant position. The positions functions will be distributed internally to other clerical staff.			
3. Recognize Savings Related to Copier Leases	—	(409)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.			
4. Reduce Workers Compensation Expense	—	(8,071)	—
5. Reduce Retirement Expenditures	—	(21,178)	—
Subtotal (Recommended Changes)	-1.0	\$ (218,824)	\$ —
Total Recommendation	11.0	\$ 21,618,914	\$ 12,339,088



OSEC Fund 0001 — Cost Center 1143

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	7.0	\$ (85,340)	\$ —
Board Approved Adjustments During FY 2004	—	(1,395)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	104,326	—
Internal Service Fund Adjustments	—	(58,709)	—
Other Required Adjustments	—	1,395	—
Subtotal (Current Level Budget)	7.0	\$ (39,723)	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Del B09 in ESA	—	123,540	—
Fleet service rate change	—	697	—
Postage Reduction	—	(264)	—
Printing Rate/Service Change	—	(2,801)	—
Service Cost Reduction due to ISD Reductions	—	(172)	—
Decision Packages			
1. Reduce Training Programs in Occupational Safety and Environmental Compliance	—	(55,426)	—
Reduce training programs in the Occupational Safety and Environmental Compliance unit of Risk Management. Some of the impacts include reduced funds available for specialized training. The costs in this department have historically been included in the calculation of Liability Insurance rates charged to operating departments. Therefore, this deletion will result in a reduction in Liability Insurance rates of \$65,000. General Fund savings is calculated at \$55,426.			
2. Delete One Position in Occupational Safety and Environmental Compliance	-1.0	(109,893)	—
Delete 1.0 FTE Principal Environmental Compliance Specialist from the Occupational Safety and Environmental Compliance unit in Risk Management. This position coordinates county-wide compliance programs and the deletion of this position will result in lower level of oversight in these programs. The cost of this position has historically been included in the calculation of Liability Insurance rates charged to operating departments. Therefore, this deletion will result in a reduction in Liability Insurance rates of \$128,877. General Fund savings is calculated at \$109,893.			
3. Reduce Retirement Expenditures	—	(15,903)	—
Subtotal (Recommended Changes)	-1.0	\$ (60,222)	\$ —
Total Recommendation	6.0	\$ (99,945)	\$ —

Unemployment Ins Fund 0076 — Cost Center 1146

Major Changes to the Budget

	Positions	Appropriations	Revenues
Unemployment Insurance ISF (Fund Number 0076)			
FY 2004 Approved Budget	1.0	\$ 2,012,593	\$ 1,974,801
Board Approved Adjustments During FY 2004	-1.0	(74,038)	(74,038)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	130	—
Internal Service Fund Adjustments	—	77,620	—
Other Required Adjustments	—	—	798,975
Subtotal (Current Level Budget)	—	\$ 2,016,305	\$ 2,699,738
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			



Unemployment Ins Fund 0076 — Cost Center 1146

Major Changes to the Budget

	Positions	Appropriations	Revenues
ISD Service Cost Adjustment	—	18	—
Postage Reduction	—	(200)	—
Decision Packages			
1. Reduce Workers Compensation Expense	—	(34)	—
2. Reduce Retirement Expenditures	—	(1,464)	—
Subtotal (Recommended Changes)	—	\$ (1,680)	\$ —
Total Recommendation	—	\$ 2,014,625	\$ 2,699,738

Employee Wellness Fund 0001 — Cost Center 1144

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	4.5	\$ (20,978)	\$ —
Board Approved Adjustments During FY 2004	—	(475)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	35,508	—
Internal Service Fund Adjustments	—	23,833	—
Other Required Adjustments	—	(37,922)	—
Subtotal (Current Level Budget)	4.5	\$ (34)	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Postage Reduction	—	(420)	—
Service Cost Reduction due to ISD Reductions	—	(78)	—
Decision Packages			
1. Reduce Services and Supplies in the Wellness Program	—	(79,630)	—
<p>The County Executive recommends the reduction in various supplies and services in the Wellness unit in ESA Risk Management. Funding for business travel, postage, marketing and health education materials will be reduced. The Wellness Fair will be cancelled and the Employee Wellness Works newsletter will be eliminated. The costs associated with this departments has historically been included in the calculation of Liability Insurance rates charged to operating departments. Therefore, this reduction will result in a reduction in Liability Insurance rates of \$98,200. General Fund savings is calculated at \$85,130.</p>			
2. Delete Three Positions and Add .5 FTE in the Wellness Program	-2.5	(228,932)	—

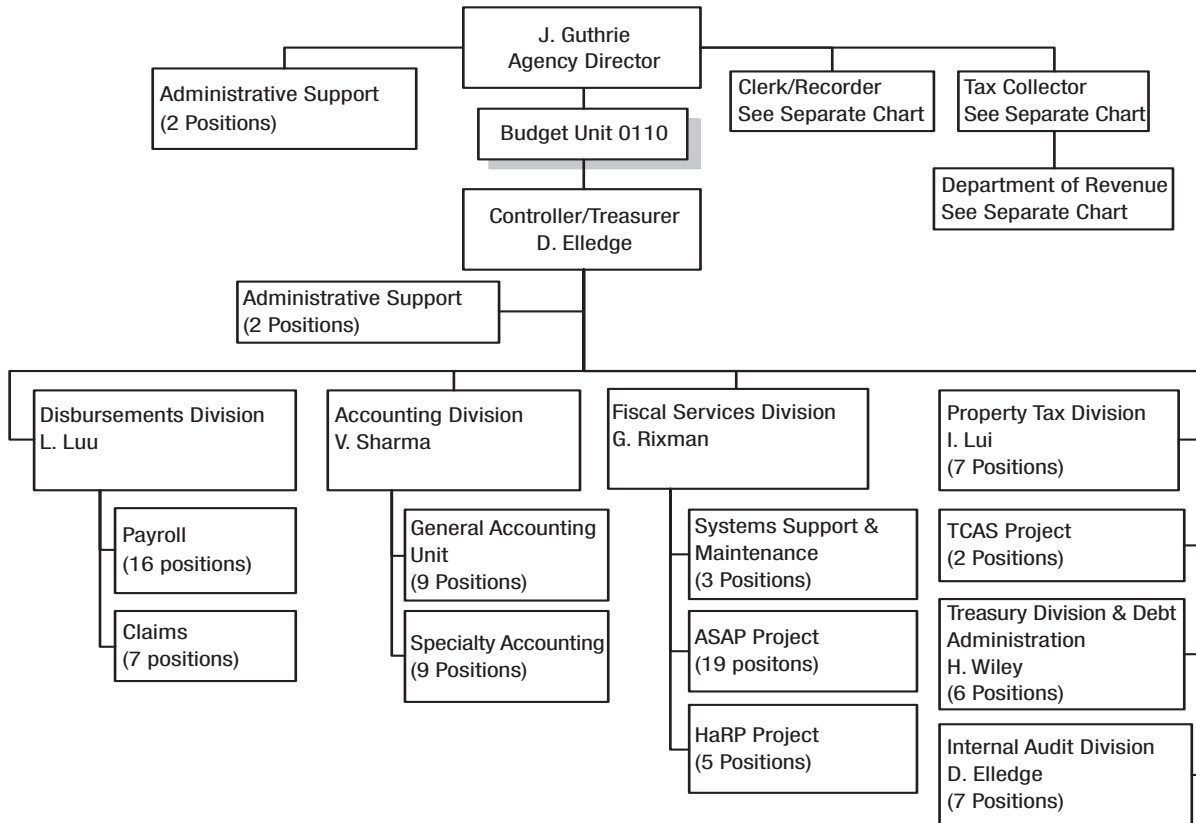
Employee Wellness Fund 0001 — Cost Center 1144

Major Changes to the Budget

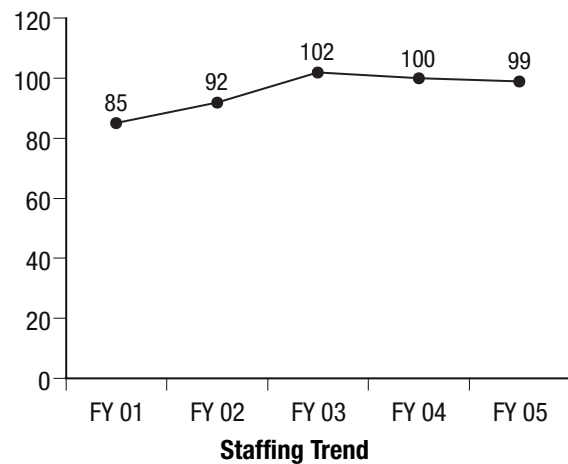
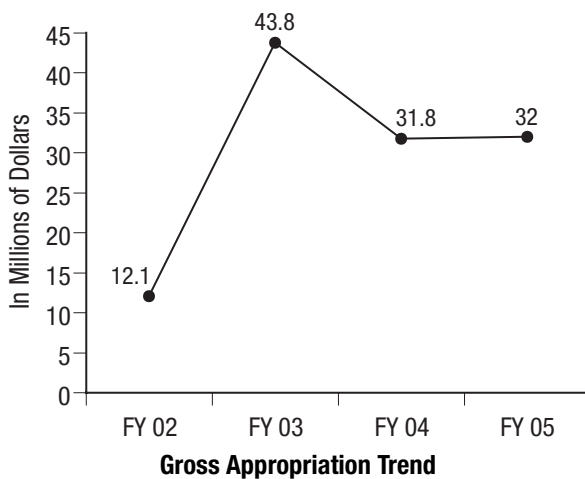
	Positions	Appropriations	Revenues
Delete 3.0 FTE and the add of 0.5 FTE to the Wellness unit in ESA Risk Management.			
◆	Delete 1.0 Filled B6W Employee Wellness Manager position. This eliminates the key person providing direction for program implementation and evaluation. There will be a decrease in direct services to employees. This program will report to the Insurance Manager. The cost of this position has historically been included in the calculation of Liability Insurance rates charged to operating departments. Therefore, this deletion will result in a reduction in Liability Insurance rates of \$135,252. General Fund savings is calculated at \$117,250.		
◆	Delete 1.0 Filled S48 Public Health Nurse II and add 0.5 S48 Public Health Nurse II. The cost of this position has historically been included in the calculation of Liability Insurance rates charged to operating departments. Therefore, this deletion will result in a reduction in Liability Insurance rates of \$57,816. General Fund savings is calculated at \$50,108.		
◆	Delete 1.0 FTE filled C60 Administrative Assistant. The cost of this position has historically been included in the calculation of Liability Insurance rates charged to operating departments. Therefore, this deletion will result in a reduction in Liability Insurance rates of \$71,028. General Fund savings is calculated at \$61,574.		
3. Reduce Retirement Expenditures	—	(9,132)	—
Subtotal (Recommended Changes)	-2.5	\$ (318,192)	\$ —
Total Recommendation	2.0	\$ (318,226)	\$ —



Controller-Treasurer Department



Section 1: Finance and Government



In the FY 2005 document, gross appropriations replace net appropriations.

Data reflects total appropriation level for both the Controller-Treasurer Department (BU 110) and County Debt Service (BU 810).



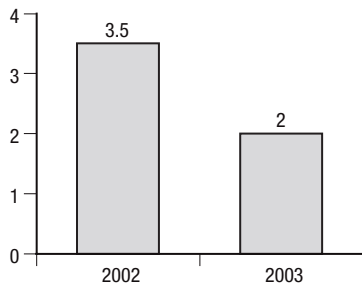
Public Purpose

- ➔ **Maintain the financial integrity of County government in order to assure the cost-effective use of taxpayer monies to support services for County residents**



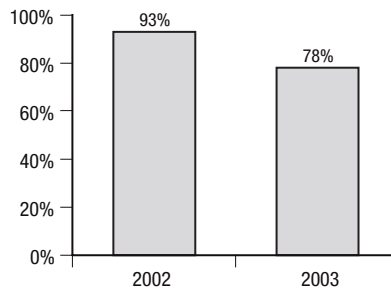
Desired Results

Effective Financial Management which this department provides through timely and accurate financial operations and internal audits.



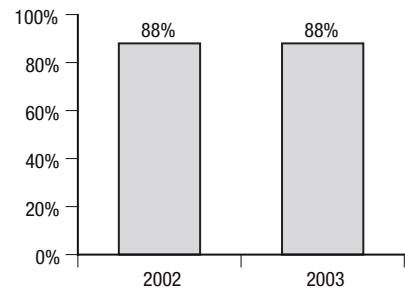
Average Days from Receipt of Payment Voucher to Disbursement of Funds

This measure reflects the timeliness of the disbursement function.



% of Customers Reporting that Property Tax Apportionments are Timely

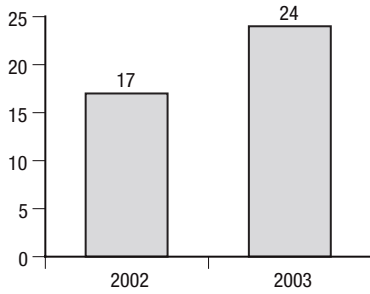
This measure reflects the timeliness of the Property Tax Apportionment function.



Overall Satisfaction with Service

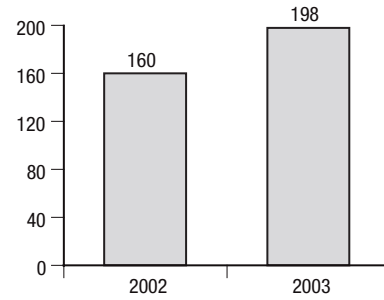
This measure reflects the overall customer satisfaction with processing of Tax Apportionments.





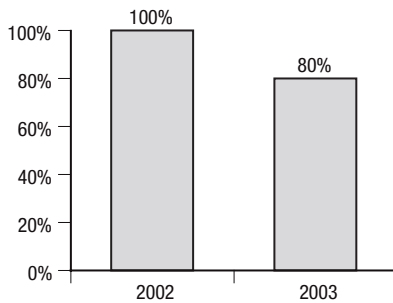
Average Days from Completion of Internal Audit Field Work to Issuance of Draft Report

This measure reflects the timeliness of the Internal Audit function.



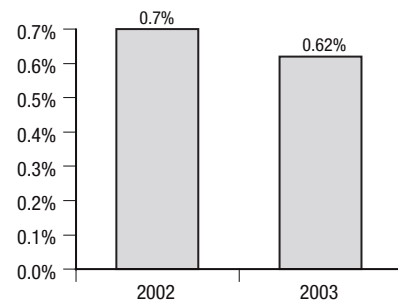
Average Days to Complete Custody Audits

This measure reflects the timeliness of the Internal Audit function.



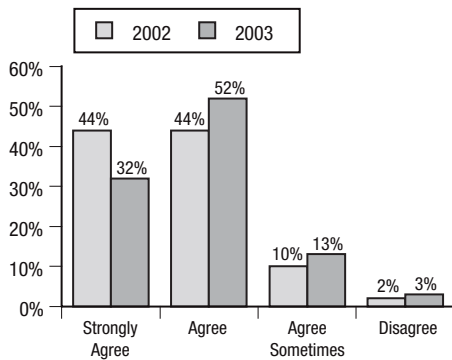
% of Customers Reporting that Property Tax Apportionments are Accurate

This measure reflects the accuracy of the Property Tax Apportionment function.



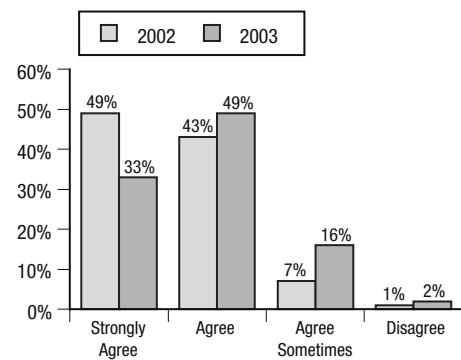
Value of Manual Payroll Warrants as a Percentage of Total Payroll Warrants

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 2004 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: Though the State has suspended SB90 payments to counties, the claims must be kept up to date and filed if we are to be reimbursed in the future. 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.

HaRP Support: The County's human resource-payroll system. The HaRP project team is a continuous improvement group, responsible for system maintenance and development, problem solving, sophisticated queries and special projects, and user training. The team works with users to explore opportunities for more effective use for the system and business process improvements.

SAP Support: The County's accounting and procurement system. The ASAP project team is responsible for the maintenance of SAP and for improving County business processes in the areas of accounting, budgeting, and procurement. SAP was implemented as of July 1, 2003 and since that time, an Accounts Receivable module is being implemented.

TCAS: To address the need to replace existing antiquated tax applications, the Finance Agency's Tax Collector's Office and Controller-Treasurer Department have undertaken a multi-year project to design, develop and implement a truly modern browser-based Tax Collection and Apportionment System (TCAS). This project started in August 2004 and is currently in the design phase. TCAS is funded by a combination of prior year technology funds, State-County Property Tax

Administration Program Grant funds and the Delinquent Property Tax Improvement Fund. By the end of FY 2004, the detailed systems requirements will be completed, along with a detailed multi-year project implementation plan for the completion of the project with a phased implementation of major tax applications. The project goals for FY 2005 are the development of the Trust Fund System along with completion of the database design for all systems. The core project will continue through FY 2005 without the need for General Fund appropriations.

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 amount of \$650,000. The department cut an Executive Management position for an ongoing savings of \$155,904. Together with the rest of the Finance Agency, they were able to meet this reduction.

Staff Reduction

Recommendation: Delete 1.0 FTE filled Chief of Internal Audit position.

Impact on Service: Managerial duties of the Internal Audit Division will be absorbed by the Controller-Treasurer position. The Controller-Treasurer has audit managerial experience and can perform the additional workload on a temporary basis. The Supervising Internal Auditor position will resume the supervisory functions in the Division. The internal audit staff will lose the immediate managerial attention of the Chief

Internal Auditor and will share the time required for the Controller-Treasurer's other managerial oversight responsibilities.

Total Ongoing Reduction: (\$155,904)

Recognize Offset from SCPTAP Grant

Background: This is the second year the State-County Property Tax Administration Program Grant has provided funds to the Internal Audit Division for audit services related to the grant. The department has chosen not to recognize these additional revenues as part of their reduction and instead will use the funds to offset existing costs associated with auditing the Grant.

Total Revenue: \$40,000

Controller-Treasurer — Budget Unit 110 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
2113	Controller-Treasurer Fund 0001	\$ (21,617,451)	\$ (28,477,274)	\$ (28,845,131)	\$ (31,323,394)	\$ (2,846,120)	10.0%
1115	Internal Audit Fund 0001	1,156,017	964,685	961,011	717,016	(247,669)	-25.7%
2116	Acct Sys & Procurement Proj Fund 0001	12,125,942	4,755,606	4,487,404	4,694,872	(60,734)	-1.3%
Total Net Expenditures		\$ (8,335,492)	\$ (22,756,983)	\$ (23,396,716)	\$ (25,911,506)	\$ (3,154,523)	13.9%



Controller-Treasurer — Budget Unit 110 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
2113	Controller-Treasurer Fund 0001	\$ 9,475,810	\$ 8,309,813	\$ 8,145,438	\$ 8,759,925	\$ 450,112	5.4%
1115	Internal Audit Fund 0001	1,156,017	1,004,685	1,001,011	757,016	(247,669)	-24.7%
2116	Acct Sys & Procurement Proj Fund 0001	12,125,942	4,755,606	4,487,404	4,694,872	(60,734)	-1.3%
Total Gross Expenditures		\$ 22,757,769	\$ 14,070,104	\$ 13,633,853	\$ 14,211,813	\$ 141,709	1.0%

Controller-Treasurer — Budget Unit 110 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 8,461,613	\$ 8,593,206	\$ 8,571,245	\$ 8,998,472	\$ 405,266	4.7%
Services And Supplies	4,695,223	5,334,583	4,920,293	5,213,341	(121,242)	-2.3%
Fixed Assets	9,600,933	142,315	142,315	—	(142,315)	-100.0%
Subtotal Expenditures	22,757,769	14,070,104	13,633,853	14,211,813	141,709	1.0%
Expenditure Transfers	(31,093,261)	(36,827,087)	(37,030,569)	(40,123,319)	(3,296,232)	9.0%
Total Net Expenditures	(8,335,492)	(22,756,983)	(23,396,716)	(25,911,506)	(3,154,523)	13.9%

Controller-Treasurer — Budget Unit 110 Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
2113	Controller-Treasurer Fund 0001	\$ 223,665,737	\$ 225,756,823	\$ 194,876,823	\$ 220,933,900	\$ (4,822,923)	-2.1%
1115	Internal Audit Fund 0001	72,480	60,000	60,000	55,000	(5,000)	-8.3%
Total Revenues		\$ 223,738,217	\$ 225,816,823	\$ 194,936,823	\$ 220,988,900	\$ (4,827,923)	-2.1%

Controller-Treasurer Fund 0001 — Cost Center 2113 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	71.0	\$ (28,477,274)	\$ 225,756,823
Board Approved Adjustments During FY 2004	-1.0	(367,857)	(30,880,000)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	3.0	775,475	—
Internal Service Fund Adjustments	—	(2,914,954)	—
Other Required Adjustments	—	345,896	26,057,077
Subtotal (Current Level Budget)	73.0	\$ (30,638,714)	\$ 220,933,900
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
A-87 Cost Allocation Plan Charges to Measure B Program	—	(350,000)	—



Controller-Treasurer Fund 0001 — Cost Center 2113 Major Changes to the Budget

	Positions	Appropriations	Revenues
Postage Reduction	—	(1,306)	—
Printing Rate/Service Change	—	(13,171)	—
Service Cost Reduction due to ISD Reductions	—	(89,445)	—
	—	(212)	—
Decision Packages			
1. Recognize Savings Related to Copier Leases	—	(120)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.			
2. Reduce Workers Compensation Expense	—	(100,285)	—
3. Reduce Retirement Expenditures	—	(130,141)	—
Subtotal (Recommended Changes)	—	\$ (684,680)	\$ —
Total Recommendation	73.0	\$ (31,323,394)	\$ 220,933,900

Internal Audit Fund 0001 — Cost Center 1115 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	9.0	\$ 964,685	\$ 60,000
Board Approved Adjustments During FY 2004	—	(3,674)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(25,717)	—
Internal Service Fund Adjustments	—	31,787	—
Other Required Adjustments	—	(36,326)	(5,000)
Subtotal (Current Level Budget)	8.0	\$ 930,755	\$ 55,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
SCPTAP for Audit Services	—	(40,000)	—
ISD Service Cost Adjustment	—	16	—
Printing Rate/Service Change	—	(31)	—
Decision Packages			
1. Delete 1.0 FTE Chief Internal Auditor	-1.0	(155,700)	—
Delete 1.0 Filled B07 Chief Internal Auditor. The managerial duties and oversight in the Audit division will be absorbed by the Controller-Treasurer.			
2. Reduce Retirement Expenditures	—	(18,024)	—
Subtotal (Recommended Changes)	-1.0	\$ (213,739)	\$ —
Total Recommendation	7.0	\$ 717,016	\$ 55,000



Acct Sys & Procurement Proj Fund 0001 — Cost Center 2116

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	20.0	\$ 4,755,606	\$ —
Board Approved Adjustments During FY 2004	1.0	(268,202)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	117,851	—
Internal Service Fund Adjustments	—	4,108	—
Other Required Adjustments	—	125,887	—
Subtotal (Current Level Budget)	19.0	\$ 4,735,250	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Service Cost Reduction due to ISD Reductions	—	(2,799)	—
Decision Packages			
1. Recognize Savings Related to Copier Leases	—	(1,347)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.			
2. Reduce Retirement Expenditures	—	(36,232)	—
Subtotal (Recommended Changes)	—	\$ (40,378)	\$ —
Total Recommendation	19.0	\$ 4,694,872	\$ —

County Debt Service — Budget Unit 810

Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
2111	County Debt Service Fund 0001	\$ 11,276,390	\$ 9,587,231	\$ 10,483,368	\$ 9,714,358	\$ 127,127	1.3%
2117	Co Debt Serv Fund 0045	6,578,050	6,581,550	6,581,550	6,579,950	(1,600)	0.0%
2119	Co Debt Serv Fund 0043	879,530	1,513,000	1,513,000	1,508,084	(4,916)	-0.3%
Total Net Expenditures		\$ 18,733,970	\$ 17,681,781	\$ 18,577,918	\$ 17,802,392	\$ 120,611	0.7%

County Debt Service — Budget Unit 810

Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
2111	County Debt Service Fund 0001	\$ 11,276,390	\$ 9,587,231	\$ 10,483,368	\$ 9,714,358	\$ 127,127	1.3%
2117	Co Debt Serv Fund 0045	6,578,050	6,581,550	6,581,550	6,579,950	(1,600)	0.0%
2119	Co Debt Serv Fund 0043	879,530	1,513,000	1,513,000	1,508,084	(4,916)	-0.3%
Total Gross Expenditures		\$ 18,733,970	\$ 17,681,781	\$ 18,577,918	\$ 17,802,392	\$ 120,611	0.7%



County Debt Service — Budget Unit 810 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Services And Supplies	1,205,521	428,375	428,375	520,375	92,000	21.5%
Other Charges	17,078,906	16,593,406	17,489,543	16,592,376	(1,030)	0.0%
Operating/Equity Transfers	449,543	660,000	660,000	689,641	29,641	4.5%
Subtotal Expenditures	18,733,970	17,681,781	18,577,918	17,802,392	120,611	0.7%
Total Net Expenditures	18,733,970	17,681,781	18,577,918	17,802,392	120,611	0.7%

County Debt Service — Budget Unit 810 Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
2111	County Debt Service Fund 0001	\$ 4,561,779	\$ 1,092,877	\$ 1,092,877	\$ 1,140,050	\$ 47,173	4.3%
2117	Co Debt Serv Fund 0045	6,579,583	6,581,550	6,581,550	6,579,950	(1,600)	0.0%
2119	Co Debt Serv Fund 0043	887,265	2,502,000	2,502,000	1,925,292	(576,708)	-23.0%
2115	VMC Hospital Bonds Fund 0483	1,773,037	—	—	—	—	—
	Total Revenues	\$ 13,801,664	\$ 10,176,427	\$ 10,176,427	\$ 9,645,292	\$ (531,135)	-5.2%

County Debt Service Fund 0001 — Cost Center 2111 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	—	\$ 9,587,231	\$ 1,092,877
Board Approved Adjustments During FY 2004	—	896,137	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	29,641	—
Other Required Adjustments	—	(798,651)	47,173
Subtotal (Current Level Budget)	—	\$ 9,714,358	\$ 1,140,050
Recommended Changes for FY 2005			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 9,714,358	\$ 1,140,050



Co Debt Serv Fund 0045 — Cost Center 2117
Major Changes to the Budget

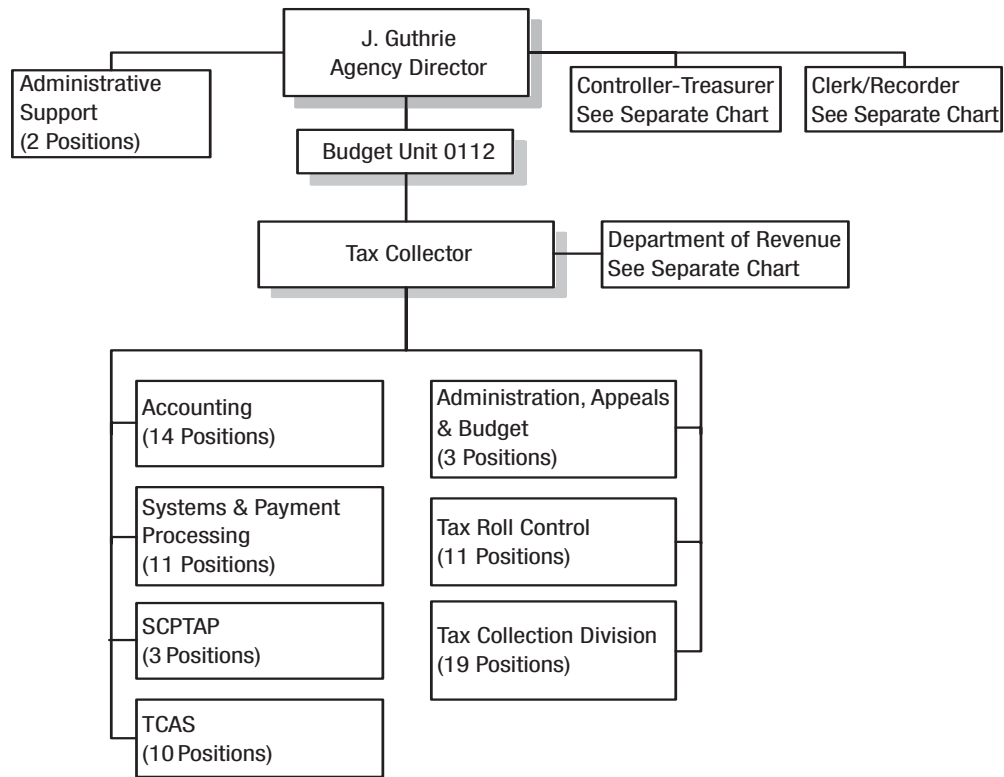
	Positions	Appropriations	Revenues
Public Facilities Corp Debt Service (Fund Number 0045)			
FY 2004 Approved Budget	—	\$ 6,581,550	\$ 6,581,550
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(1,600)	(1,600)
Subtotal (Current Level Budget)	—	\$ 6,579,950	\$ 6,579,950
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 6,579,950	\$ 6,579,950

Co Debt Serv Fund 0043 — Cost Center 2119
Major Changes to the Budget

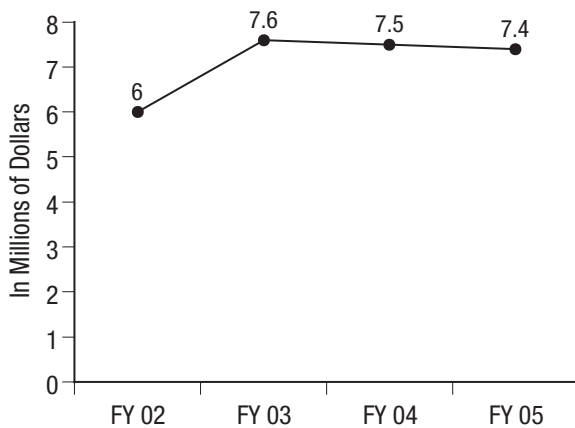
	Positions	Appropriations	Revenues
Health Facilities Debt Service (Fund Number 0043)			
FY 2004 Approved Budget	—	\$ 1,513,000	\$ 2,502,000
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	29,641
Other Required Adjustments	—	(4,916)	(606,349)
Subtotal (Current Level Budget)	—	\$ 1,508,084	\$ 1,925,292
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 1,508,084	\$ 1,925,292



Tax Collector's Office

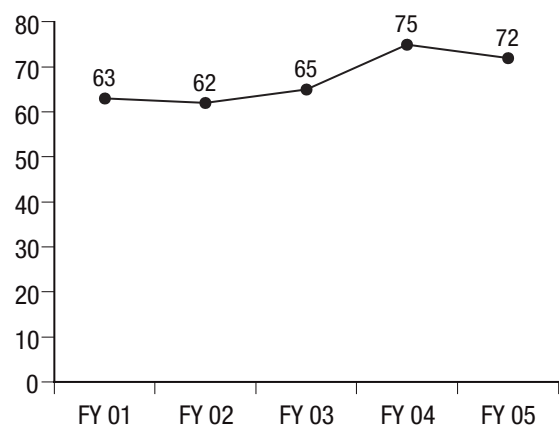


Section 1: Finance and Government



Gross Appropriation Trend

In the FY 2005 document, gross appropriations replace net appropriations.



Staffing Trend



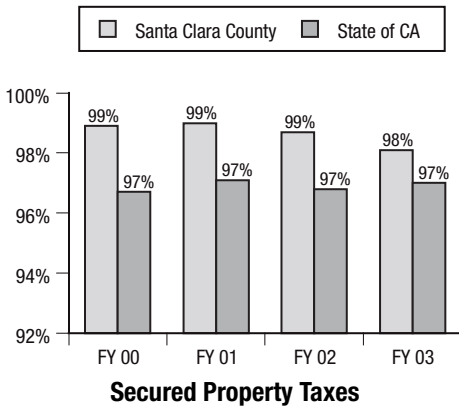
Public Purpose

- ➔ Maximize tax revenue to support services to County residents

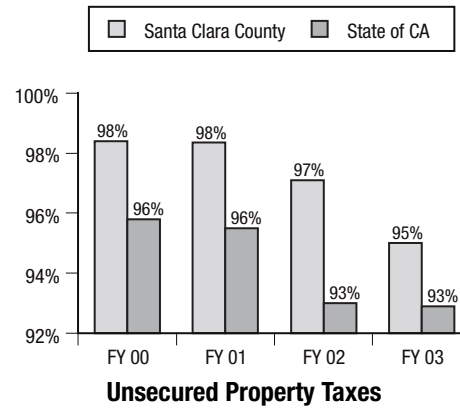


Desired Results

Achieve High Collection Rate By sending out timely and accurate information to the taxpayers, the department is able to achieve a high collection rate.

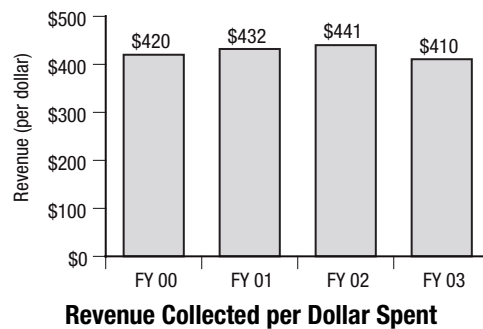


Measure: County collection rate compared to State average



Measure: County collection rate compared to State average

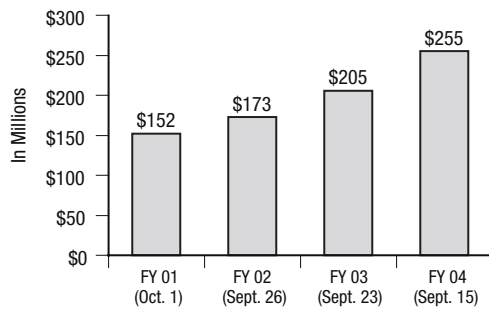
Achieve Cost Efficient Collection by ensuring that operating expenses are kept at the lowest level possible without negatively impacting service quality.



Measure: Ratio of Revenue Collected to Operating Cost

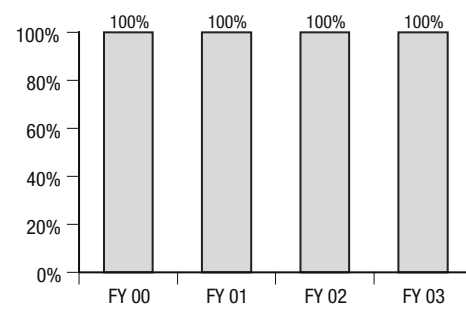


Comply with State Mandated Codes by ensuring that Secured tax bills are mailed on or before November 1st and duplicate payments are returned within 60 days from the date of payment.



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 hours a day - seven days a week to provide continuous uninterrupted information. The IVR and web 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 and e-check payments via their 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 \$2.8 billion dollars. In addition to reconciling tax collections, the program staff refunds duplicate payments, ensures proper payment application, coordinates the Senior Citizen's Postponement Certificate program and manages the Extended Payment Plan program.

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 2003/2004 tax charge on these four tax rolls was over \$2.8 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 (3) 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. Current payment status is posted to the Internet and IVR each evening, following the daily processing of payments.
- ❑ **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-unsecured tax revenue support 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.
- ❑ **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

Automated Systems

The core computerized programs used by the Finance Agency for tracking taxes date back to the mid 1960's. These legacy applications provide all tax information on printed reports. Many interim improvements have been made since the late 1990's to modernize the Tax Collector's Office and Controller-Treasurer's Office. In recent years, the Tax Information System was implemented that allows staff to view the tax

information via a browser on their PC. Last year, the Tax Collector's Office created an Internet tax information site that allows the public to view current and prior year taxes and tax payments and allow property tax payments by credit card. This year, e-checks has been added.

To address the need to replace the antiquated tax applications, the Finance Agency's Tax Collector's Office and Controller-Treasurer Department have undertaken a multi-year project to design, develop and implement a truly modern browser based Tax Collection and Apportionment System (TCAS). This project started in August 2003 and is currently in the design phase. TCAS is funded by a combination of prior-year technology funds, State/County Property Tax Loan/Grant program funds, and the Delinquent Property Tax Improvement Fund. By the end of FY 2004, the detailed systems requirements will be completed, along with a detailed multi-year project implementation plan for the completion of the project with a phased implementation of major tax applications. The project goals for FY 2005 are the development of the Trust Fund System along with completion of the database design for all systems. The core project will continue through FY 2005 without the need of additional General Fund appropriations.

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 the program staff ensures 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 authenticates 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 fulfilling our public purpose: maximizing tax revenue for public entities. In order to perform this service, the Tax Office is dependent upon internal and external stakeholders: the Assessor who provides value, exemptions and ownership data; the Controller who provides tax rates; public entities and

special districts who supply special and bonded assessment information; and ISD who 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. The 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 \$383,000. The department exceeded their target by \$363,000, which will help offset the reduction targets in the other departments within the Finance Agency. As an Agency, they were able to make their target.

Revenue Enhancements

Recommendation: Increase Penalty Fee for Delinquent Secured Installments - Full Year.

Background: To meet its budget reduction target in October 2004, the department increased the penalty fee for both supplemental and annual property tax bills to \$20 for each late installment. Due to the time requirements for noticing and issuing tax bills, only 25% of the full roll could be affected in FY 2004. In FY 2005, the fee increase will reach its full year impact. This proposal recognizes the incremental increase in revenues which will be collected in FY 2005.

Formerly, the department charged only \$10.00 on the second delinquent installment. This was the minimum required as of 1985 by Section 2621 of the Revenue and Taxation Code to recover the cost of publishing the delinquent property list at the end of the year. Today, this fee amount is sufficient only to recover the cost of printing the Delinquent Tax Notices, not the full cost associated with the collection of the delinquent secured bills. Section 54985 of the Government Code allows fees to be increased to a level sufficient to cover the cost of providing a service. In order to recover the full cost of service, the department has increased the fee as cited.

Total Ongoing Revenue: \$476,000

Recommendation: Increase revenue assumptions for new E-check Service fee.

Background: Taxpayers who wish to pay by e-check are currently charged \$3 per transaction which is a handling fee that goes to the vendor. To offset the department's own handling costs, the department will increase this fee by \$12 to a total of \$15 per transaction.

This handling fee would be most beneficial to taxpayers who have a large amount of debt owing that could elect to pay by e-check to avoid the percentage-based fee for credit card transactions.

Total Ongoing Revenue: \$170,000

Recommendation: Increase revenue assumptions for Special Assessments as a result of voter approval for certain areas and population growth.

Background: Special Assessment fees will continue to increase in FY 2005 as a result of voter approval for the following new assessments: California Department of Forestry, Gavilan College Bond, and Mountain View Whisman School District. The associated Special Assessment fees will be new revenues to the County. In addition, revenue from Special Assessments continues to grow, a result of continuing construction of condominiums and an increasing number of parcels.

Total Ongoing Revenue: \$100,000

Recognize Offset from SCPTAP Grant

Background: This is the second year the Tax Collector has been offered proceeds from the State-County Property Tax Administration Program Grant to support Tax Collection services in their department. Instead of recognizing these as new revenues, the department will use the funds to offset the cost of positions performing ongoing work as recommended by the Grant Program, such as reducing backlogs and maintaining correct processes to increase revenues. These positions have



been funded on a year-to-year basis when SCTAP was a loan program and have since been included as part of the Tax Collector's functions.

Total Revenue: \$245,000

**Tax Collector — Budget Unit 112
Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
2212	Tax Collector Fund 0001	\$ 7,190,753	\$ 6,704,338	\$ 6,674,767	\$ 7,182,381	\$ 478,043	7.1%
2213	Tax Collector-AB 589 Fund 0001	330,061	800,000	182,184	—	(800,000)	-100.0%
2214	Tax Collection & Apportionment Sys Fund 0001	—	—	2,477,356	—	—	—
Total Net Expenditures		\$ 7,520,814	\$ 7,504,338	\$ 9,334,307	\$ 7,182,381	\$ (321,957)	-4.3%

**Tax Collector — Budget Unit 112
Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
2212	Tax Collector Fund 0001	\$ 7,190,753	\$ 6,704,338	\$ 6,674,767	\$ 7,182,381	\$ 478,043	7.1%
2213	Tax Collector-AB 589 Fund 0001	330,061	800,000	182,184	245,000	(555,000)	-69.4%
2214	Tax Collection & Apportionment Sys Fund 0001	—	—	3,077,356	—	—	—
Total Gross Expenditures		\$ 7,520,814	\$ 7,504,338	\$ 9,934,307	\$ 7,427,381	\$ (76,957)	-1.0%

**Tax Collector — Budget Unit 112
Expenditures by Object**

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 4,401,375	\$ 4,379,979	\$ 5,273,352	\$ 4,797,480	\$ 417,501	9.5%
Services And Supplies	2,406,884	2,506,543	4,540,955	2,629,901	123,358	4.9%
Fixed Assets	712,555	617,816	120,000	—	(617,816)	-100.0%
Subtotal Expenditures	7,520,814	7,504,338	9,934,307	7,427,381	(76,957)	-1.0%
Expenditure Transfers	—	—	(600,000)	(245,000)	(245,000)	—
Total Net Expenditures	7,520,814	7,504,338	9,334,307	7,182,381	(321,957)	-4.3%



Tax Collector — Budget Unit 112

Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
2212	Tax Collector Fund 0001	\$ 332,982,129	\$ 350,068,510	\$ 350,518,510	\$ 366,322,010	\$ 16,253,500	4.6%
2213	Tax Collector-AB 589 Fund 0001	327,866	800,000	800,000	—	(800,000)	-100.0%
2214	Tax Collection & Apportionment Sys Fund 0001	—	—	774,465	—	—	—
Total Revenues		\$ 333,309,995	\$ 350,868,510	\$ 352,092,975	\$ 366,322,010	\$ 15,453,500	4.4%

Tax Collector Fund 0001 — Cost Center 2212

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	59.0	\$ 6,704,338	\$ 350,068,510
Board Approved Adjustments During FY 2004	—	(29,571)	450,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	507,993	—
Internal Service Fund Adjustments	—	189,330	—
Other Required Adjustments	—	13,220	15,057,500
Subtotal (Current Level Budget)	59.0	\$ 7,385,310	\$ 365,576,010
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	104	—
Printing Rate/Service Change	—	(4,045)	—
Service Cost Reduction due to ISD Reductions	—	(57,654)	—
Decision Packages			
1. Revenue Increase for Penalty Fee on Delinquent Secured Installments	—	—	476,000
Increase in revenue associated with an increase in the penalty fee for delinquent secured installments. In FY 2004, the department increased the fee from \$10 to \$20 as allowed by the Revenue and Taxation Code. This increase represents the remaining full year revenue to be earned.			
2. Recognize Revenue for E-check Fee Increase	—	—	170,000
Increase of revenue for the implementation of the New E-check system. Taxpayers who wish to pay by E-check are currently charged a \$3 handling fee which goes to the vendor. To offset the department's handling costs, the department proposes an increase to \$15 per transaction, of which, \$12 will go to the County as a new revenue source.			
3. Revenue Increase for New Special Assessments	—	—	100,000
Increase in revenues for New and Increased fees for Special Assessments. Special Assessment fees will increase in FY 2005 as a result of voter approval for several new assessments including the California Department of Forestry, Gavilan College Bond, and Mountain View Whisman School District. The associated Special Assessment fees will be new revenue to the County. In addition, revenue from Special Assessments continues to grow, a result in part of continuing construction of condominiums and increasing parcels.			
4. Recognize Savings Related to IT Maintenance Contracts	—	(4,254)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to information technology maintenance contracts.			
5. Recognize Savings Related to Copier Leases	—	(123)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.			
6. Reduce Workers Compensation Expense	—	(54,669)	—



Tax Collector Fund 0001 — Cost Center 2212 Major Changes to the Budget

	Positions	Appropriations	Revenues
7. Reduce Retirement Expenditures	—	(82,288)	—
Subtotal (Recommended Changes)	—	\$ (202,929)	\$ 746,000
Total Recommendation	59.0	\$ 7,182,381	\$ 366,322,010

Tax Collector-AB 589 Fund 0001 — Cost Center 2213 Major Changes to the Budget

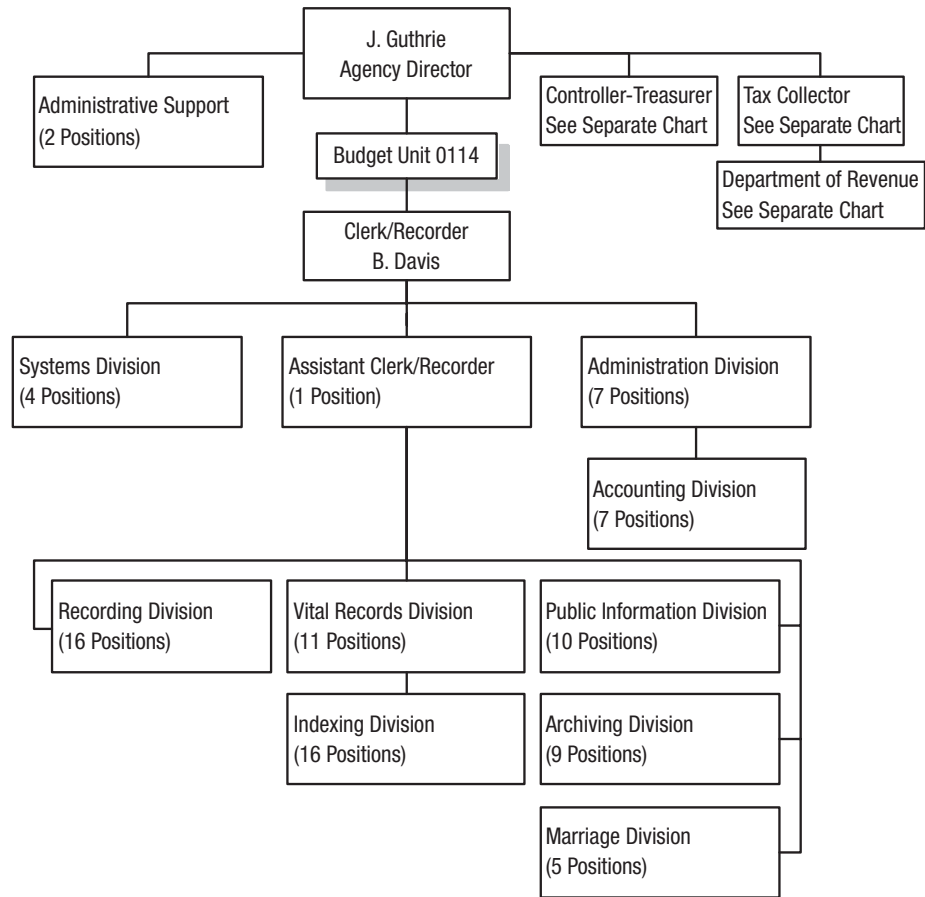
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	6.0	\$ 800,000	\$ 800,000
Board Approved Adjustments During FY 2004	—	(617,816)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-3.0	(182,184)	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	(800,000)
Subtotal (Current Level Budget)	3.0	\$ —	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
SCPTAP for Tax Collector Projects	—	(245,000)	—
Decision Packages			
1. Recognize State County Property Tax Program Funds	—	245,000	—
The State County Property Tax Administration Program funds are being used through the Assessor's Office to offset costs in the Tax Collector's office for 3.0 FTE providing services in specialized projects relating to tax collection efforts. The state fully funds the State/County Property Tax Administration Program through the Assessor's Office (see Cost Center 1160).			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	3.0	\$ —	\$ —

Tax Collection & Apportionment Sys Fund 0001 — Cost Center 2214 Major Changes to the Budget

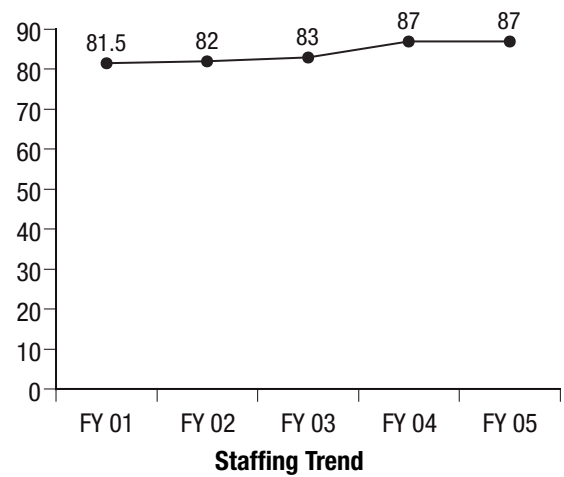
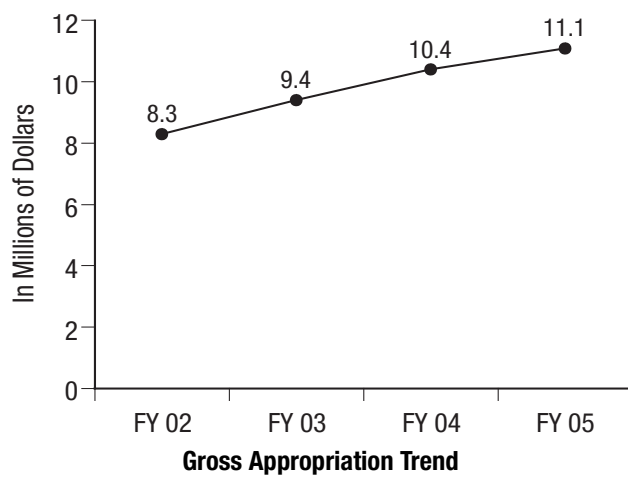
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	10.0	\$ —	\$ —
Board Approved Adjustments During FY 2004	—	2,477,356	774,465
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(909,724)	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(1,567,632)	(774,465)
Subtotal (Current Level Budget)	10.0	\$ —	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	10.0	\$ —	\$ —



County Clerk/Recorder's Office



Section 1: Finance and Government



In the FY 2005 document, gross appropriations replace net appropriations.



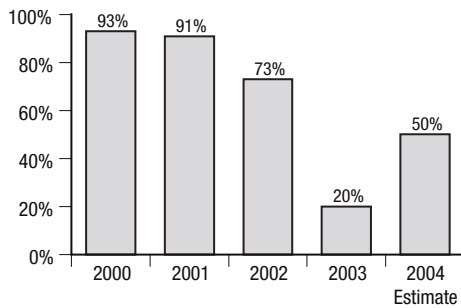
Public Purpose

- Accessible Records for the Public
- Records Integrity
- Compliance with State Law



Desired Results

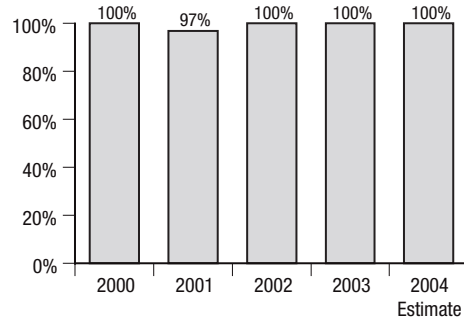
Documents are recorded/filed in a timely manner.



% of Time Mailed Documents are Recorded within 5 Working Days of Receipt

The estimate for FY 2004 is due to expected decrease in refinancing activity. Recording of documents is 36% over what it was the same time last year.

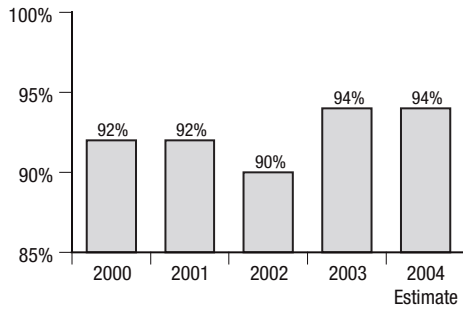
(Over the counter documents are processed on the day presented.) The measures reflected here are for requests received by mail or phone.



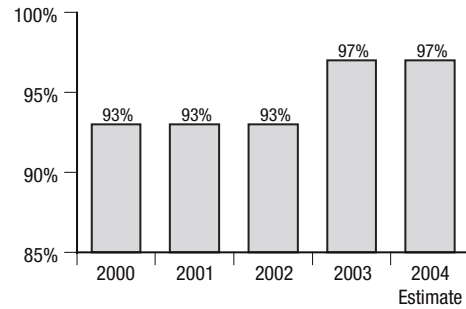
% of Time Mailed Business Applications are Filed within 3 Days of Receipt



Customers can easily access records when using office equipment in the public search area.

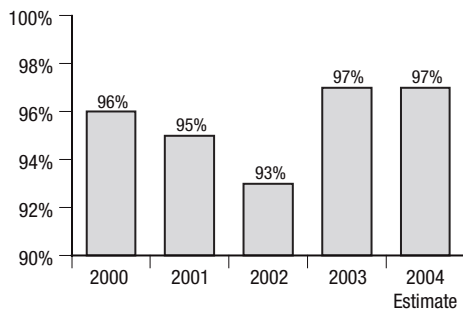


% of Customers Reporting that They are Able to Find Documents Quickly

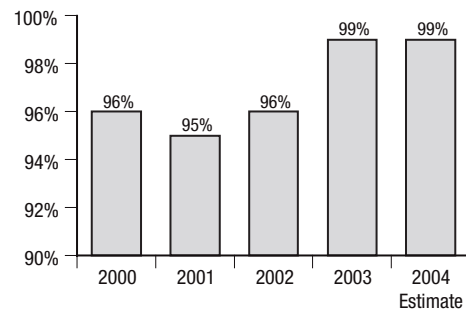


% of Customers Reporting that the Posted Instructions were Clear

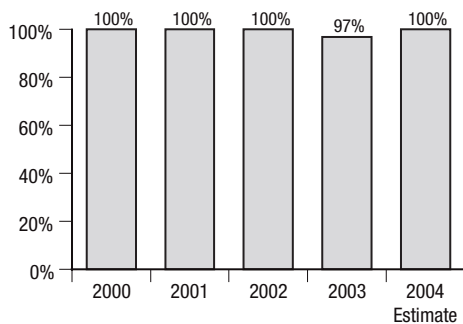
Timely Retrieval of Records and Information for Customers.



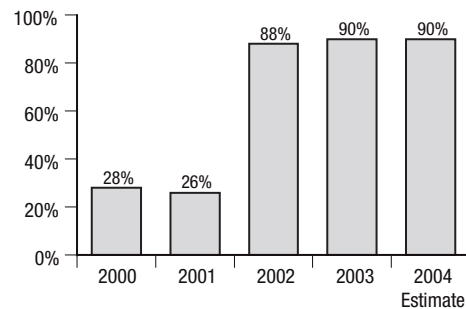
Percent of Customers Reporting that Service was Timely



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

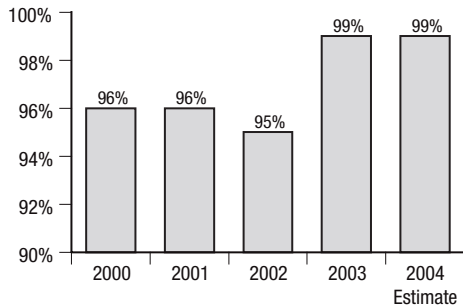


Percent of Vital Document Copy Requests by Phone, Mail or Fax Processed within 10 Days

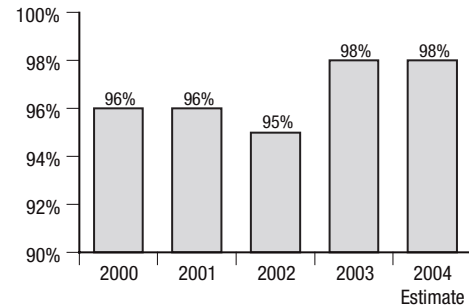
Section 1: Finance and Government



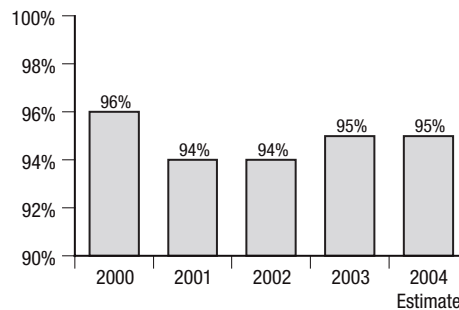
Responsive Customer Service



% of Customers Reporting Staff was Helpful



% of Customers Reporting Staff was Professional



% of Customer Service Surveys with an Overall Rating of Good or Excellent

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. 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 amount of \$533,000 which they were able to accomplish through a combination of one-time solutions and new revenue proposals.

Revenue Enhancements

Recommendation: Increase ongoing revenue assumptions in the County Recorder's budget by establishing new fees.

Background: The department has recently determined that in order to maintain the cost recovery efforts, new fees must now be charged for some services. The following are new fees to be established. (New fees require approval of the Board of Supervisors):

New Fees Proposed

Description of Fees	Fee	Annual Total
Notarial Services	\$10	\$12,000
Passport Photos	\$10	\$13,500
Credible Witness	\$10	\$2,080
Witness for Marriages	\$10	\$7,827
Total Amount		\$35,407

Impact on Service: No impacts to services, the fees charged cover the cost of these services already provided.

Total Ongoing Revenue: \$35,407

One-time and Ongoing Revenue

Recommendation: Increase one-time and ongoing revenue in the County Clerk's Budget.

Background: When the County assumed the Clerk's functions from Superior Court, a special fund that was established by state statute for modernization purposes in the Court System was also assumed by the County budget. Recently, it has been discovered that since no current statute exists for the County Clerk to continue collecting this money from fees for the Clerk's functions, the existing fund balance should be transferred to the General Fund and the revenues should reflect actual collections.

This fund generated revenues by setting aside \$2.00 from each marriage license fee paid and \$1.00 each for fictitious business name fee and notary services fee.



This fund generated approximately \$35,000 annually. This amount will now be included in the general fund revenues generated from the fees.

Total One-time Revenue: \$185,810

Total Ongoing Revenue: \$35,000

(\$16,500 increase in Document Filing Fees Revenue and \$18,500 in Marriage License Fees Revenue)

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 \$495,608.

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 the General Fund expenditures. This is the second year the Clerk-Recorder has been able to increase the Operating Transfer.

Total One-time Revenue: \$495,608

Non-General Fund Appropriations

Recommendation: Increase appropriations in the Recorder's special funds on a one-time basis as reflected in the table below:

Non-General Fund Appropriations for FY 2005

Fund	Description of Expense	Amount
0026	Retrofit/Reconfigure Workstations	\$7,050
0026	Receipt Printers	\$5,000
0026	Computer Replacements	\$45,000
0026	Upgrades on Servers	\$30,000
0026	Purchase/Install Door Card Reader	\$3,000
0026	PC's for Passport Counter	\$2,400
0027	Microfiche Conversions	\$85,000
0027	Upgrade map scanner/printer	\$5,000
Total Cost		\$182,450

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:

- ❑ **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.
- ❑ **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.
- ❑ **Recorder's Document Storage Fund 0027**, established in 1980 to defray the cost of converting the County Recorder's document storage system to micro-graphics.

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: \$182,450

Fund 0026: \$92,450 one-time

Fund 0027: \$90,000 one-time

County Recorder — Budget Unit 114 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
5655	County Recorder Fund 0001	5,307,242	5,547,052	5,643,989	5,790,021	242,969	4.4%
5656	County Clerk Fund 0001	697,640	787,373	774,841	793,481	6,108	0.8%
5657	County Recorder Fund 0024	80,191	95,772	95,772	77,772	(18,000)	-18.8%
5658	County Recorder Fund 0026	2,709,833	3,144,826	3,144,826	3,528,461	383,635	12.2%
5659	County Recorder Fund 0027	659,203	841,106	841,106	911,036	69,930	8.3%
Total Net Expenditures		\$ 9,454,109	\$ 10,416,129	\$ 10,500,534	\$ 11,100,771	\$ 684,642	6.6%

County Recorder — Budget Unit 114 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
5655	County Recorder Fund 0001	5,307,242	5,547,052	5,643,989	5,790,021	242,969	4.4%
5656	County Clerk Fund 0001	697,640	787,373	774,841	793,481	6,108	0.8%
5657	County Recorder Fund 0024	80,191	95,772	95,772	77,772	(18,000)	-18.8%
5658	County Recorder Fund 0026	2,709,833	3,144,826	3,144,826	3,528,461	383,635	12.2%
5659	County Recorder Fund 0027	659,203	841,106	841,106	911,036	69,930	8.3%
Total Gross Expenditures		\$ 9,454,109	\$ 10,416,129	\$ 10,500,534	\$ 11,100,771	\$ 684,642	6.6%

County Recorder — Budget Unit 114 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 5,370,480	\$ 5,743,310	\$ 5,724,328	\$ 5,945,241	\$ 201,931	3.5%
Services And Supplies	1,370,766	2,178,411	2,281,798	1,609,930	(568,481)	-26.1%
Fixed Assets	139,459	20,000	20,000	—	(20,000)	-100.0%
Operating/Equity Transfers	2,573,404	2,474,408	2,474,408	3,545,600	1,071,192	43.3%
Subtotal Expenditures	9,454,109	10,416,129	10,500,534	11,100,771	684,642	6.6%
Total Net Expenditures	9,454,109	10,416,129	10,500,534	11,100,771	684,642	6.6%

County Recorder — Budget Unit 114 Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
5654	County Clerk Fund 0027	\$ 39,663	\$ 35,000	\$ 35,000	\$ —	\$ (35,000)	-100.0%
5655	County Recorder Fund 0001	27,504,876	29,862,808	25,755,040	36,897,276	7,034,468	23.6%



County Recorder — Budget Unit 114 Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
5656	County Clerk Fund 0001	1,422,795	1,413,500	1,413,500	1,575,722	162,222	11.5%
5657	County Recorder Fund 0024	145,131	110,000	110,000	110,000	—	—
5658	County Recorder Fund 0026	5,284,506	2,508,600	2,508,600	2,508,600	—	—
5659	County Recorder Fund 0027	901,997	500,000	500,000	500,000	—	—
Total Revenues		\$ 35,298,968	\$ 34,429,908	\$ 30,322,140	\$ 41,591,598	\$ 7,161,690	20.8%

County Recorder Fund 0001 — Cost Center 5655 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	77.0	\$ 5,547,052	\$ 29,862,808
Board Approved Adjustments During FY 2004	—	96,937	(4,107,768)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	362,312	—
Internal Service Fund Adjustments	—	52,826	288,000
Other Required Adjustments	—	(115,919)	10,323,829
Subtotal (Current Level Budget)	77.0	\$ 5,943,208	\$ 36,366,869
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
One-time Increase in Operating Transfer for FY 2005	—	—	495,000
Fleet service rate change	—	696	—
Printing Rate/Service Change	—	(1,894)	—
Decision Packages			
1. Recognize New Revenues from Fee Increases	—	—	35,407
Increase in revenue for fees related to new services to be offered in the Clerk Recorder's Office. These new fees include:			
◆ Nontarial Services - \$10.00 per signature (\$12,000)			
◆ Passport Photos - \$10.00 per set of photos (\$13,500)			
◆ Credible Witness for marriage licenses - \$10.00 per signature (\$2,080)			
◆ Witness Fee for marriage ceremonies - \$10.00 each (\$7,827)			
2. Recognize Savings Related to Copier Leases	—	(68)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.			
3. Reduce Workers Compensation Expense	—	(61,699)	—
4. Reduce Retirement Expenditures	—	(90,222)	—
Subtotal (Recommended Changes)	—	\$ (153,187)	\$ 530,407
Total Recommendation	77.0	\$ 5,790,021	\$ 36,897,276



County Clerk Fund 0001 — Cost Center 5656
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	10.0	\$ 787,373	\$ 1,413,500
Board Approved Adjustments During FY 2004	—	(12,532)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	24,466	—
Internal Service Fund Adjustments	—	(3,110)	—
Other Required Adjustments	—	12,532	(58,588)
Subtotal (Current Level Budget)	10.0	\$ 808,729	\$ 1,354,912
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Printing Rate/Service Change	—	(996)	—
Service Cost Reduction due to ISD Reductions	—	(308)	—
Decision Packages			
1. One-Time Revenue Increase from Clerk's Special Fund	—	—	185,810
This increase in revenues recognizes a one-time increase as a result of transferring the remaining funds from the Clerk's Special Fund to the General Fund.			
2. Reduce Retirement Expenditures	—	(13,944)	—
Subtotal (Recommended Changes)	—	\$ (15,248)	\$ 185,810
Total Recommendation	10.0	\$ 793,481	\$ 1,575,722

County Recorder Fund 0024 — Cost Center 5657
Major Changes to the Budget

	Positions	Appropriations	Revenues
Vital Records Improvement Fund (Fund Number 0024)			
FY 2004 Approved Budget	—	\$ 95,772	\$ 110,000
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(18,000)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 77,772	\$ 110,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 77,772	\$ 110,000



County Recorder Fund 0026 — Cost Center 5658

Major Changes to the Budget

	Positions	Appropriations	Revenues
Recorders Modernization Fund (Fund Number 0026)			
FY 2004 Approved Budget	—	\$ 3,144,826	\$ 2,508,600
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	282,489	—
Other Required Adjustments	—	(485,308)	—
Subtotal (Current Level Budget)	—	\$ 2,942,007	\$ 2,508,600
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
One-time Increase in Operating Transfer for FY 2005	—	495,000	—
Service Cost Reduction due to ISD Reductions	—	(876)	—
Decision Packages			
1. One-time Expense for Office Improvements	—	92,450	—
One-time costs used to pay for improvements in the Clerk-Recorder's Office. Special modernization funds cover the cost of these expenses. No General Fund dollars are used for these projects.			
2. Recognize Savings Related to Copier Leases	—	(120)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.			
Subtotal (Recommended Changes)	—	\$ 586,454	\$ —
Total Recommendation	—	\$ 3,528,461	\$ 2,508,600

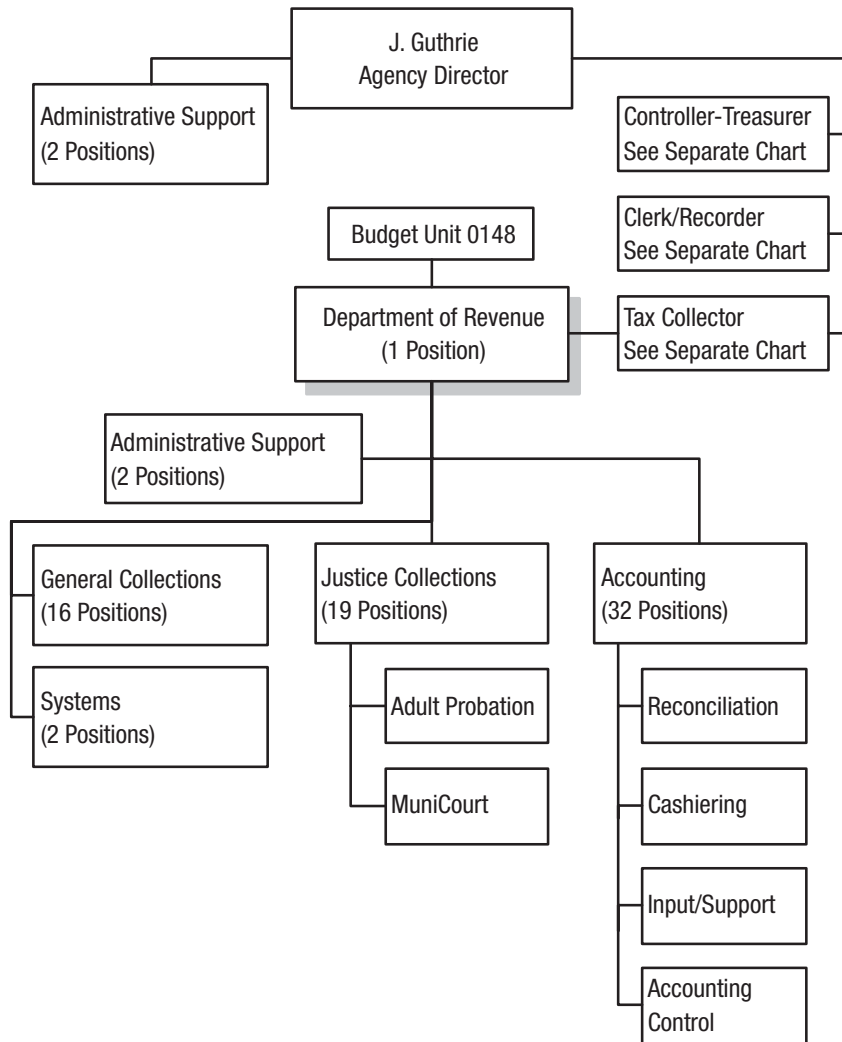
County Recorder Fund 0027 — Cost Center 5659

Major Changes to the Budget

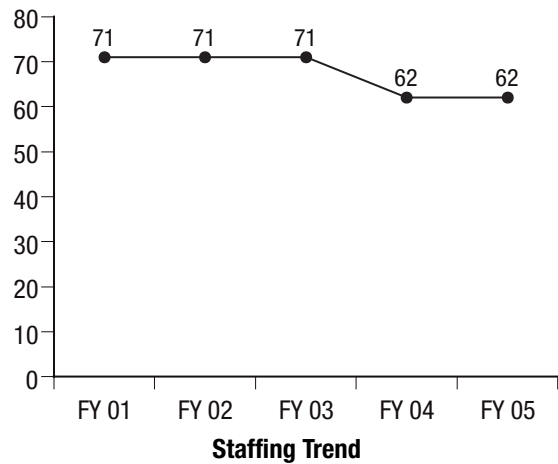
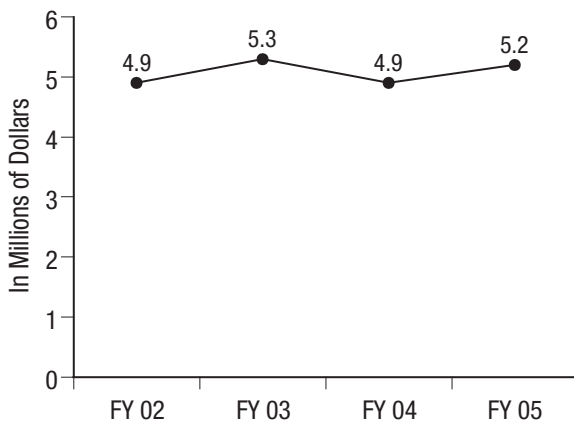
	Positions	Appropriations	Revenues
Recorders Document Storage Fund (Fund Number 0027)			
FY 2004 Approved Budget	—	\$ 841,106	\$ 500,000
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(20,000)	—
Subtotal (Current Level Budget)	—	\$ 821,106	\$ 500,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Increase One-time Expense	—	90,000	—
One-time costs used to pay for improvements in the Clerk-Recorder's Office. Special modernization funds cover the cost of these expenses. No General Fund dollars are used for these projects.			
2. Recognize Savings Related to Copier Leases	—	(70)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.			
Subtotal (Recommended Changes)	—	\$ 89,930	\$ —
Total Recommendation	—	\$ 911,036	\$ 500,000



Department of Revenue



Section 1: Finance and Government



In the FY 2005 document, gross appropriations replace net appropriations.



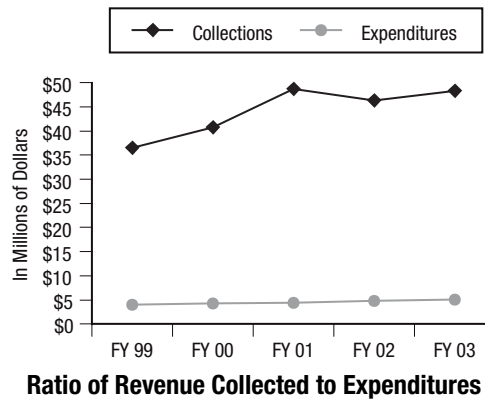
Public Purpose

- ➔ Maximize revenue collection to support services for County residents

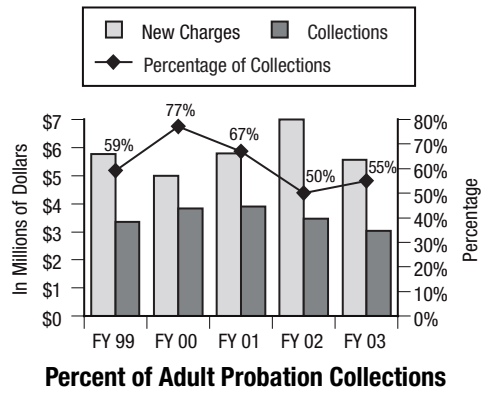
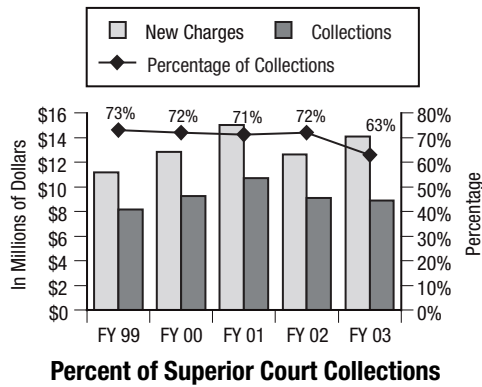


Desired Results

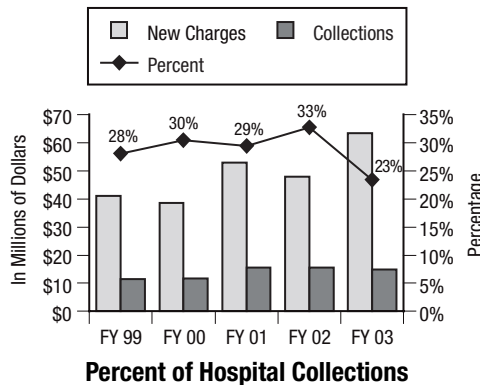
Cost efficiency which is achieved by keeping expenditures for personnel, supplies, and equipment to a minimum while optimizing revenue collection.



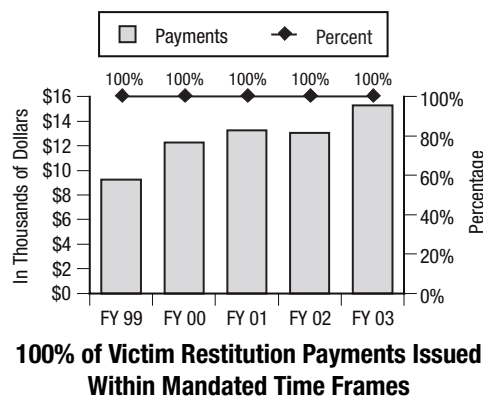
A high collection rate which is achieved through optimum use of staff and technology resources and accurate and timely communication with debtors.



A high collection rate (continued)



Clients receive payment in a timely manner in compliance with State regulations, through the effective use of technology.



Description of Major Services

Revenue Collection

The revenue collected by the department is used to support funding of services to County residents. Additionally, to the extent that the department is



successful in collecting the accounts 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 Santa Clara Valley Health and Hospital System, Santa Clara County Superior Court, Adult and Juvenile Probation, Office of the Sheriff, General Services Agency, County Library, Office of the Public Defender, and Employee Services Agency.

Collections: Explains new accounts; interviews clients to determine ability to pay, sets up payment plans, consolidates bills for individual clients; verifies

eligibility for Federal and State aid programs; skip-traces delinquent debtors; files small claims actions and coordinates lawsuits with County Counsel; attaches wages and bank accounts; records reimbursement agreements and returns delinquent accounts to the Court for issuance of bench warrants.

Accounting: Creates new accounts; processes adjustments, payments and refunds; issues payments to victims of crime; prepares documents for small claims court; reconciles all monies collected; distributes revenues and prepares cost allocation plans.

Systems: Maintains the department's data systems, network and workstations; processes automated payment interfaces; issues monthly billing statements and delinquent notices, develops new system solutions to resolve processing problems.

County Executive's Recommendation

The Department of Revenue was not given a reduction target for FY 2005. However, the department was able to contribute some revenue to the Finance Agency target as a whole. With the help of DOR, the Finance Agency was able to make their reduction target.

Revenue Enhancements

Recommendation: Increase revenue assumptions for the Department of Revenue to include new revenue from the State Victim Restitution fine.

Background: Penal Code Section 1202.4 allows an administration fee to cover the actual administrative cost of collecting state restitution fines, to be levied up to 10% of the state restitution collected. The fee can be imposed at the Board of Supervisors' discretion and would be discretionary dollars for the General Fund. Based on activity levels for FY 2003, the new fee would yield additional annual revenue of approximately \$200,000. This amount falls within the allowance of cost recovery.

Total Ongoing Revenue: \$200,000

Staffing Requests

Recommendation: Upgrade an existing Accountant Assistant position to an Accountant II.

Background: Additional and more complex duties in the Reconciliation and Revenue Disbursement Unit have created the need for a higher-level position that can accomplish tasks at a higher level of complexity.

Total Cost: \$17,676

This reflects the cost difference for the deletion of an Accountant Assistant and the addition of an Accountant II.

Recommendation: Set aside funds for creation of a new position to oversee the Department of Revenue's operations and day-to-day management of the unit.

Background: As part of its budget reduction plan in FY 2004, the Finance Agency eliminated the Executive Director position of the Department of Revenue and placed executive oversight under the Tax Collector, with plans to use a high-level CEMA position for direct inside management of the department. The Employee Services Agency has conducted a classification study and recommends that a new classification of Collection Services Manager be used. Once the classification is

created, the department will delete an existing Accountant III position from the Tax Collector's Office and add the Collection Services Manager to the

Department of Revenue. It is estimated that the cost difference between the two positions is approximately \$32,000.

Total Cost: \$32,000

Department Of Revenue — Budget Unit 148 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
2148	Revenue Fund 0001	\$ 5,084,661	\$ 4,893,022	\$ 4,834,269	\$ 5,210,860	\$ 317,838	6.5%
Total Net Expenditures		\$ 5,084,661	\$ 4,893,022	\$ 4,834,269	\$ 5,210,860	\$ 317,838	6.5%

Department Of Revenue — Budget Unit 148 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
2148	Revenue Fund 0001	\$ 5,084,661	\$ 4,893,022	\$ 4,834,269	\$ 5,210,860	\$ 317,838	6.5%
Total Gross Expenditures		\$ 5,084,661	\$ 4,893,022	\$ 4,834,269	\$ 5,210,860	\$ 317,838	6.5%

Department Of Revenue — Budget Unit 148 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 4,139,801	\$ 3,908,225	\$ 3,894,719	\$ 4,328,194	\$ 419,969	10.7%
Services And Supplies	944,860	984,797	939,550	882,666	(102,131)	-10.4%
Subtotal Expenditures	5,084,661	4,893,022	4,834,269	5,210,860	317,838	6.5%
Total Net Expenditures	5,084,661	4,893,022	4,834,269	5,210,860	317,838	6.5%

Department Of Revenue — Budget Unit 148 Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
2148	Revenue Fund 0001	\$ 7,672,901	\$ 8,157,518	\$ 8,157,518	\$ 7,787,895	\$ (369,623)	-4.5%
Total Revenues		\$ 7,672,901	\$ 8,157,518	\$ 8,157,518	\$ 7,787,895	\$ (369,623)	-4.5%



Revenue Fund 0001 — Cost Center 2148

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	62.0	\$ 4,893,022	\$ 8,157,518
Board Approved Adjustments During FY 2004	—	(58,753)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	523,547	—
Internal Service Fund Adjustments	—	(93,082)	—
Other Required Adjustments	—	45,247	(569,623)
Subtotal (Current Level Budget)	62.0	\$ 5,309,981	\$ 7,587,895
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	543	—
Postage Reduction	—	(600)	—
Service Cost Reduction due to ISD Reductions	—	(8,885)	—
Decision Packages			
1. Increase Revenue for Victim Restitution Fee	—	—	200,000
New fee for cost recovery of collecting the State Victim Restitution fine will increase revenues. A portion of these new revenues will be used to upgrade some positions in the department to accommodate the demands in workload associated with this new revenue.			
2. Delete 1.0 FTE Accountant Assistant and Add 1.0 FTE Accountant II Position	—	—	—
Add and Delete action effectively deleting 1.0 FTE Accountant Assistant and adding 1.0 FTE Accountant II/Accountant Auditor Appraiser. This action is required to sustain the operations in the department. In FY 2004, the department deleted their Revenue Collections Manager and several other positions which has since hindered their collection efforts. This position along with a proposed Collections Services Manager position to be created in FY 2005 will help the department streamline collection efforts for the future while sustaining their staff at the lowest levels it has been in years.			
3. Set Aside Funds for New Position in FY 2005	—	32,000	—
As part of its budget reduction plan for FY 2004, the Finance Agency eliminated the Revenue Collections Manager position in the Department of Revenue and placed executive oversight under the Tax Collector, with plans to use a high level CEMA position for direct onsite management of the department. ESA has conducted a classification study and recommends that a new classification of Collection Services Manager be used. Once the classification is created, the department will delete an existing Accountant III position from the Tax Collector's Office and add the Collection Services Manager to the Department of Revenue. The amount here is to supplement the new cost of this position once created.			
4. Recognize Savings Related to Copier Leases	—	(107)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.			
5. Reduce Workers Compensation Expense	—	(40,532)	—
6. Reduce Retirement Expenditures	—	(81,540)	—
Subtotal (Recommended Changes)	—	\$ (99,121)	\$ 200,000
Total Recommendation	62.0	\$ 5,210,860	\$ 7,787,895



Section 2: Public Safety and Justice

Section 2: Public Safety and 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.



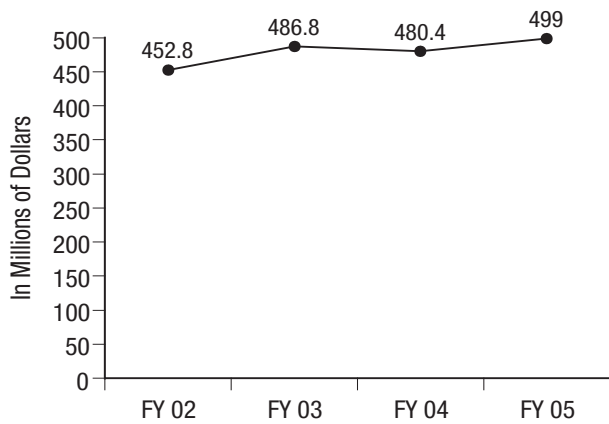
Departments

- 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

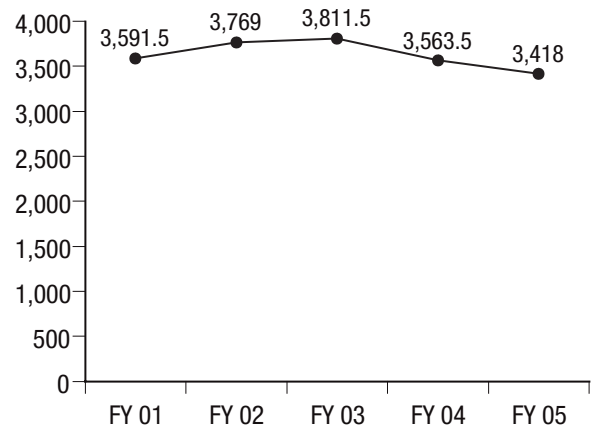
Public Safety and Justice

Office of the District Attorney Budget Units 0202, 0203	Department of Correction Budget Units 0235, 0240
Public Defender Budget Unit 0204	Probation Department Budget Unit 0246
Office of Pretrial Services Budget Unit 0210	Medical Examiner-Coroner Budget Unit 0293
Office of the Sheriff Budget Units 0230, 0231	Criminal Justice System-Wide Costs Budget Unit 0217

Section 2: Public Safety and Justice



Gross Appropriation Trend



Staffing Trend

In the FY 2005 document, gross appropriations replace net appropriations.



Net Expenditures By Department

BU	Department Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
202	District Attorney Department	\$ 59,221,460	\$ 60,184,409	\$ 61,443,440	\$ 62,837,173	\$ 2,652,764	4.4%
203	District Attorney Crime Laboratory	8,263,484	5,703,871	5,636,654	5,890,144	186,273	3.3%
204	Public Defender	30,058,382	31,259,339	31,159,657	33,446,946	2,187,607	7.0%
210	Office Of Pretrial Services	4,081,210	4,381,100	4,394,080	4,738,184	357,084	8.2%
217	Criminal Justice Support	50,815,532	51,795,179	53,069,812	53,137,598	1,342,419	2.6%
230	Sheriff's Department	90,873,273	87,857,557	95,228,778	93,432,584	5,575,027	6.3%
231	Court/Custody Operations	—	—	—	—	—	—
235	Sheriff's Doc Contract	69,549,832	72,731,556	74,392,458	78,885,071	6,153,515	8.5%
240	Department Of Correction	62,992,671	52,311,121	54,399,452	50,487,520	(1,823,601)	-3.5%
246	Probation Department	94,628,476	92,539,525	91,154,433	95,104,477	2,564,952	2.8%
293	Med Exam-Coroner Fund 0001	3,020,458	2,600,766	2,720,336	2,515,234	(85,532)	-3.3%
Total Net Expenditures		\$ 473,504,778	\$ 461,364,422	\$ 473,599,099	\$ 480,474,930	\$ 19,110,508	4.1%

Gross Expenditures By Department

BU	Department Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
202	District Attorney Department	\$ 71,443,656	\$ 72,361,939	\$ 73,437,970	\$ 75,091,418	\$ 2,729,479	3.8%
203	District Attorney Crime Laboratory	8,263,484	5,760,591	5,693,374	5,946,864	186,273	3.2%
204	Public Defender	30,286,050	31,470,150	31,370,468	33,657,757	2,187,607	7.0%
210	Office Of Pretrial Services	4,186,947	4,491,201	4,504,181	4,848,285	357,084	8.0%
217	Criminal Justice Support	50,815,532	51,795,179	53,069,812	53,137,598	1,342,419	2.6%
230	Sheriff's Department	92,476,384	89,308,189	96,728,093	94,834,572	5,526,383	6.2%
231	Court/Custody Operations	—	—	—	—	—	—
235	Sheriff's Doc Contract	69,549,832	72,731,556	74,392,458	78,885,071	6,153,515	8.5%
240	Department Of Correction	64,914,343	56,750,992	58,839,323	54,356,643	(2,394,349)	-4.2%
246	Probation Department	95,194,655	93,132,081	91,768,458	95,697,502	2,565,421	2.8%
293	Med Exam-Coroner Fund 0001	3,020,458	2,600,766	2,720,336	2,515,234	(85,532)	-3.3%
Total Gross Expenditures		\$ 490,151,341	\$ 480,402,643	\$ 492,524,472	\$ 498,970,943	\$ 18,568,300	3.9%

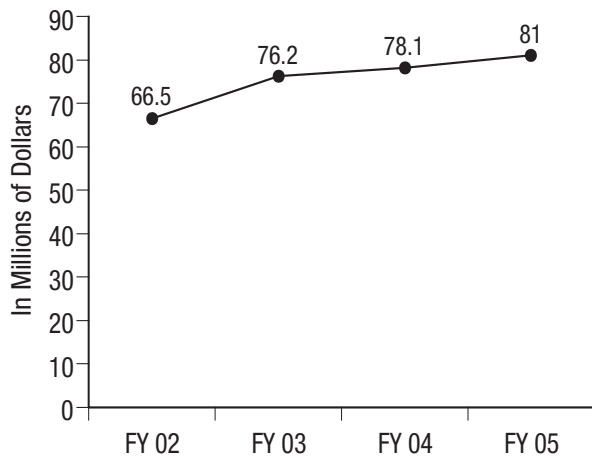
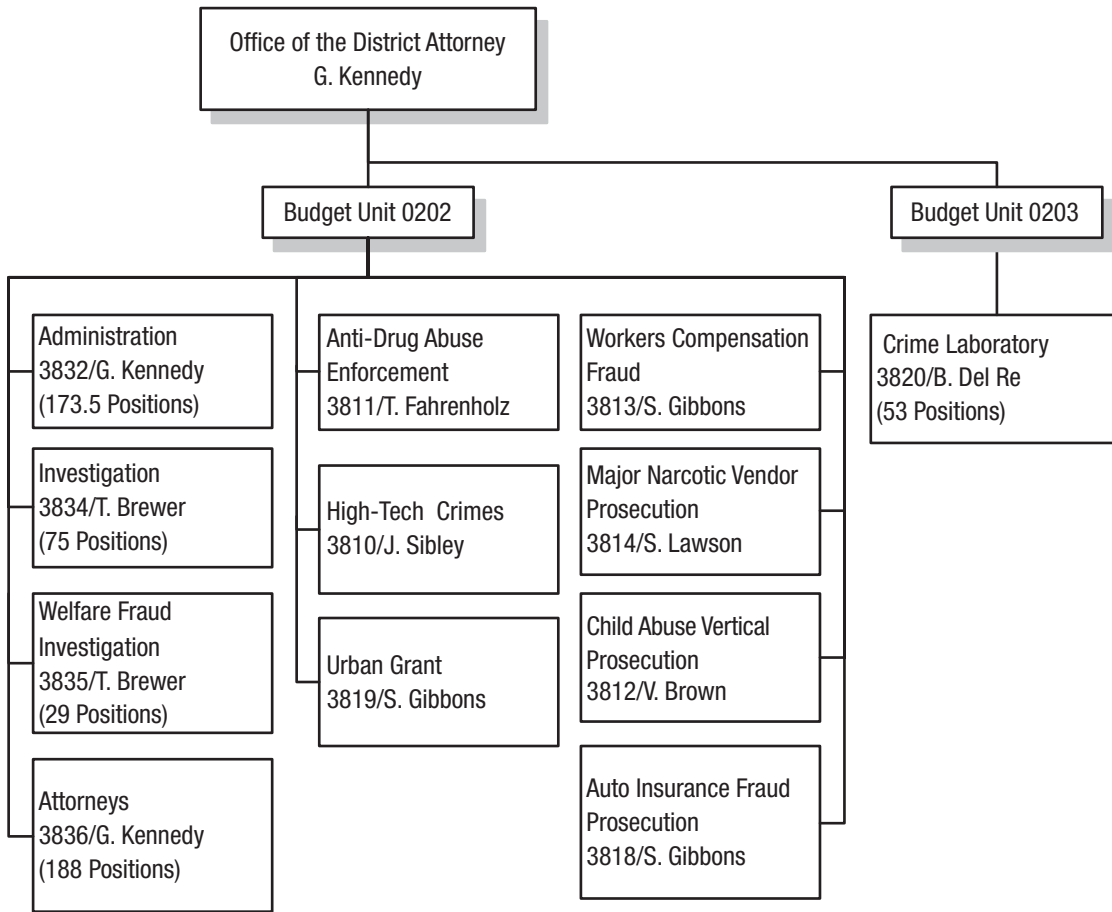


Revenues By Department

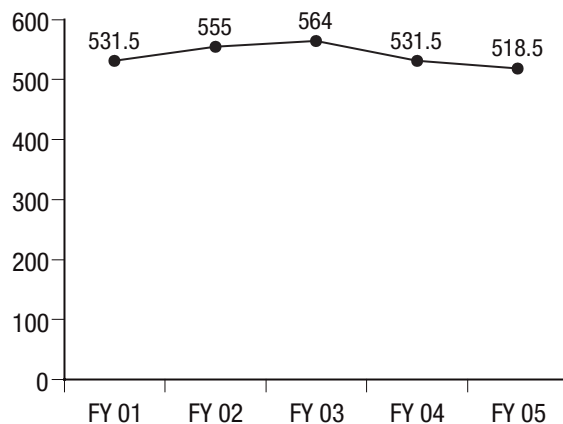
BU	Department Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
202	District Attorney Department	\$ 11,375,937	\$ 10,543,220	\$ 12,459,781	\$ 10,599,711	\$ 56,491	0.5%
203	District Attorney Crime Laboratory	4,475,250	2,663,507	2,663,507	3,024,795	361,288	13.6%
204	Public Defender	527,378	903,177	1,003,177	1,154,872	251,695	27.9%
210	Office Of Pretrial Services	182,805	217,000	217,000	277,406	60,406	27.8%
217	Criminal Justice Support	178,020,924	171,056,604	166,204,604	166,912,604	(4,144,000)	-2.4%
230	Sheriff's Department	38,155,583	41,766,435	48,376,851	46,505,461	4,739,026	11.3%
231	Court/Custody Operations	—	—	—	—	—	—
235	Sheriff's Doc Contract	—	—	—	—	—	—
240	Department Of Correction	12,031,331	12,527,181	14,672,809	15,681,866	3,154,685	25.2%
246	Probation Department	38,167,195	37,744,630	37,586,188	36,775,315	(969,315)	-2.6%
293	Med Exam-Coroner Fund 0001	121,839	199,500	199,500	90,937	(108,563)	-54.4%
Total Revenues		\$ 283,058,242	\$ 277,621,254	\$ 283,383,417	\$ 281,022,967	\$ 3,401,713	1.2%



Office of the District Attorney



Gross Appropriation Trend



Staffing Trend

In the FY 2005 document, gross appropriations replace net appropriations.



Public Purpose

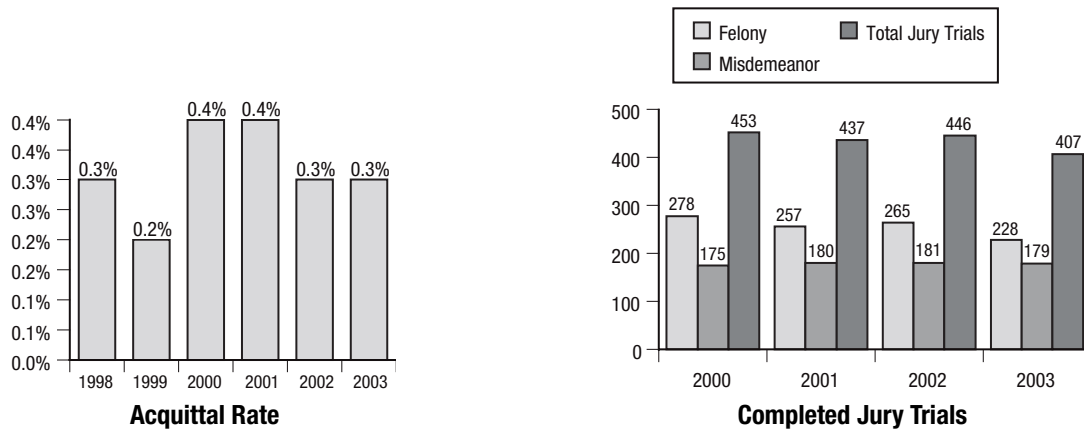
- Constitutional Rule of Law Upheld
- Public Safety



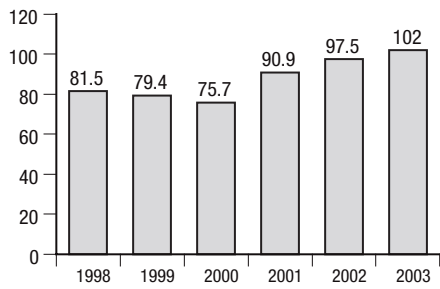
Section 2: Public Safety and Justice

Desired Results

Just Punishment will ensure that the public will be protected from future danger while preserving respect for law.

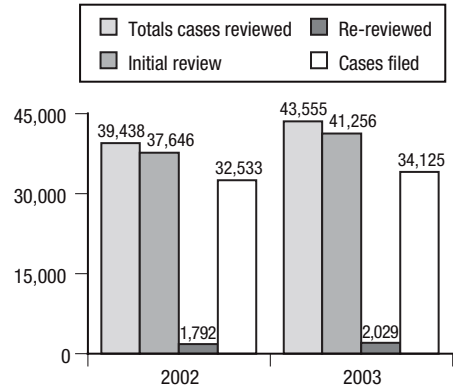


Just Punishment (continued)



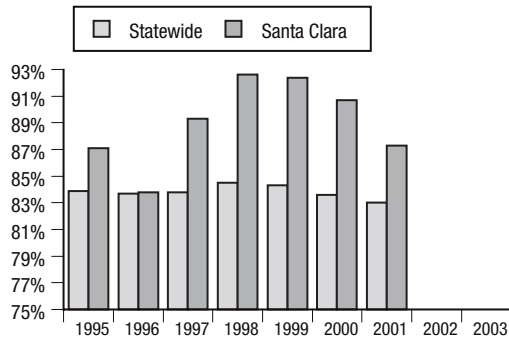
Duration of Case in Superior Court

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.

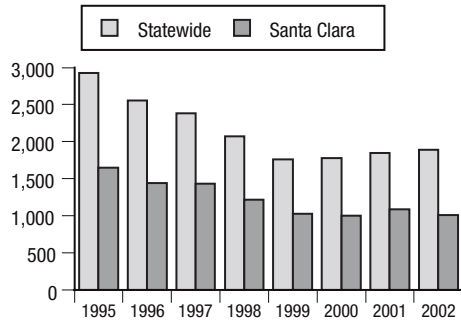


Adult Felony Arrests Resulting in Conviction

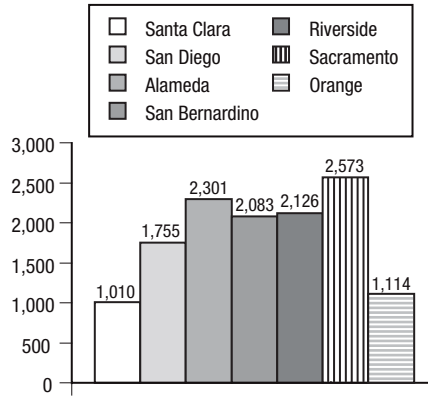
Data for this measure comes from Criminal Justice Profile. No new data has been published on this measure since 2001.



Crime Prevention is a central goal of society, the law and justice community, and the District Attorney.

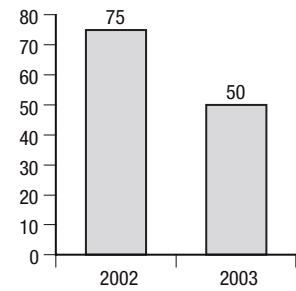


Crime Rate (Crimes/100,000 Population)



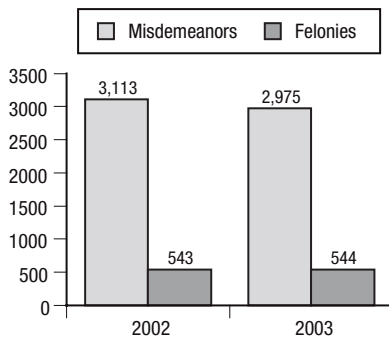
2002 Crime Rate in Santa Clara and similar counties

California Criminal Justice Profile has not Published 2003 data yet.

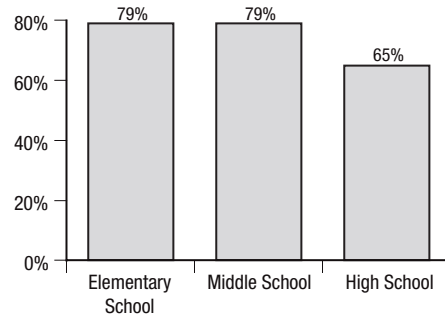


Community Prosecution — Number of Code Enforcement Actions

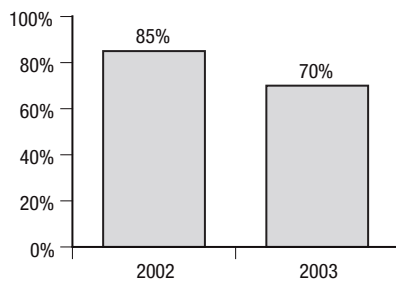
First year reflected more citations issued without litigation; second year involved numerous cases litigated.



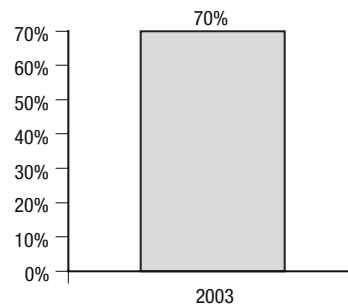
Domestic Violence Cases Where the Court Imposed a Restraining Order



Percent Of Enrolled Truant Students Who Improved After Truancy Mediation in School Year Ending June 2003



Percent of Enrolled Truant Students Who Improved After Truancy Prosecution in School Year Ending June 2003

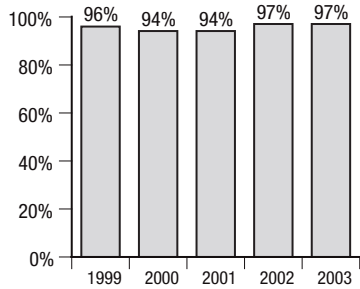


Percentage of Truant Students who Improved Attendance After DA Prosecuted Parents in School Year Ending June 2003

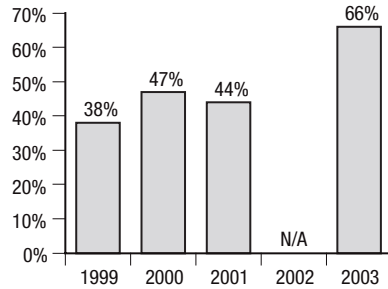
Section 2: Public Safety and Justice



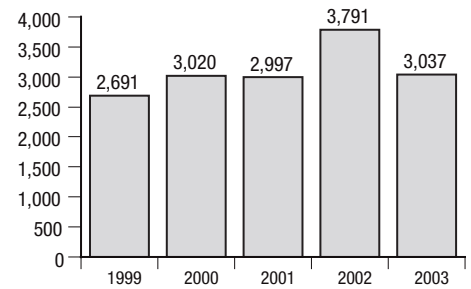
Victim Restitution Orders Obtained. To compensate victims for economic losses.



Percent of Cases in which Victim was Awarded a Restitution Fine by Court Order

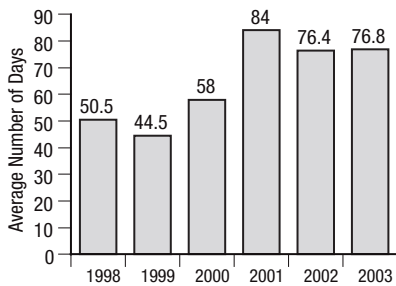


Percent of Cases in which Court Ordered Direct Restitution to Victim

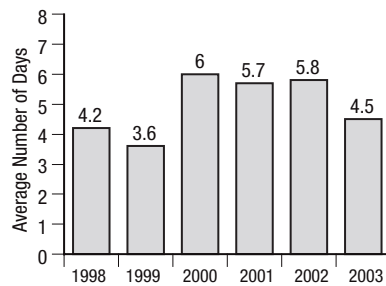


Number of Cases Handled by Restitution Unit

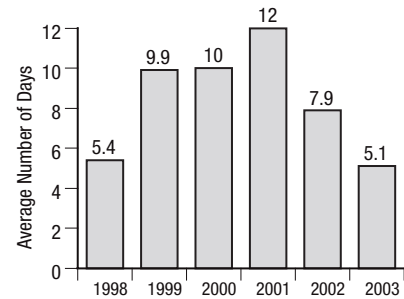
Timely and Accurate Analysis of Physical Evidence. To enable the criminal justice system to work swiftly to identify and prove the guilt or innocence of suspected offenders.



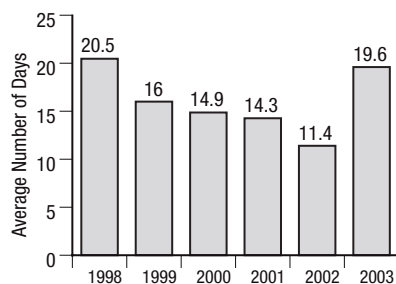
Major Case Turnaround



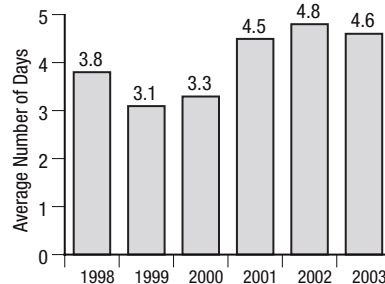
Alcohol Turnaround



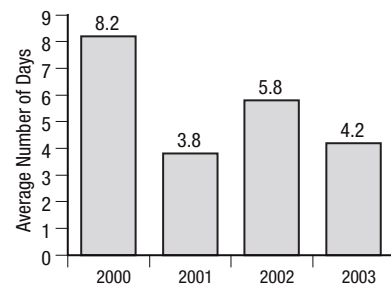
Presumptive Toxicology Turnaround



Confirmatory Toxicology Turnaround



Controlled Substance Turnaround



Photography Case Turnaround



Description of Major Services

Criminal Prosecution. The District Attorney discharges his obligation to ensure public safety by thorough investigation, and prompt, professional prosecution leading to just verdicts and fair sentences. 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 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 has the philosophy that domestic violence is a crime against society and should be prosecuted to the fullest extent of the law. The team leader of the unit reviews all cases referred and determines what felony or misdemeanor charges will be filed. In appropriate cases protective orders are sought 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 such 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 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 court-ordered 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.

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. In recent years the District Attorney has teamed with local law enforcement agencies to form regional task forces such as the Rapid Enforcement Allied Computer Team (REACT), to better cope with criminality that affects high technology crime. This model has been adopted by the California legislature for state-wide funding and sponsorship of high technology investigation.

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: drugs (controlled substances), toxicology, DNA (forensic biology), firearms, tool marks, latent fingerprints, questioned documents, computer forensics, and trace evidence.

Regional Computer Forensic Laboratory. The Crime Laboratory, in collaboration with other experts, has embarked 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. The Bureau actively participates on the joint Terrorism Task Force to protect the residents and infrastructure of Santa Clara County.

Diversion 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 a family member, who suffer 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, and 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, their 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 working with neighborhood residents and other agencies to improve the quality of life for residents. Examples of those

initiatives are crime mapping and truancy abatement. Crime mapping is designed to measure the incidence of crime within a geographic area so that problem pocket areas can be isolated and targeted by community prosecutors who bring resources seeking to significantly reduce or eliminate crime and create a safer community. The Truancy Abatement Program works to reduce the number of youths who are truant and thereby reduce the chance of delinquency.

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; a mandated reporter, such as a therapist; 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 presented a plan to achieve its FY 2005 budget reduction plan amount of \$5,226,000. Subsequent discussions have resulted in this recommendation differing from that original proposal in the following areas:

- Increased use of Targeted Attrition to minimize layoffs and thereby reduce disruption in client service.

- Transfer of Fine & Forfeiture revenue from trust fund into the General Fund to defray the cost of the construction of a new Crime Laboratory.

Described below are the changes recommended in the department's budget for FY 2005.

Increase Revenues

Recommendation: Increase revenue by \$1,652,113.



Background: The Crime Laboratory will negotiate an increase in the user fees charged to non-County agencies. This is done annually for all such agencies; however, this year will also include an atypical increase to accommodate DNA testing done for the County of San Mateo. Additionally trust fund revenue derived from previous asset forfeiture settlements will be brought into the County General Fund to support the construction of the new Crime Laboratory. These revenue sources are as follows:

- \$500,000 Ongoing: Crime Lab User Fees
- \$1,152,113 One-Time: Fines & Forfeiture

Impact on Services: These additional resources allow the department to defer additional reductions in personnel or client services.

Total Reduction: (\$1,652,113)

Ongoing = \$500,000, One-Time = \$1,152,113

Reduce Services and Supplies Budget

Recommendation: Reduce services and supplies appropriation by \$280,000.

Background: Previous budget reductions have eliminated areas where significant cuts can be made without client service impacts. However, several expenditure categories will be further reduced to prevent additional personnel cuts which would result in more significant service impacts. Areas of significant reduction include the following:

- Transportation & Travel
- Equipment Maintenance
- Contract Services

Impact on Services: These reductions primarily impact the internal operation of the department, not direct client services. The recommended reduction in personnel will allow for a lower level of expenditure for services and supplies.

Total Ongoing Reduction: (\$280,000)

Reduce Discretionary Salaries

Recommendation: Reduce appropriations for lead pay, call duty, and extra-help by \$55,137.

Background: Several categories of salary and benefit expense in the Crime Laboratory are at the discretion of department management. Elimination of lead pay, call duty, and extra-help usage will minimize other reductions in personnel and preserve the core functionality of the department.

Impact on Services: These reductions will reduce flexibility in the Crime Laboratory; however, the preservation of staffing will provide more benefit to the forensic analysis process.

Total Ongoing Reduction: (\$55,137)

Targeted Attrition

Recommendation: Eliminate positions as they become vacant during FY 2005 with a cost savings of \$2,351,239.

Background: Numerous positions within the department are anticipated to become vacant through retirement during the course of FY 2005. 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:

- \$141,196 – Administration
- \$634,620 – Investigations
- \$1,575,423 – Attorneys

The department has an existing FY 2005 Targeted Attrition obligation of \$1,049,412 negotiated during the FY 2004 budget process. This will increase the total amount to be reduced in FY 2005 to \$3,400,651. A one-time reserve of \$1,175,620 will be established to cover the expenditures for part year salaries paid on positions attrited later in the fiscal year.

Impact on Services: No immediate impact on client services; however, future attrition will increase caseloads in all service areas of the department. If

anticipated retirements do not occur the department will have difficulty managing within its current salary and benefit budget.

Total Ongoing Reduction: (\$2,351,239)

One-time Reserve of \$1,175,620

Staff Reductions

Recommendation: Delete 6 vacant positions and 1 filled position with a cost of \$872,380.

Background: When combined with the personnel areas identified for Targeted Attrition the recommended position reductions achieve vertical equity with regard to labor and management, and impact all functional areas of the department proportionately. The position identified as “Unfunded” is one preserved in the FY 2004 budget with one-time resources derived from the Local 715 layoff deferral agreement. As no ongoing funding exists, this position is recommended for deletion in FY 2005. A summary of positions identified for deletion is as follows:

FTE	Code	Class Description	Filled/Vacant
3.0	U20	Attorney IV/III/II/I	Vacant
1.0	B2R	Admin Support Officer	Vacant
1.0	D5D	Human Resources Asst	Vacant
1.0	F14	Legal Clerk	Vacant
1.0	R76	Toxicologist (Unfunded)	Filled
			6.0 Vacant
7.0		Total Deletions	1.0 Filled

Impact on Services: Remaining staff will absorb the workload of these positions. Efforts toward continued efficiency improvement will accommodate this reduction in staffing; however, increased caseloads may result in less timely legal processing.

Total Ongoing Reduction: (\$872,380)

Upgrade IT Infrastructure (ITEC)

Recommendation: Appropriate \$159,912 to upgrade information technology system infrastructure.

Background: These hardware and software upgrades, approved by the ITEC committee; will replace outdated workstations, and upgrade operating system and security-antivirus software.

Impact on Services: These upgrades will prevent downtime, associated efficiency loss, and added cost to make emergency repairs.

Total One-Time Cost: \$159,912

District Attorney Department — Budget Unit 202

Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
3832	Administrative Svcs Fund 0001	\$ 19,016,273	\$ 16,219,913	\$ 16,308,893	\$ 13,545,875	\$ (2,674,038)	-16.5%
3834	Legal Spt Svcs Fund 0001	6,936,817	6,925,247	6,929,353	8,708,262	1,783,015	25.7%
3836	Attorneys Fund 0001	28,126,140	32,928,943	33,007,710	36,560,966	3,632,023	11.0%
3817	DA H Tech Identity Theft Prog Fund 0001	548,797	500,000	969,891	325,000	(175,000)	-35.0%
3813	DA - Workers' Comp Fraud Grant Fund 0001	635,438	655,673	671,778	1,045,247	389,574	59.4%
3835	Welfare Fraud Investigations Fund 0001	—	(552,169)	(661,056)	(468,802)	83,367	-15.1%
3812	Child Abuser Vertical Prosecution Fund 0001	57,208	—	205,804	410,171	410,171	—
3815	Statutory Rape Prosecution Prog Fund 0001	260,948	208,800	—	—	(208,800)	-100.0%
3814	Narcotics Fund 0001	159,614	158,361	—	—	(158,361)	-100.0%
3818	DA-Auto Insur Grant Fund 0001	526,635	652,344	726,811	663,593	11,249	1.7%
3819	DA - Urban Grant Fund 0001	675,371	661,804	661,804	670,979	9,175	1.4%
3811	Anti-Drug Abuse Enforcement Prog Fund 0001	712,098	710,000	710,000	710,000	—	—
3810	HiTech React Grant Fund 0001	1,566,121	1,115,493	1,912,452	665,882	(449,611)	-40.3%
Total Net Expenditures		\$ 59,221,460	\$ 60,184,409	\$ 61,443,440	\$ 62,837,173	\$ 2,652,764	4.4%

District Attorney Department — Budget Unit 202

Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
3832	Administrative Svcs Fund 0001	\$ 20,101,992	\$ 19,936,199	\$ 20,025,179	\$ 17,279,116	\$ (2,657,083)	-13.3%
3834	Legal Spt Svcs Fund 0001	14,443,420	9,119,353	9,020,459	10,495,527	1,376,174	15.1%
3836	Attorneys Fund 0001	31,756,014	34,838,078	34,836,845	38,797,634	3,959,556	11.4%
3817	DA H Tech Identity Theft Prog Fund 0001	548,797	500,000	969,891	325,000	(175,000)	-35.0%
3813	DA - Workers' Comp Fraud Grant Fund 0001	635,438	655,673	671,778	1,045,247	389,574	59.4%
3835	Welfare Fraud Investigations Fund 0001	—	3,805,834	3,696,947	4,028,269	222,435	5.8%
3812	Child Abuser Vertical Prosecution Fund 0001	57,208	—	205,804	410,171	410,171	—
3815	Statutory Rape Prosecution Prog Fund 0001	260,948	208,800	—	—	(208,800)	-100.0%
3814	Narcotics Fund 0001	159,614	158,361	—	—	(158,361)	-100.0%
3818	DA-Auto Insur Grant Fund 0001	526,635	652,344	726,811	663,593	11,249	1.7%
3819	DA - Urban Grant Fund 0001	675,371	661,804	661,804	670,979	9,175	1.4%
3811	Anti-Drug Abuse Enforcement Prog Fund 0001	712,098	710,000	710,000	710,000	—	—
3810	HiTech React Grant Fund 0001	1,566,121	1,115,493	1,912,452	665,882	(449,611)	-40.3%
Total Gross Expenditures		\$ 71,443,656	\$ 72,361,939	\$ 73,437,970	\$ 75,091,418	\$ 2,729,479	3.8%



District Attorney Department — Budget Unit 202 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 56,702,875	\$ 59,559,107	\$ 59,467,569	\$ 61,674,159	\$ 2,115,052	3.6%
Services And Supplies	14,333,948	12,802,832	13,683,773	12,241,639	(561,193)	-4.4%
Fixed Assets	406,833	—	286,628	—	—	—
Reserves	—	—	—	1,175,620	1,175,620	—
Subtotal Expenditures	71,443,656	72,361,939	73,437,970	75,091,418	2,729,479	3.8%
Expenditure Transfers	(12,222,196)	(12,177,530)	(11,994,530)	(12,254,245)	(76,715)	0.6%
Total Net Expenditures	59,221,460	60,184,409	61,443,440	62,837,173	2,652,764	4.4%

District Attorney Department — Budget Unit 202 Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
3832	Administrative Svcs Fund 0001	\$ 6,762,346	\$ 4,650,924	\$ 5,250,924	\$ 5,207,065	\$ 556,141	12.0%
3834	Legal Spt Svcs Fund 0001	253,802	385,314	442,026	426,405	41,091	10.7%
3836	Attorneys Fund 0001	201,130	810,000	810,000	360,000	(450,000)	-55.6%
3817	DA H Tech Identity Theft Prog Fund 0001	600,966	500,000	969,891	500,000	—	—
3813	DA - Workers' Comp Fraud Grant Fund 0001	635,374	655,673	671,778	1,050,000	394,327	60.1%
3812	Child Abuser Vertical Prosecution Fund 0001	57,209	—	205,804	160,000	160,000	—
3815	Statutory Rape Prosecution Prog Fund 0001	259,505	208,800	—	—	(208,800)	-100.0%
3814	Narcotics Fund 0001	159,803	158,361	—	—	(158,361)	-100.0%
3818	DA-Auto Insur Grant Fund 0001	638,035	652,344	726,811	486,241	(166,103)	-25.5%
3819	DA - Urban Grant Fund 0001	714,347	661,804	661,804	550,000	(111,804)	-16.9%
3811	Anti-Drug Abuse Enforcement Prog Fund 0001	711,465	710,000	710,000	710,000	—	—
3810	HiTech React Grant Fund 0001	381,955	1,150,000	2,010,743	1,150,000	—	—
	Total Revenues	\$ 11,375,937	\$ 10,543,220	\$ 12,459,781	\$ 10,599,711	\$ 56,491	0.5%

Administrative Svcs Fund 0001 — Cost Center 3832 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	179.5	\$ 16,219,913	\$ 4,650,924
Board Approved Adjustments During FY 2004	-4.0	88,980	600,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(80,519)	—
Internal Service Fund Adjustments	—	(252,638)	—
Other Required Adjustments	—	45,233	(1,195,972)
Subtotal (Current Level Budget)	175.5	\$ 16,020,969	\$ 4,054,952



Administrative Svcs Fund 0001 — Cost Center 3832

Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
FY05 JABG Grant Reduction	—	(15,021)	—
Fleet service rate change	—	1,814	—
Printing Rate/Service Change	—	(5,828)	—
Service Cost Reduction due to ISD Reductions	—	(3,657)	—
Decision Packages			
1. Reduce Contract Services and Fleet Services	—	(202,400)	—
Reduction in Professional Services contracts.			
2. Increase Targeted Attrition	—	(2,351,239)	—
In order to effect savings immediately on these impending retirements targeted attrition will 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:			
◆ \$141,196-Administration			
◆ \$634,620-Investigations			
◆ \$1,575,423-Attorneys			
3. One-Time Fine & Forfeiture Revenue	—	—	1,152,113
Trust fund revenue derived from previous asset forfeiture settlements will be brought into the County General Fund to support the construction of the new Crime Laboratory.			
4. Recognize Savings Related to Copier Leases	—	(14,522)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.			
5. Reduce Workers' Compensation Expense	—	(797,624)	—
6. ITEC - Infrastructure Upgrade (One-Time)			
Hardware and software upgrades, approved by the ITEC committee; will replace outdated workstations, and upgrade operating system and security-antivirus software.			
7. Reduce Retirement Expenditure	—	(273,253)	—
8. Delete 2 Vacant Clerical Positions			
Positions identified for deletion are as follows:			
◆ 1.0 FTE - D5D Human Resources Asst (Vacant)			
◆ 1.0 FTE - F14 Legal Clerk (Vacant)			
9. Reserve for Attrition Plan	—	1,175,620	—
While the recommended reductions in the Office of the District Attorney will achieve ongoing savings as current staff leave their positions, these savings are unlikely to be fully realized in FY 2005. This action budgets a reserve to "bridge" between the expected ongoing savings and the savings that can reasonably expected in FY 2005. The Office of the District Attorney will report to the Board of Supervisors at the Mid-Year Budget Review regarding the staff attrition rate and may request that some or all of this reserve be transferred to the department's operating budget for salaries and benefits if necessary. This reserve is a one-time reserve for FY 2005 only. The full ongoing annual savings of \$2,351,239 related to recommended staff reductions in the District Attorney's budget is expected to be realized in the FY 2006 base budget.			
Subtotal (Recommended Changes)	-2.0	\$ (2,475,094)	\$ 1,152,113
Total Recommendation	173.5	\$ 13,545,875	\$ 5,207,065



Legal Spt Svcs Fund 0001 — Cost Center 3834

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	76.0	\$ 6,925,247	\$ 385,314
Board Approved Adjustments During FY 2004	-1.0	4,106	56,712
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	1,851,279	—
Internal Service Fund Adjustments	—	427,105	—
Other Required Adjustments	—	(94,725)	(15,621)
Subtotal (Current Level Budget)	75.0	\$ 9,113,012	\$ 426,405
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	26,100	—
Printing Rate/Service Change	—	(58)	—
Decision Packages			
1. Recognize Savings Related to Copier Leases	—	(2,500)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.			
2. Reduce Retirement Expenditure	—	(375,292)	—
Subtotal (Recommended Changes)	—	\$ (351,750)	\$ —
Total Recommendation	75.0	\$ 8,708,262	\$ 426,405

Attorneys Fund 0001 — Cost Center 3836

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	191.0	\$ 32,928,943	\$ 810,000
Board Approved Adjustments During FY 2004	—	78,767	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	5,321,672	—
Internal Service Fund Adjustments	—	(283,902)	—
Other Required Adjustments	—	35,604	(450,000)
Subtotal (Current Level Budget)	191.0	\$ 38,081,084	\$ 360,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
FY05 JABG Grant Reduction	—	(41,361)	—
FY05 JJCPA Grant Reduction	—	(23,750)	—
Fleet service rate change	—	6,651	—
Decision Packages			
1. Delete 3 Vacant Attorneys	-3.0	(633,544)	—
Positions identified for deletion are as follows:			
◆ 3.0 FTE U20 - Attorney IV/III/II/I (Vacant)			
2. Reduce Retirement Expenditure	—	(822,514)	—
Subtotal (Recommended Changes)	-3.0	\$ (1,514,518)	\$ —
Total Recommendation	188.0	\$ 36,560,966	\$ 360,000



DA H Tech Identity Theft Prog Fund 0001 — Cost Center 3817
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	—	\$ 500,000	\$ 500,000
Board Approved Adjustments During FY 2004	—	469,891	469,891
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(75,000)	—
Other Required Adjustments	—	(569,891)	(469,891)
Subtotal (Current Level Budget)	—	\$ 325,000	\$ 500,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 325,000	\$ 500,000

DA - Workers' Comp Fraud Grant Fund 0001 — Cost Center 3813
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	—	\$ 655,673	\$ 655,673
Board Approved Adjustments During FY 2004	—	16,105	16,105
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(204,753)	—
Other Required Adjustments	—	578,222	378,222
Subtotal (Current Level Budget)	—	\$ 1,045,247	\$ 1,050,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 1,045,247	\$ 1,050,000



Welfare Fraud Investigations Fund 0001 — Cost Center 3835
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	30.0	\$ (552,169)	\$ —
Board Approved Adjustments During FY 2004	-1.0	(108,887)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	673,366	—
Internal Service Fund Adjustments	—	(292,749)	—
Other Required Adjustments	—	2,609	—
Subtotal (Current Level Budget)	29.0	\$ (277,830)	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	(15,126)	—
Decision Packages			
1. Reduce Retirement Expenditure	—	(156,846)	—
Subtotal (Recommended Changes)	—	\$ (171,972)	\$ —
Total Recommendation	29.0	\$ (468,802)	\$ —

Child Abuser Vertical Prosecution Fund 0001 — Cost Center 3812
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2004	—	205,804	205,804
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	410,171	—
Other Required Adjustments	—	(205,804)	(45,804)
Subtotal (Current Level Budget)	—	\$ 410,171	\$ 160,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 410,171	\$ 160,000



DA-Auto Insur Grant Fund 0001 — Cost Center 3818
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	—	\$ 652,344	\$ 652,344
Board Approved Adjustments During FY 2004	—	74,467	74,467
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	63,593	—
Other Required Adjustments	—	(126,811)	(240,570)
Subtotal (Current Level Budget)	—	\$ 663,593	\$ 486,241
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 663,593	\$ 486,241

DA - Urban Grant Fund 0001 — Cost Center 3819
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	—	\$ 661,804	\$ 661,804
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	206,097	—
Other Required Adjustments	—	(196,922)	(111,804)
Subtotal (Current Level Budget)	—	\$ 670,979	\$ 550,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 670,979	\$ 550,000



Anti-Drug Abuse Enforcement Prog Fund 0001 — Cost Center 3811 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	—	\$ 710,000	\$ 710,000
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 710,000	\$ 710,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 710,000	\$ 710,000

HiTech React Grant Fund 0001 — Cost Center 3810 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	—	\$ 1,115,493	\$ 1,150,000
Board Approved Adjustments During FY 2004	—	796,959	860,743
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(317,219)	—
Other Required Adjustments	—	(929,100)	(860,743)
Subtotal (Current Level Budget)	—	\$ 666,133	\$ 1,150,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages		(251)	—
Subtotal (Recommended Changes)	—	\$ (251)	\$ —
Total Recommendation	—	\$ 665,882	\$ 1,150,000



District Attorney Crime Laboratory — Budget Unit 203 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
3820	Laboratory Of Criminalistics Fund 0001	\$ 8,263,484	\$ 5,703,871	\$ 5,636,654	\$ 5,890,144	\$ 186,273	3.3%
Total Net Expenditures		\$ 8,263,484	\$ 5,703,871	\$ 5,636,654	\$ 5,890,144	\$ 186,273	3.3%

District Attorney Crime Laboratory — Budget Unit 203 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
3820	Laboratory Of Criminalistics Fund 0001	\$ 8,263,484	\$ 5,760,591	\$ 5,693,374	\$ 5,946,864	\$ 186,273	3.2%
Total Gross Expenditures		\$ 8,263,484	\$ 5,760,591	\$ 5,693,374	\$ 5,946,864	\$ 186,273	3.2%

District Attorney Crime Laboratory — Budget Unit 203 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 4,581,531	\$ 4,810,782	\$ 4,745,405	\$ 5,026,112	\$ 215,330	4.5%
Services And Supplies	1,087,924	949,809	947,969	920,752	(29,057)	-3.1%
Fixed Assets	751,733	—	—	—	—	—
Operating/Equity Transfers	1,842,296	—	—	—	—	—
Subtotal Expenditures	8,263,484	5,760,591	5,693,374	5,946,864	186,273	3.2%
Expenditure Transfers	—	(56,720)	(56,720)	(56,720)	—	—
Total Net Expenditures	8,263,484	5,703,871	5,636,654	5,890,144	186,273	3.3%

District Attorney Crime Laboratory — Budget Unit 203 Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
3820	Laboratory Of Criminalistics Fund 0001	\$ 4,475,250	\$ 2,663,507	\$ 2,663,507	\$ 3,024,795	\$ 361,288	13.6%
Total Revenues		\$ 4,475,250	\$ 2,663,507	\$ 2,663,507	\$ 3,024,795	\$ 361,288	13.6%

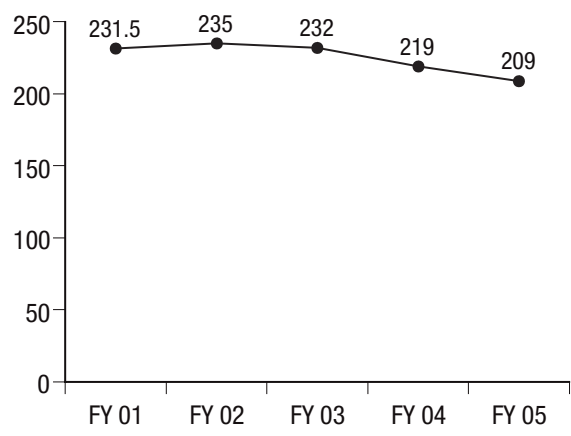
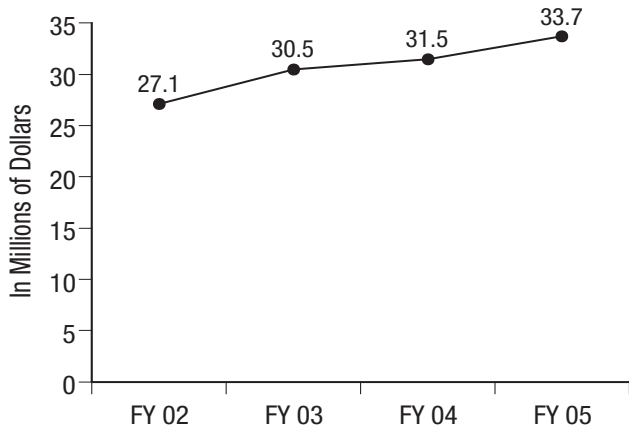
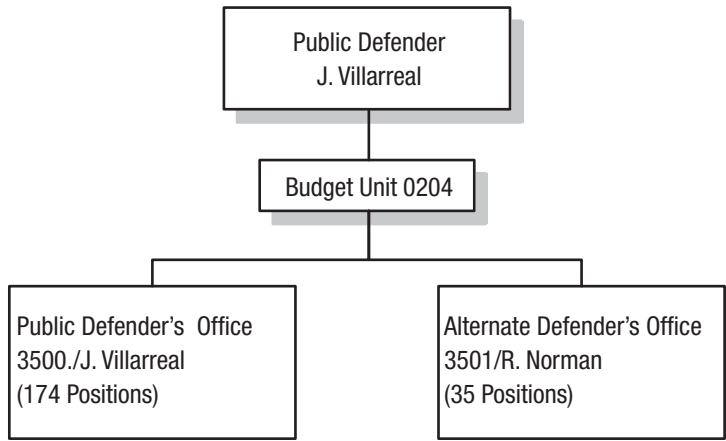


Laboratory Of Criminalistics Fund 0001 — Cost Center 3820
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	55.0	\$ 5,703,871	\$ 2,663,507
Board Approved Adjustments During FY 2004	—	(67,217)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	560,392	—
Internal Service Fund Adjustments	—	(8,477)	—
Other Required Adjustments	—	2,840	(138,712)
Subtotal (Current Level Budget)	55.0	\$ 6,191,409	\$ 2,524,795
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	(2,631)	—
ISD Service Cost Adjustment	—	26	—
Printing Rate/Service Change	—	(1,166)	—
Decision Packages			
1. Reduce Services and Supplies	—	(17,451)	—
Areas of significant reduction include the following:			
◆ Transportation & Travel			
◆ Equipment Maintenance			
2. Reduce Discretionary Salaries	—	(55,137)	—
Several categories of salary and benefit expense in the Crime Laboratory are at the discretion of department management. Elimination of lead pay, call duty, and extra-help usage will minimize other reductions in personnel and preserve the core functionality of the department.			
3. Delete One Vacant Administrative Services Officer	-1.0	(89,940)	—
The position identified for deletion is as follows:			
◆ 1.0 FTE - B2R Admin Support Officer (Vacant)			
4. Recognize Savings Related to Copier Leases	—	(358)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.			
5. Reduce Workers' Compensation Expense	—	(33,378)	—
6. Reduce Retirement Expenditure	—	(101,230)	—
7. Ongoing Crime Lab User Fee Increase	—	—	500,000
The Crime Laboratory will negotiate an increase in the user fees charged to non-County agencies. This is done annually for all such agencies; however, this year will also include an atypical increase to accommodate DNA testing done for the County of San Mateo.			
8. Delete One Filled Unfunded Toxicologist	-1.0	—	—
The position identified for deletion is as follows. It is Unfunded because it was preserved in the FY 2004 budget with one-time resources derived from the Local 715 layoff deferral agreement. As no ongoing funding exists, this position is recommended for deletion in FY 2005.			
◆ 1.0 FTE - R76 Toxicologist (Filled)			
Subtotal (Recommended Changes)	-2.0	\$ (301,265)	\$ 500,000
Total Recommendation	53.0	\$ 5,890,144	\$ 3,024,795



Office of the Public Defender



Gross Appropriation Trend

Staffing Trend

In the FY 2005 document, gross appropriations replace net appropriations.



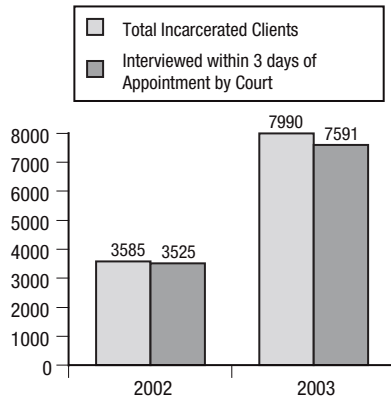
Public Purpose

Constitutional and Statutory Rights of Indigent Clients Protected

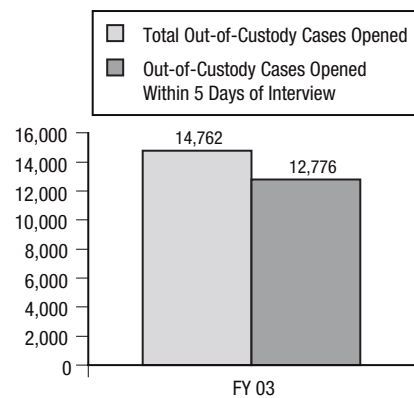


Desired Results

Prompt representation of indigent clients. This is promoted by the department through quick intake and timely actions to prepare cases for court proceedings.



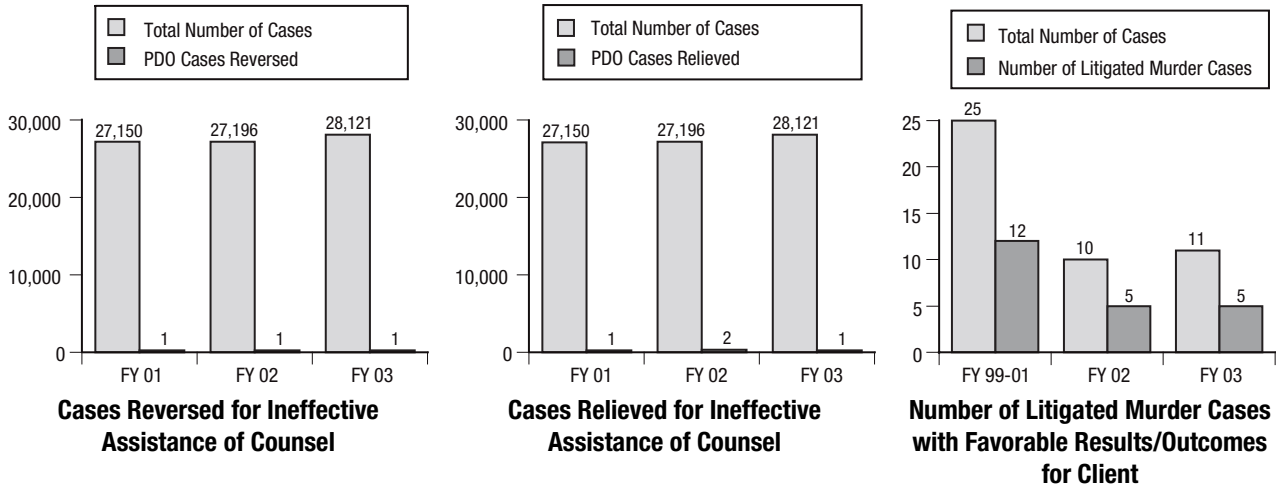
Number of Incarcerated Clients Interviewed within 3 days of Appointment by Court



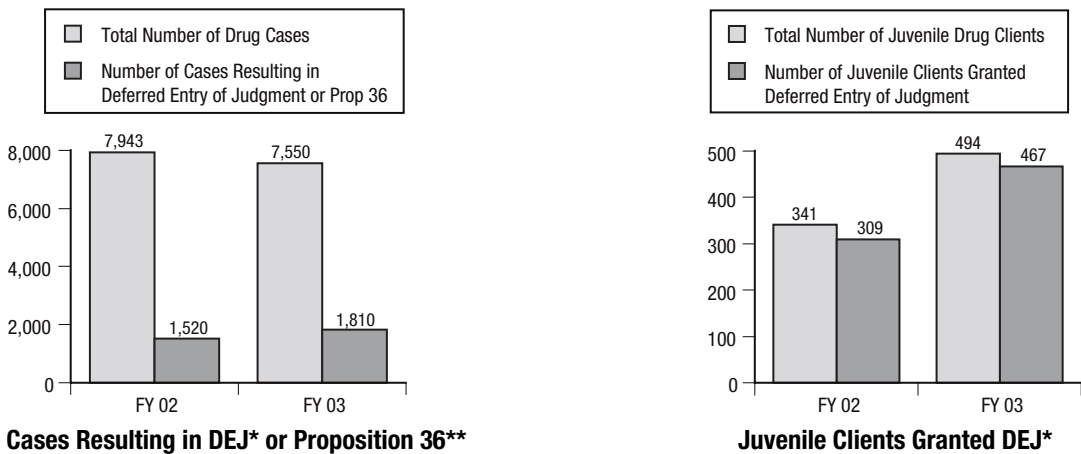
Number of Cases Opened within 5 Days of Interview



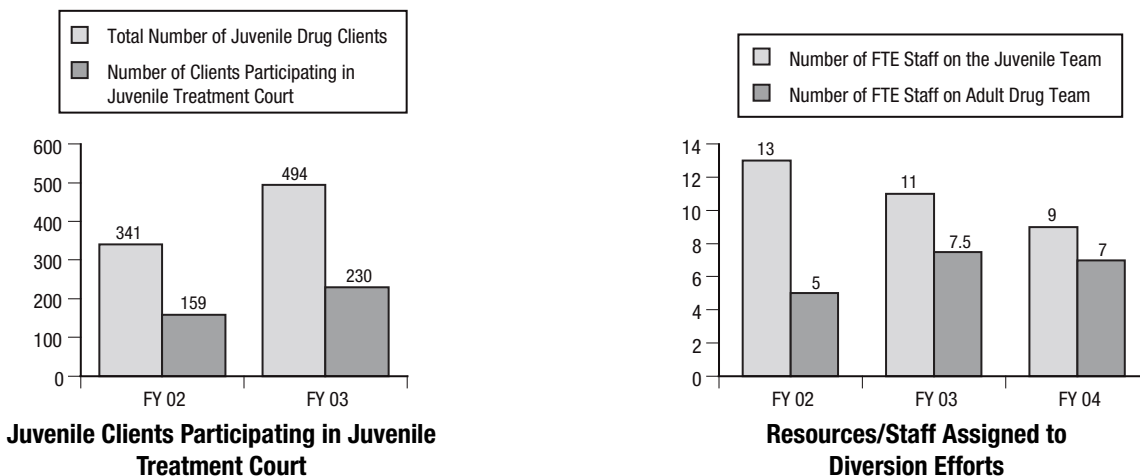
Effective Legal Advocacy. This is promoted by the department through training, supervision, and case management.



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 Judgment) 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.

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. 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 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 presented a plan to achieve its FY 2005 budget reduction plan amount of \$1,602,000. Subsequent discussions have resulted in this recommendation differing from that original proposal in the following areas:

- Increased use of Targeted Attrition to minimize layoffs and thereby reduce disruption in client service.
- Use ongoing saving resulting from impending lease terminations to reduce the number of layoffs and preserve direct client service.

Described below are the changes recommended in the department's budget for FY 2005.

Terminate Leases

Recommendation: Terminate two leases with an annualized savings to the County of \$498,942. Credit for the lease terminations will be split between the General Services Agency (GSA) and the Office of the Public Defender. Each receives \$249,471 towards their reduction plan amounts.

Background: The County will terminate leases at 4 North 2nd Street and 701 North 1st Street in San Jose. This leased space housed office functions that will be consolidated into other County facilities. Contractual obligations require payment through part of FY 2005, therefore one-time bridge financing in the amount of \$90,811 will be utilized until the facilities are vacated. The savings are reflected in the GSA budget.

Impact on Services: The services provided at these facilities will continue to be provided at alternative locations with very little client service disruption.

Total Ongoing Reduction: (\$249,471)

One-time bridge financing of \$90,811

Targeted Attrition

Recommendation: Eliminate positions as they become vacant during FY 2005 with a cost savings of \$500,000.

Background: Numerous positions within the department are anticipated to become vacant through retirement during the course of FY 2005. 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:

- \$225,000 – Attorney
- \$60,000 – Clerical
- \$215,000 – Paralegal

The department has an existing FY 2005 Targeted Attrition obligation of \$278,200 negotiated during the FY 2004 budget process. This will increase the total amount to be reduced in FY 2005 to \$778,200. A one-time reserve of \$500,000 will be established to cover the expenditures for salaries paid on positions attritted after July 1, 2004.

Impact on Services: No immediate impact on client services; however, future attrition will increase caseloads in all service areas of the department. If anticipated retirements do not occur, the department will have difficulty managing within its current salary and benefit budget.

Total Ongoing Reduction: (\$500,000)

One-time Reserve of \$500,000

Staff Reductions

Recommendation: Delete 5 filled positions and 1 vacant position with a cost of \$875,536.

Background: When combined with the personnel areas identified for Targeted Attrition, the recommended position reductions achieve vertical equity with regard

to labor and management, and impact all functional areas of the department proportionately. A summary of positions identified for deletion is as follows:

FTE	Code	Class Description	Filled/Vacant
1.0	D97	Account Clerk II/I	Filled
2.0	U15	Attorney IV/III/II/I	Filled
1.0	V74	Paralegal	Filled
1.0	V78	Investigator	Vacant
1.0	V96	Supv Investigator	Filled
6.0		Total Deletions	5.0 Filled 1.0 Vacant

Impact on Services: Remaining staff will absorb the workload of these positions. Efforts toward continued efficiency improvement will accommodate this reduction in staffing; however, increased caseloads may result in less timely legal processing.

Total Ongoing Reduction: \$875,536

Public Defender — Budget Unit 204 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
3500	Public Defender Fund 0001	\$ 25,270,092	\$ 26,104,130	\$ 26,004,448	\$ 27,642,102	\$ 1,537,972	5.9%
3501	Alternate Public Defender Fund 0001	4,788,290	5,155,209	5,155,209	5,804,844	649,635	12.6%
Total Net Expenditures		\$ 30,058,382	\$ 31,259,339	\$ 31,159,657	\$ 33,446,946	\$ 2,187,607	7.0%

Public Defender — Budget Unit 204 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
3500	Public Defender Fund 0001	\$ 25,497,760	\$ 26,314,941	\$ 26,215,259	\$ 27,852,913	\$ 1,537,972	5.8%
3501	Alternate Public Defender Fund 0001	4,788,290	5,155,209	5,155,209	5,804,844	649,635	12.6%
Total Gross Expenditures		\$ 30,286,050	\$ 31,470,150	\$ 31,370,468	\$ 33,657,757	\$ 2,187,607	7.0%



Public Defender — Budget Unit 204 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 27,228,038	\$ 28,813,087	\$ 28,343,525	\$ 30,220,094	\$ 1,407,007	4.9%
Services And Supplies	2,783,279	2,655,625	2,994,798	2,936,225	280,600	10.6%
Other Charges	—	1,438	1,438	1,438	—	—
Fixed Assets	274,733	—	30,707	—	—	—
Reserves	—	—	—	500,000	500,000	—
Subtotal Expenditures	30,286,050	31,470,150	31,370,468	33,657,757	2,187,607	7.0%
Expenditure Transfers	(227,668)	(210,811)	(210,811)	(210,811)	—	—
Total Net Expenditures	30,058,382	31,259,339	31,159,657	33,446,946	2,187,607	7.0%

Public Defender — Budget Unit 204 Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
3500	Public Defender Fund 0001	\$ 526,799	\$ 903,177	\$ 1,003,177	\$ 1,154,872	\$ 251,695	27.9%
3501	Alternate Public Defender Fund 0001	579	—	—	—	—	—
	Total Revenues	\$ 527,378	\$ 903,177	\$ 1,003,177	\$ 1,154,872	\$ 251,695	27.9%

Public Defender Fund 0001 — Cost Center 3500 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	186.0	\$ 26,104,130	\$ 903,177
Board Approved Adjustments During FY 2004	-4.0	(99,682)	100,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	3,464,174	—
Internal Service Fund Adjustments	—	500,277	—
Other Required Adjustments	—	(369,801)	151,695
Subtotal (Current Level Budget)	180.0	\$ 29,599,098	\$ 1,154,872
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Eliminate ongoing lease at 4 N. Second Street	—	(240,968)	—
Eliminate ongoing lease at 701 N. 1st Street	—	(257,974)	—
Fleet service rate change	—	8,162	—
One time funds needed for lease payments at 701 N. 1st Street	—	181,621	—
One time funds needed for partial year lease payments for 42 N. Second	—	93,000	—
Printing Rate/Service Change	—	(2,887)	—
Service Cost Reduction due to ISD Reductions	—	(2,131)	—
Decision Packages			
1. Delete 2 Filled Attorneys	-2.0	(468,154)	—



Public Defender Fund 0001 — Cost Center 3500
Major Changes to the Budget

	Positions	Appropriations	Revenues
Positions identified for deletion is as follows:			
◆ 2.0 FTE - U15 - Attorney IV/III/II/I (Filled)			
2. Delete 1 Filled Supervising Investigator	-1.0	(138,948)	—
Position identified for deletion is as follows:			
◆ 1.0 FTE - V96 Supv Investigator (Filled)			
3. Recognize Savings Related to Copier Leases	—	(1,992)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.			
4. Computer Maint Contract Reduction	—	(316)	—
5. Reduce Workers' Compensation Expense	—	(306,646)	—
6. Delete 1 Vacant Investigator	-1.0	(116,034)	—
Position identified for deletion is as follows:			
◆ 1.0 FTE - V78 Investigator (Vacant)			
7. Reduce Retirement Expenditure	—	(551,329)	—
8. Delete 1 Filled Paralegal	-1.0	(88,512)	—
Position identified for deletion is as follows:			
◆ 1.0 FTE - V74 Paralegal (Filled)			
9. Delete 1 Filled Clerical Position	-1.0	(63,888)	—
Position identified for deletion is as follows:			
◆ 1.0 FTE - D97 Account Clerk II/I (Filled)			
10. Increase Targeted Attrition	—	(500,000)	—
In order to effect savings immediately on impending retirements, targeted attrition will 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:			
◆ \$225,000-Attorney			
◆ \$60,000-Clerical			
◆ \$215,000-Paralegal			
11. Reserve for Attrition Plan	—	500,000	—
While the recommended reductions in the Public Defender's Office will achieve ongoing savings as current staff leave their positions, these savings are unlikely to be fully realized in FY 2005. This action budgets a reserve to "bridge" between the expected ongoing savings and the savings that can reasonably be expected in FY 2005. The Public Defender's Office will report to the Board of Supervisors at the Mid-Year Budget Review regarding the staff attrition rate and may request that some or all of this reserve be transferred to the department's operating budget for salaries and benefits if necessary. This reserve is a one-time reserve for FY 2005 only. The full ongoing annual savings of \$500,000 related to recommended staff reductions in the Public Defender's budget is expected to be realized in the FY 2006 base budget.			
Subtotal (Recommended Changes)	-6.0	\$ (1,956,996)	\$ —
Total Recommendation	174.0	\$ 27,642,102	\$ 1,154,872

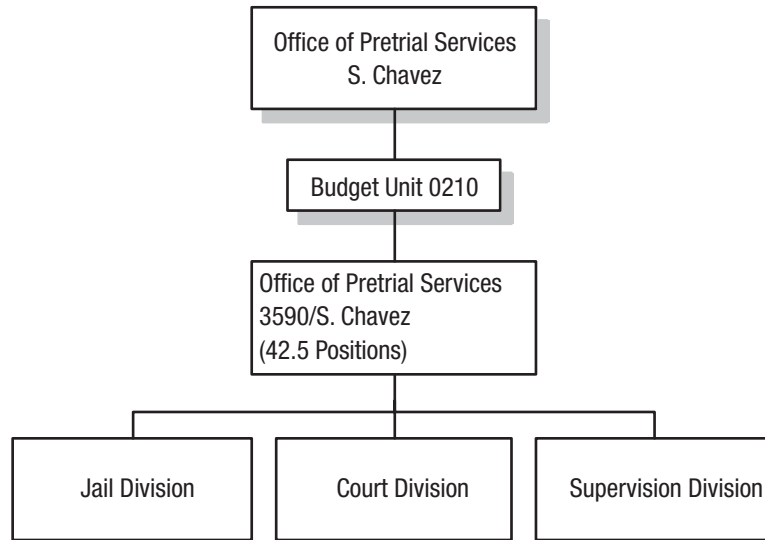


Alternate Public Defender Fund 0001 — Cost Center 3501
Major Changes to the Budget

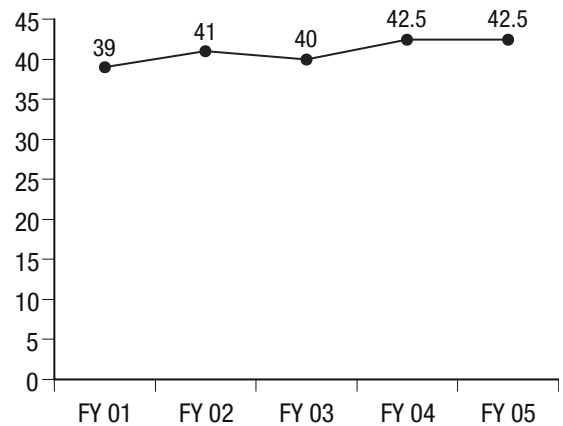
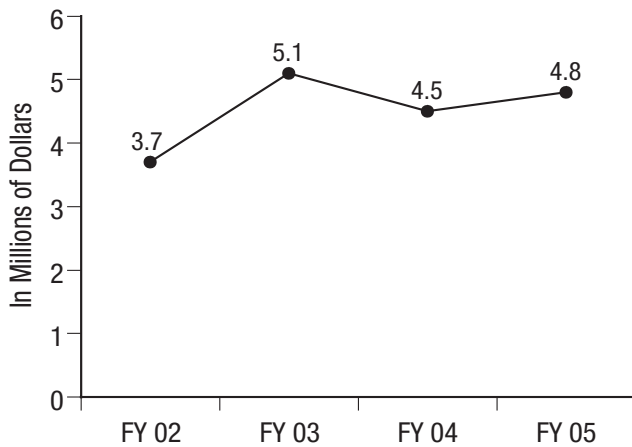
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	33.0	\$ 5,155,209	\$ —
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	763,667	—
Internal Service Fund Adjustments	—	3,729	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	35.0	\$ 5,922,605	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Reduce Retirement Expenditure	—	(117,761)	—
Subtotal (Recommended Changes)	—	\$ (117,761)	\$ —
Total Recommendation	35.0	\$ 5,804,844	\$ —



Office of Pretrial Services



Section 2: Public Safety and Justice



Gross Appropriation Trend

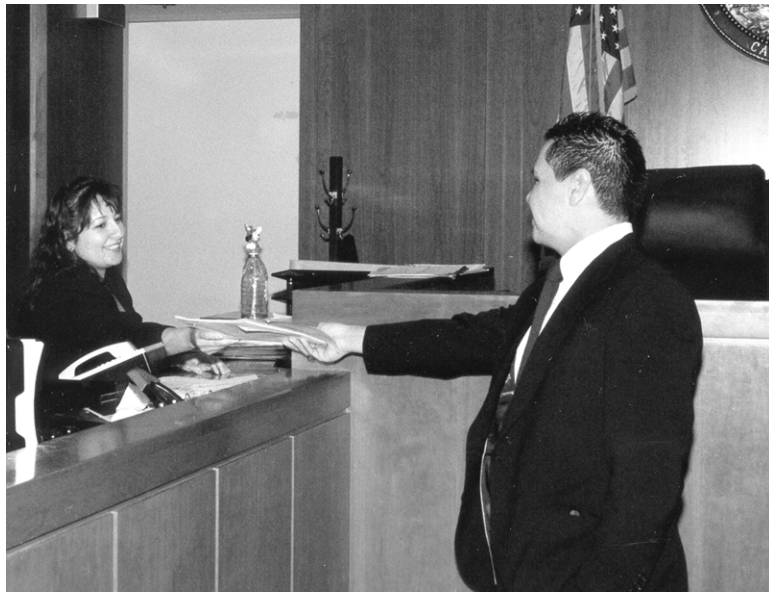
Staffing Trend

In the FY 2005 document, gross appropriations replace net appropriations.



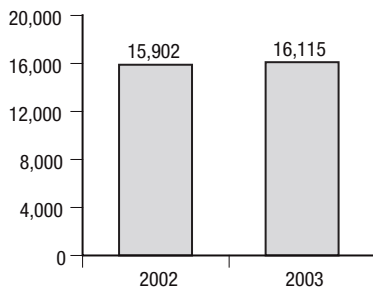
Public Purpose

- Public Safety
- Social & Financial Benefits to the Community
- Equitable Treatment of the Accused

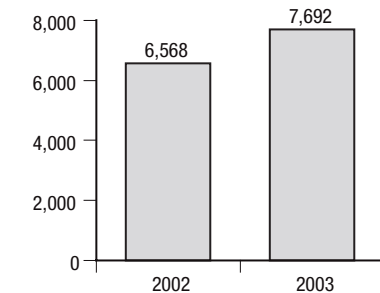


Desired Results

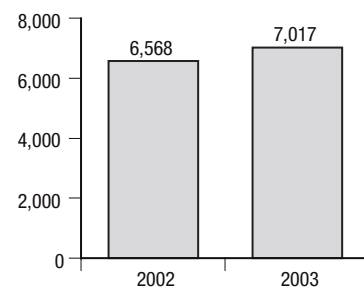
Informed Judicial Decision Making, which the department promotes by providing the Court with pertinent information that enables the Court to assess public safety, flight risk, and alternatives to incarceration.



Number of Felony Court Reports Completed at Booking



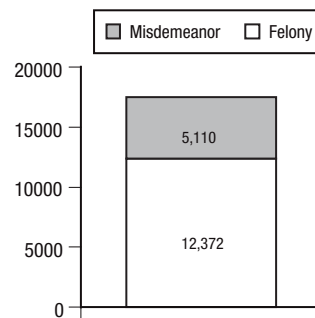
Number of Felony Court Reports Provided for In-Custody Arraignments



Number of Misdemeanor Court Reports Provided for In-Custody Arraignments

Data Unavailable —
 Compilation will begin with the full implementation of the Pretrial On-Line Production System in FY 2005.

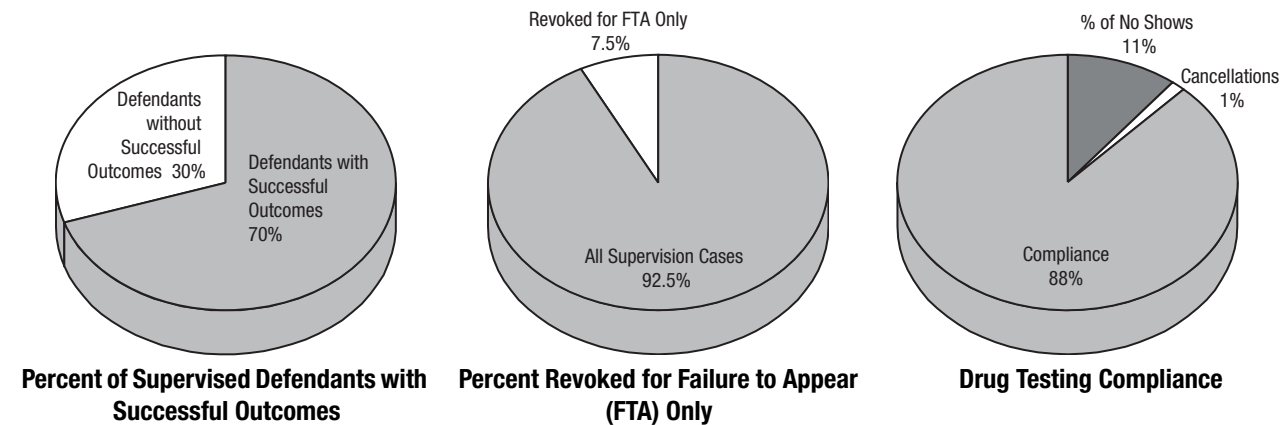
Percent of Misdemeanor Cases with PTS Reports Resulting in Disposition at Arraignment



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.



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.

Data Unavailable —
Compilation will begin with the full implementation of the Pretrial On-Line Production System in FY 2005.

Percent of Misdemeanor Cases with PTS Reports Resulting in Disposition at Arraignment

Data Unavailable —
Compilation will begin with the full implementation of the Pretrial On-Line Production System in FY 2005.

Jail Bed Days Saved

Description of Major Services

Major services provided by the Office of Pretrial Services include:

- Providing accurate and timely information to the Court, enabling 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

Maintain the Current Level Budget for FY 2005.

Office Of Pretrial Services — Budget Unit 210 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
3590	Office Of Pretrial Svcs Fund 0001	\$ 4,081,210	\$ 4,381,100	\$ 4,394,080	\$ 4,738,184	\$ 357,084	8.2%
Total Net Expenditures		\$ 4,081,210	\$ 4,381,100	\$ 4,394,080	\$ 4,738,184	\$ 357,084	8.2%

Office Of Pretrial Services — Budget Unit 210 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
3590	Office Of Pretrial Svcs Fund 0001	\$ 4,186,947	\$ 4,491,201	\$ 4,504,181	\$ 4,848,285	\$ 357,084	8.0%
Total Gross Expenditures		\$ 4,186,947	\$ 4,491,201	\$ 4,504,181	\$ 4,848,285	\$ 357,084	8.0%



Office Of Pretrial Services — Budget Unit 210 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 3,400,716	\$ 3,669,083	\$ 3,659,755	\$ 3,890,569	\$ 221,486	6.0%
Services And Supplies	633,151	822,118	814,506	957,716	135,598	16.5%
Fixed Assets	153,080	—	29,920	—	—	—
Subtotal Expenditures	4,186,947	4,491,201	4,504,181	4,848,285	357,084	8.0%
Expenditure Transfers	(105,737)	(110,101)	(110,101)	(110,101)	—	—
Total Net Expenditures	4,081,210	4,381,100	4,394,080	4,738,184	357,084	8.2%

Office Of Pretrial Services — Budget Unit 210 Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
3590	Office Of Pretrial Svcs Fund 0001	\$ 182,805	\$ 217,000	\$ 217,000	\$ 277,406	\$ 60,406	27.8%
	Total Revenues	\$ 182,805	\$ 217,000	\$ 217,000	\$ 277,406	\$ 60,406	27.8%

Office Of Pretrial Svcs Fund 0001 — Cost Center 3590 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	42.5	\$ 4,381,100	\$ 217,000
Board Approved Adjustments During FY 2004	—	12,980	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	334,580	—
Internal Service Fund Adjustments	—	122,088	—
Other Required Adjustments	—	27,592	60,406
Subtotal (Current Level Budget)	42.5	\$ 4,878,340	\$ 277,406
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	135	—
Printing Rate/Service Change	—	(1,622)	—
Service Cost Reduction due to ISD Reductions	—	(33,485)	—
Decision Packages			
1. Recognize Savings Related to IT Maintenance Contracts	—	(1,418)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to information technology maintenance contracts.			
2. Reduce Workers' Compensation Expense	—	(34,124)	—
3. Reduce Retirement Expenditure	—	(69,642)	—
Subtotal (Recommended Changes)	—	\$ (140,156)	\$ —
Total Recommendation	42.5	\$ 4,738,184	\$ 277,406



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).

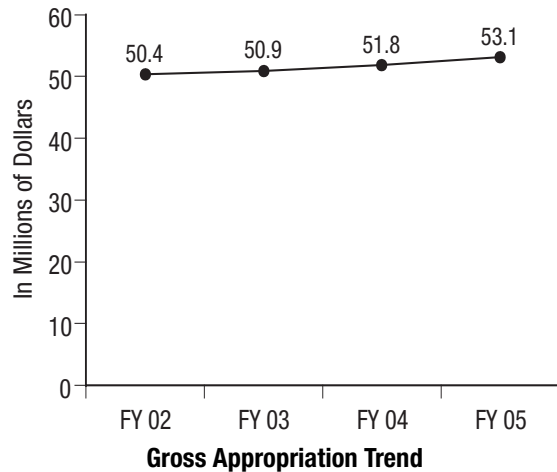
Undesignated Fee Revenue Sweep

State legislation addressing the distribution of various fines, fees, and forfeitures that were overlooked in the original Trial Court Funding Act was passed in FY 2004. Under the terms of this legislation, the County has an additional obligation to remit \$1,612,246 to the state for FY 2004 and FY 2005, pending further legislation regarding the distribution of what have become referred to as the Court "undesignated fees".

Court Facilities

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 \$4.8 million for FY 2005.

An additional \$860,000 is budgeted to meet the County's fiscal obligation for a variety of expenses incurred by the Court (e.g., Grand Jury expenses).



In the FY 2005 document, gross appropriations replace net appropriations.

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 \$5.2 million for Fiscal Year 2005. An additional \$616,800 is budgeted in the FY 2005 base budget for allocation to 12 agencies to provide unmet civil legal needs in the community. The funding of these services is fully discretionary and the County Executive recommends a reduction in this expense (see below).

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 three years, the dramatic economic downturn in the Silicon Valley has had a significant effect on our local share of this key revenue source. In Fiscal Year 2005, the Administration is estimating that collections will total \$146,208,000, a 2.8% decrease from the \$150,352,000 budgeted for Fiscal Year 2004.

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 2005, 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

Unmet Civil Legal Needs

Recommendation: Reduce contract expenses for unmet civil legal needs by 40%.

Impact on Services: This action will reduce funding for contracts with providers of legal services from the FY 2004 amount of \$616,800 to \$370,080. Contracts for legal services for civil matters will continue at a

proportionately reduced level of service in the areas of immigration law, elder law, domestic violence, housing law, consumer law, public benefits and employment law. This reduced amount will allow the twelve current providers to maintain a basic safety net level of services to address the survival issues of income maintenance, public benefits, domestic violence and immigration.

Total Ongoing Savings: \$246,720

Criminal Justice Support — Budget Unit 217 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
3217	Courts & Conflicts Spt Fund 0001	\$ 50,815,532	\$ 51,795,179	\$ 53,069,812	\$ 53,137,598	\$ 1,342,419	2.6%
Total Net Expenditures		\$ 50,815,532	\$ 51,795,179	\$ 53,069,812	\$ 53,137,598	\$ 1,342,419	2.6%

Criminal Justice Support — Budget Unit 217 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
3217	Courts & Conflicts Spt Fund 0001	\$ 50,815,532	\$ 51,795,179	\$ 53,069,812	\$ 53,137,598	\$ 1,342,419	2.6%
Total Gross Expenditures		\$ 50,815,532	\$ 51,795,179	\$ 53,069,812	\$ 53,137,598	\$ 1,342,419	2.6%



Criminal Justice Support — Budget Unit 217 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Services And Supplies	50,815,532	51,795,179	53,069,812	53,137,598	1,342,419	2.6%
Subtotal Expenditures	50,815,532	51,795,179	53,069,812	53,137,598	1,342,419	2.6%
Total Net Expenditures	50,815,532	51,795,179	53,069,812	53,137,598	1,342,419	2.6%

Criminal Justice Support — Budget Unit 217 Revenues by Cost Center

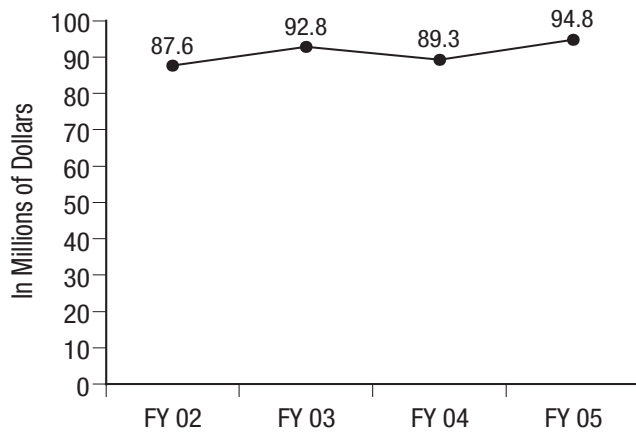
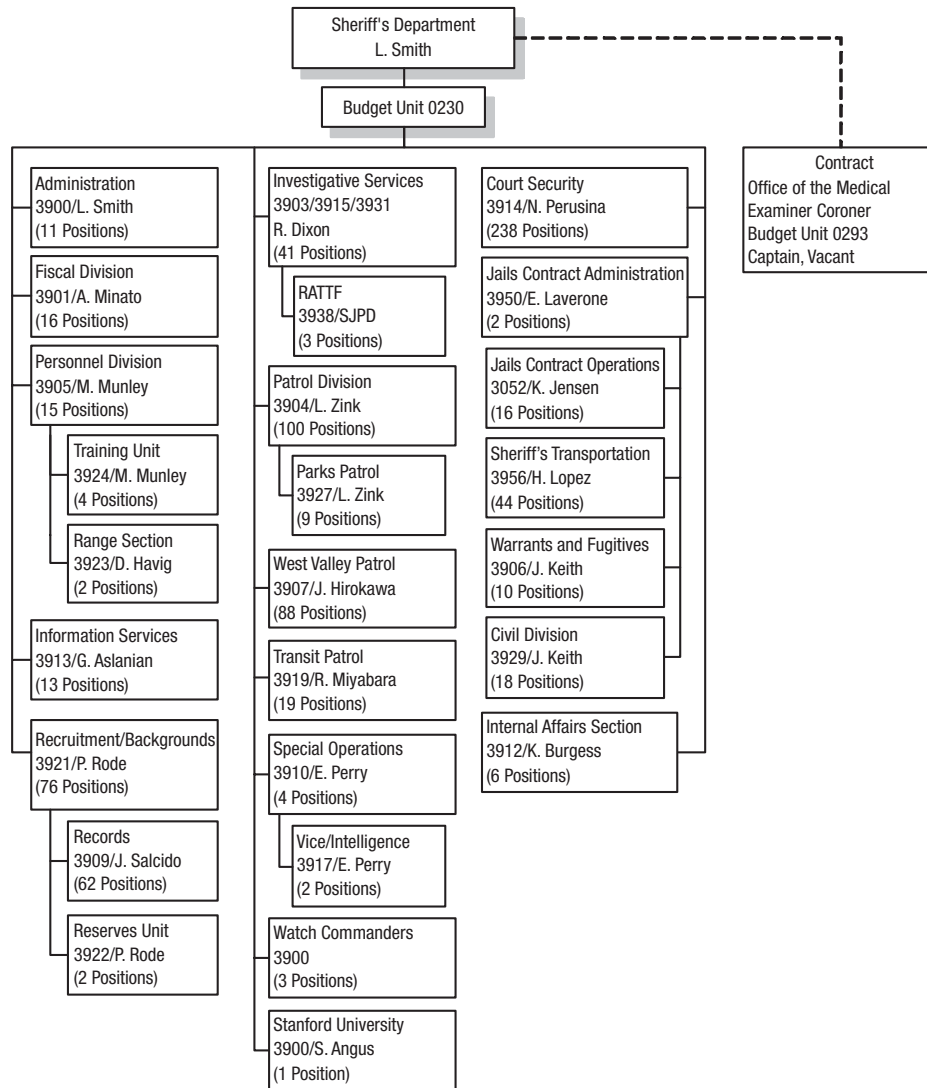
CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
3217	Courts & Conflicts Spt Fund 0001	\$ 178,020,924	\$ 171,056,604	\$ 166,204,604	\$ 166,912,604	\$ (4,144,000)	-2.4%
Total Revenues		\$ 178,020,924	\$ 171,056,604	\$ 166,204,604	\$ 166,912,604	\$ (4,144,000)	-2.4%

Courts & Conflicts Spt Fund 0001 — Cost Center 3217 Major Changes to the Budget

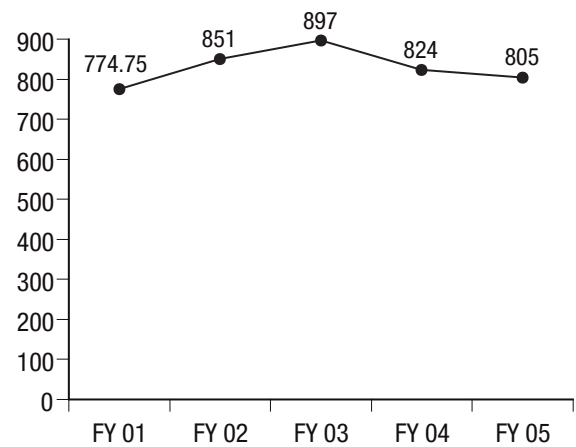
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	—	\$ 51,795,179	\$ 171,056,604
Board Approved Adjustments During FY 2004	—	1,274,633	(4,852,000)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(110,712)	—
Other Required Adjustments	—	425,218	708,000
Subtotal (Current Level Budget)	—	\$ 53,384,318	\$ 166,912,604
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Eliminate Contracts for Unmet Civil Legal Needs	—	(246,720)	—
Reduce contract expense for Unmet Civil Legal Needs by 40% from the FY 2004 approved amount of \$616,800.			
Subtotal (Recommended Changes)	—	\$ (246,720)	\$ —
Total Recommendation	—	\$ 53,137,598	\$ 166,912,604



Office of the Sheriff



Gross Appropriation Trend



Staffing Trend

In the FY 2005 document, gross appropriations replace net appropriations.



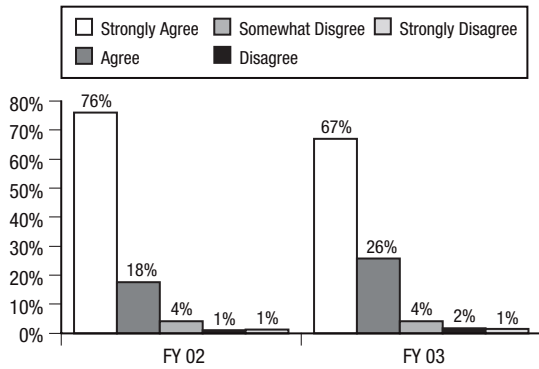
Public Purpose

Public Safety

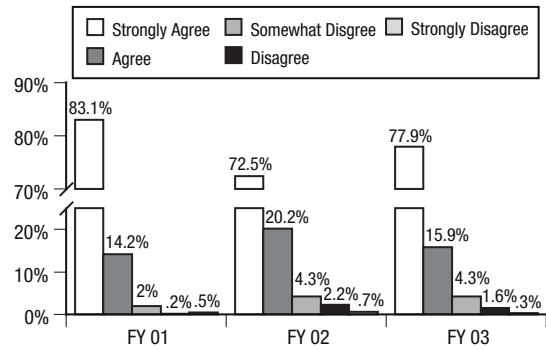


Desired Results

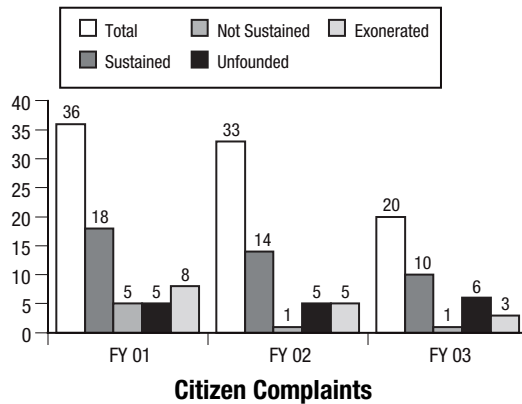
Public Confidence in the Sheriff's Office achieved by maintaining a high level of citizen satisfaction with law enforcement services in conjunction with a low number of citizen complaints against staff.



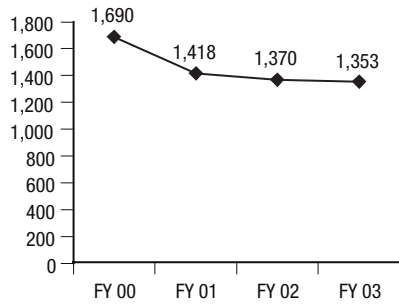
Public Satisfaction Survey (%)
FY 2002 is the first year for which data are available.



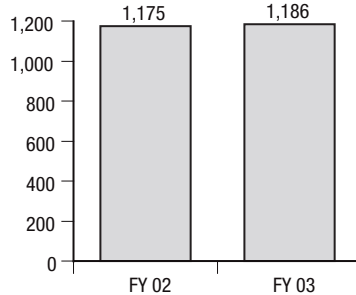
Public Satisfaction Survey of Contract Cities (%)



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.

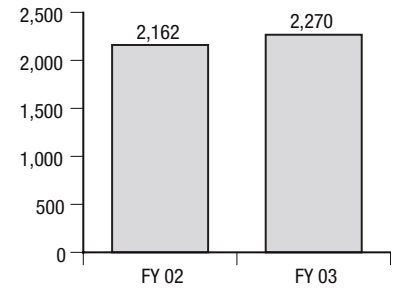


Number of Reports for Crimes Against Persons



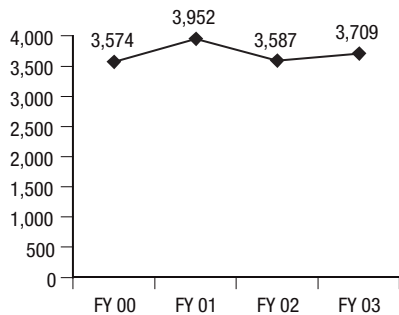
Number of Arrests for Crimes Against Persons

FY 2002 is the first year for which data are available.

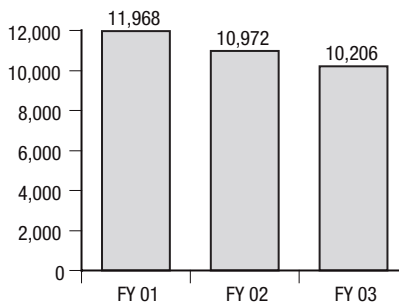


Number of Criminal Complaints Filed

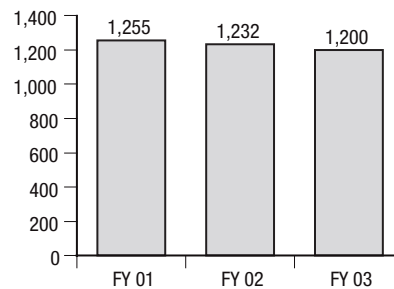
FY 2002 is the first year for which data are available.



Number of Reports for Crimes Against Property

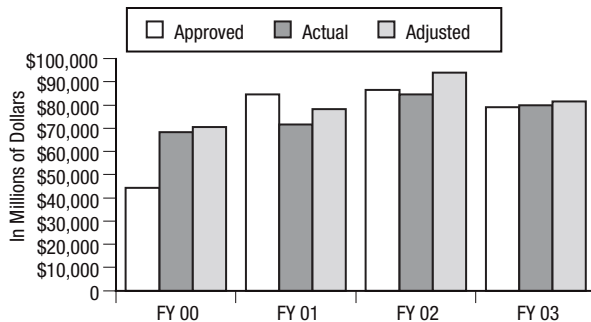


Number of Traffic Citations Issued

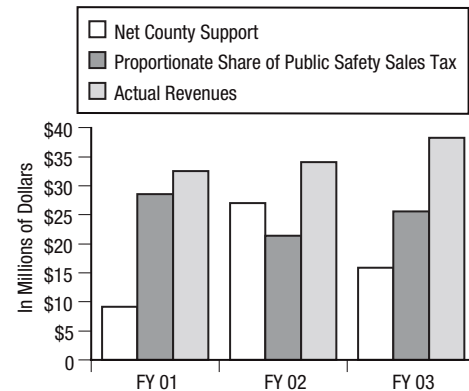


Number of Traffic Collisions

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. The Sheriff's Office is responsible for enforcing the law in the unincorporated

areas of the County, and serves as the municipal police department in three contract cities: Cupertino, Los Altos Hills, and Saratoga. Contractual law enforcement



services are also provided to the County Parks and Recreation Department, the County jail system, Superior Court, Santa Clara Valley Water District, Social Services Agency, Stanford University, Santa Clara County Fair Association, and Santa Clara Valley Transportation Agency.

The Sheriff's Office is responsible for the execution of all civil court orders issued within the County and the service of all bench warrants. The Sheriff's Office works in cooperation with other agencies to coordinate specialized countywide law enforcement task forces, such as investigation of Hi-Tech crime, auto theft, domestic violence, and violent sexual predators. The Sheriff is the Law Enforcement Mutual Aid Coordinator for Santa Clara County, as designated by the State Office of Emergency Services.

Administrative Support and Records Services

This division provides general administrative, fiscal and accounting services. The Information Systems Unit manages all systems including the Sheriff's Law Enforcement Telecommunications System (SLETS). The Records Unit manages all criminal history and warrant files, and performs applicant fingerprinting for employment. This division is also comprised of Human Resources and Personnel, Background and Recruiting, Training and Video, Regional Training Facility and Health and Injury Prevention.

Civil/Warrants

The Civil and Warrants divisions serve all felony warrants and certain misdemeanor warrants within the County, as well as extradite fugitives from outside the State. The divisions also provide dignitary protection when requested by the United States Secret Service. The Civil unit is responsible for executing levies and serving civil bench warrants, as well as service and execution of all civil processes and notices given to the Sheriff by the Court and/or the public.

Headquarters Patrol Enforcement

Patrol services are provided for an area of approximately 600 square miles in the unincorporated areas including Almaden Valley, Burbank, Cambrian, East San Jose, Mt. Hamilton and San Antonio Valleys, and South County. The Parks Safety Unit operates within this division, providing contract law enforcement services to the Santa Clara County Parks and Recreation Department

and the Santa Clara Valley Water District. The specialized units include the K-9 Unit, and the Field Training Office.

Court Services

This division provides security services to fourteen facilities including ninety-eight judges of the Superior Court of the County, operates thirteen security screening sites and six prisoner holding cell sites. This division also performs risk assessments of all prisoner threat cases going to court each morning and afternoon. At the time of this publishing, the Sheriff's Office is negotiating with the Court regarding the contract for security services. The exact amount of the contract reduction and subsequent staff reduction is unknown at this time, but will be brought forward to Budget Hearings for Board review and action.

Investigative Services

This division investigates alleged violations of Federal, State, and County laws and ordinances, as well as criminal issues concerning the County's Department of Correction. The unit investigates criminal activity, apprehends suspects, and recovering property. The Crime Scene Investigation and Court Liaison Unit operate within this division, as well as specialized units such as the Regional Auto Theft Task Force (RATTF), the Domestic Violence Unit, and the Rapid Enforcement Allied Computer Team (REACT).

Jail Contract

In 1997 the Sheriff entered into an Agreement with the County to provide specific authority to:

- Grant public officer powers to Correctional Officers while on duty, where necessary;
- Maintain Team Sergeants on each shift to supervise correctional staff within the jail environment;
- Provide peace officers to investigate crimes within jail facilities; and
- Provide prisoner transportation and hospital guard services.

Transit Patrol

The Santa Clara Valley Transit Authority (VTA) contracts with the Sheriff's Office for general law enforcement services. Patrol officers handle more than 1,500 events per month for the VTA. This division maintains information on a graffiti database and



provides a Graffiti Abatement Team. The division includes a two-deputy plain-clothes "Ride Stabilization Team" to reduce crimes and disruptive behavior committed aboard buses and light rail vehicles.

West Valley

Law enforcement services are provided for the mountain areas that border Santa Cruz and San Mateo Counties, as well as unincorporated areas west of Highway 17, which includes the Moffett Field housing area and communities of Aldercroft Heights, Chemeketa Park, Redwood Estates, Holy City, Loma Prieta, and Summit Road.

Law enforcement contractual police services are provided to the cities of Cupertino, Saratoga, and Los Altos Hills. The West Valley Division also provides traffic enforcement services, traffic investigations, two

school resource officers, a community-oriented policing program, and a community resources coordinator for the contract cities and unincorporated areas.

Special Operations

In the aftermath of 9/11, this division was created to provide special unit resources, training assistance, intelligence information, an Off-Road Enforcement Team, and coordination of mutual aid. The Division is responsible for providing coordination and working with all law enforcement agencies within the County, especially in the areas of homeland security.

Reserve

The Reserve Deputy Sheriffs have provided approximately 13,600 hours over the last year to the community.

County Executive's Recommendation

Delete Administrative Support Positions

Recommendation: A summary of positions identified for deletion is as follows:

FTE	Code	Class Description	Filled/Vacant
-1.0	D41	Delete Law Enforcement Records Supervisor	Filled
1.0	D63	Add back Law Enforcement Records Specialist	New
-1.0	G12	Delete InfoSystems Manager II	Filled
1.0	G14	Add back Info Systems Manager I	New
-1.0	G12	Sheriff Technician for Fixed Asset Tracking	Vacant
-1.0	V44	Latent Fingerprint Examiner (Unfunded)	Filled
			1.0 Vacant
(2.0)	Total Deletions		1.0 Filled

Background: The deletion of these administrative support positions reduces the level of management, and corrects the classification levels for the type of work being performed. The Sheriff Technician position is responsible for tracking the Department's fixed assets.

Impact on Services: The deletions will impact the level of supervision within the Record Unit's 24-hour operation, and could impact the timely tracking of departmental fixed assets.

Total Ongoing Reduction: (\$167,724)

Delete Badge Positions

Recommendation: A summary of positions identified for deletion is as follows:

FTE	Code	Class Description	Filled/Vacant
-2.0	U64	Deputy Sheriff Perimeter Patrol	Filled
-1.0	U64	Deputy Sheriff Recruitment	Filled
-2.0	U64	Deputy Sheriff Warrants	Filled
-2.0	U64	Deputy Sheriff South County Patrol	Filled
-3.0	U84	Sheriff Correctional Officer (Unfunded)	2.0 Filled 1.0 Vacant
			1.0 Vacant
(10.0)	Total Deletions		9.0 Filled



Background:

- ❑ Two of the positions recommended for deletion are responsible for Perimeter Patrol at the Elmwood jail facility in Milpitas. This reduction will be mitigated by expanding the responsibilities of the jail's Sheriff Sergeants to include perimeter patrol functions.
- ❑ The Recruitment Deputy position is responsible for applicant processing, and the deletion could cause a delay in the hiring process.
- ❑ The Warrant Deputies are responsible for serving warrants, and the deletion of the positions impacts the Department's ability to serve warrants.
- ❑ The deletion of the South County Deputies could impact patrol functions and response time in the South County area.
- ❑ The unfunded Sheriff Correctional Officers were added in the FY 2004 Recommended Budget to transport US Marshal prisoners for the County's Department of Correction (DOC). It was determined by the DOC and the Sheriff's Office that this level of service is not needed.

Impact on Services: The deletion of the positions will impact the Department's ability to provide timely recruitment services and warrant processing. The level of service for Perimeter Patrol will remain at FY 2004 levels. The South County patrol functions will be absorbed by remaining South County patrol staff, but could impact response time in that area of the County.

Total Ongoing Reduction: (\$945,182)

Increase Revenues

Recommendation: Increase revenues in the areas outlined on the table below.

New Sheriff Fees

Description	Amount
Fingerprint Fees	\$115,000
Release of Towed Vehicle Fees	\$50,000
Sheriff's Law Enforcement Telecommunications System (SLETS) Fees	\$52,000
Records Management System Fees	\$60,000
DUI Emergency Response Fee	\$60,000
Media Passes Fee	\$5,000
Permit Fees	\$40,000
Sale of Unclaimed Property	\$15,000
Pay Job Fees	\$40,000
State Extradition Reimbursement	\$50,000
Restraining Order Reimbursement	\$50,000
Regional Auto Theft Task Force (RATTF) Reimbursement	\$50,000
Total One-time Revenues	\$50,000
Total Ongoing Revenues	\$537,000
Total Revenues	\$587,000

Fingerprint Fees: This recommendation increases fees from \$18 to \$20 per fingerprint card. Also, non-profit organizations that were previously not charged will pay a minimum fee for fingerprint processing.

Release of Towed Vehicles Fees: This recommendation increases the current charge from \$75 to \$90 for less-than-30-day holds, and from \$150 to \$180 for 30-or-more-day holds.

Sheriff's Law Enforcement Telecommunications System (SLETS) Fees: This recommendation is based on an increased fee for services provided to SLETS user agencies.

Records Management System Fees: The revenue related to this new system is based on a user fee for outside agencies requesting access to the system.

DUI Emergency Response Fee: This revenue is based on a re-established fee charged to individuals who are arrested for driving under the influence. The fee is a reimbursement for the Deputy's time spent responding to the incident.

Media Passes Fee: This revenue is based on a new fee of \$15 for press passes issued to media representatives.

Permit Fees: This revenue is based on an increase in the existing fee for permit services provided to massage parlors.

Sale of Unclaimed Property: This recommendation is based on a new fee for the Sale of Unclaimed Property. The Board of Supervisors previously approved this fee. The Department is claiming this revenue in the FY 2005 Recommended Budget now that a revenue trend has established itself.

Pay Job Fees: This recommendation is based on an administrative fee increase for processing pay jobs.

State Extradition Reimbursement: This revenue is based on a projected increase in the number of state-reimbursable extraditions of arrestees.

Restraining Order Reimbursement: This revenue increase is based on Penal Code Section 1203.097a5 which requires reimbursement by the State to the County for restraining orders that are entered into the State automated system.

Regional Auto Theft Task Force Reimbursement: The Department currently provides staff and services to the Regional Auto Theft Task Force (RATTF). This one-time revenue increase supports additional services that will be absorbed by existing staff.

Impact on Services: These additional resources allow the department to defer additional reductions in personnel or client services.

Total Revenues: \$587,000

Total One-time Revenues: \$50,000

Total Ongoing Revenues: \$537,000

Reduce Services and Supplies Expenses

Recommendation: Reduce expenses related to vehicles and lease costs.

Background: With the reduction of positions listed above, the Department's vehicle requirement has decreased. Also, leased office space on White Road is no

longer required by the Sheriff's Community Oriented Programs and Enforcement (SCOPE) team, which was eliminated in FY 2004.

Impact on Services: The reduction allows the Department to make Services and Supplies expense adjustments relative to the deleted positions.

Total Ongoing Reduction: (\$156,032)

Memorandum of Understanding Between the Sheriff's Office and the Medical Examiner-Coroner's Office

Recommendation: That the Sheriff's Office and the Medical Examiner-Coroner's Office enter into a Memorandum of Understanding (MOU) related to the administration of the Medical Examiner-Coroner's Office.

Background: As a budgetary savings measure, the MOU will provide that the Sheriff's Office direct and manage the day-to-day functions of the Medical Examiner-Coroner's Office. The functions outlined in the MOU will include administration, fiscal management, setting of policies, standards, and protocol for non-medical staff, maintenance of the facility, fee management, and other related activities. The MOU will specify that the Department will remain a Medical Examiner-Coroner system, and will not change to a Coroner system. The forensic pathology physicians will retain current authority, medical independence and responsibility of the Medical Examiner system. The MOU will provide that the Department remain a separate budget unit, but as part of the Sheriff's Office. The planned date for implementation of the MOU is July 1, 2004.

This recommendation will:

- Delete 1.0 FTE Chief Medical Examiner-Coroner position in Budget Unit 293, Office of the Medical Examiner-Coroner - (\$246,292)
- Delete 1.0 FTE Sheriff Lieutenant in the Office of the Sheriff - (\$142,718)
- Add 1.0 FTE Sheriff Captain in the Office of the Sheriff for the administrative responsibilities of the Medical Examiner-Coroner's Office- \$153,684

No other positions will be affected by this MOU.



Impact on Services: The level of service and day-to-day operations will continue at the current levels. Administration of the Medical Examiner-Coroner's Office will be provided by a Sheriff's Captain in the Office of the Sheriff, as specified in the MOU.

Total Ongoing Reduction in the Coroner's Office: (\$246,292)

Total Ongoing Cost in the Sheriff's Office: \$10,966

Total Savings to the General Fund: (\$235,326)

One-time Reimbursements

Recommendation: Increase one-time reimbursements in the areas outlined in the table below.

Reimbursement Description	Amount
Orange Alert Reimbursement	\$44,563
Administration Fees - Homeland Security	\$405,598
Asset Forfeiture Funds	\$100,000
Civil Assessment Fees	\$257,000
Total One-time Reimbursements:	\$807,161

Orange Alert Reimbursement: This action increases one-time revenue from Homeland Security Grant funding. This portion of the grant was earmarked for costs associated with staffing levels for Orange Alert activities.

Administration Fees for Homeland Security: This action increases one-time revenue from Homeland Security Grant funding. This portion of the grant was earmarked for Administrative Overhead costs.

Asset Forfeiture Funds: This action increases revenue from Asset Forfeiture funds on a one-time basis for the Department's Marijuana Suppression program.

Civil Assessment Fees: This action also increases revenue from Civil Assessment fees on a one-time basis in support of vehicles and equipment.

Impact on Services: These additional resources allow the department to defer additional reductions in personnel or client services.

Total One-time Reimbursements: (\$807,161)

Convert Expenses to External Provider

Recommendation: Move funding for health and injury prevention and occupational safety to external provider.

Background: The reductions in the Risk Management Department within the Employee Services Agency include the deletion of two positions that provided services to the Sheriff's Office. One position provided occupational safety services and the other health injury prevention services. The Sheriff's Office reimbursed Risk Management for the services. Since the positions are being deleted and the Sheriff's Office still requires the services, this action moves the expense from Risk Management to an external service provider. The funding for occupational safety is \$61,770 and the funding for health injury prevention is \$60,444.

Impact on Services: The level of service for health injury prevention and occupational safety will continue at the current levels.

Total Ongoing Reduction: (\$0)

Homeland Security

Recommendation: Continue one-time funding for 1.0 FTE Sheriff Captain and 3.0 FTE Sheriff Sergeant positions, and recognize new one-time revenue and expenditures for homeland security.

Background: This recommendation adds one-time funding for 4.0 FTE positions in the Special Operations unit of the Sheriff's Office. In December 2001, the Board approved one-time funding for these positions to address homeland security issues. In FY 2004, the Board of Supervisors approved continued one-time funding, and this FY 2005 action will serve to fund the positions again on a one-time basis. Also, two grants for homeland security provide one-time revenue for the following expenditures:

- Re-programming radios for BAYMACS interoperability function - \$188,000
- Mobile Data Terminals for patrol vehicles - \$300,000
- Extra help clerical support - \$50,000
- Digital Audio Equipment - \$60,250
- Equipment for helicopter - \$31,142



- Training - \$100,000
- Bomb Squads - \$30,544

Impact on Services: The level of service to address homeland security issues will continue, while equipment and training will allow the Department address various homeland security issues.

Total One-time Cost for Positions: \$535,158

Total One-time Cost for Equipment and Training: \$839,936

Cost of Equipment and Training Reimbursed 100% by Grant Funding

Westside Substation

Recommendation: Recognize one-time and ongoing expense and revenue related to the movement of the Westside Substation.

Background: During FY 2005, the Westside Substation will be changing locations. There are costs associated with the building improvement, lease, and moving to

the new location, as well as off-setting reimbursements from the Contract Cities. This action provides:

- One-time cost of \$150,000 and ongoing reimbursement from the cities for \$12,750 for building improvements
- Ongoing cost of \$150,000 and ongoing reimbursement from the cities of \$127,500 for lease costs
- Ongoing reimbursement from the cities of \$68,000 and one-time cost of \$80,000 for moving expenses

Impact on Services: The movement of the Westside Substation will allow the patrol division that supports the Contract Cities to occupy a building that is more suitable for the needs of the contract and the cities.

Total One-time cost: \$230,000

Total Ongoing cost: \$150,000

Costs are partially offset by \$208,250 in reimbursement from the Contract Cities

Sheriff's Department — Budget Unit 230 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
23001	Administration Fund 0001	\$ 4,874,475	\$ 3,914,048	\$ 4,311,346	\$ 4,130,068	\$ 216,020	5.5%
23002	Administrative Svcs Fund 0001	16,787,173	13,572,277	14,863,183	13,478,602	(93,675)	-0.7%
23003	Field Enforcement Bureau Fund 0001	32,515,254	33,141,291	32,273,668	35,801,059	2,659,768	8.0%
23004	Services Bureau Fund 0001	36,151,769	36,482,451	43,034,426	39,184,182	2,701,731	7.4%
23005	Internal Affairs Fund 0001	544,602	747,489	746,154	838,672	91,183	12.2%
Total Net Expenditures		\$ 90,873,273	\$ 87,857,557	\$ 95,228,778	\$ 93,432,584	\$ 5,575,027	6.3%

Sheriff's Department — Budget Unit 230 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
23001	Administration Fund 0001	\$ 4,874,475	\$ 3,914,048	\$ 4,311,346	\$ 4,130,068	\$ 216,020	5.5%
23002	Administrative Svcs Fund 0001	16,993,954	13,741,903	15,081,492	13,662,845	(79,058)	-0.6%
23003	Field Enforcement Bureau Fund 0001	33,911,584	34,422,297	33,554,674	37,018,804	2,596,507	7.5%
23004	Services Bureau Fund 0001	36,151,769	36,482,451	43,034,426	39,184,182	2,701,731	7.4%
23005	Internal Affairs Fund 0001	544,602	747,489	746,154	838,672	91,183	12.2%
Total Gross Expenditures		\$ 92,476,384	\$ 89,308,189	\$ 96,728,093	\$ 94,834,572	\$ 5,526,383	6.2%



Sheriff's Department — Budget Unit 230

Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 78,031,495	\$ 78,323,549	\$ 78,323,696	\$ 83,610,784	\$ 5,287,235	6.8%
Services And Supplies	11,518,484	10,934,640	15,901,589	11,223,788	289,148	2.6%
Fixed Assets	2,926,405	50,000	2,502,808	—	(50,000)	-100.0%
Subtotal Expenditures	92,476,384	89,308,189	96,728,093	94,834,572	5,526,383	6.2%
Expenditure Transfers	(1,603,111)	(1,450,632)	(1,499,315)	(1,401,988)	48,644	-3.4%
Total Net Expenditures	90,873,273	87,857,557	95,228,778	93,432,584	5,575,027	6.3%

Sheriff's Department — Budget Unit 230

Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
23001	Administration Fund 0001	\$ 922,763	\$ 352,500	\$ 480,100	\$ 1,230,161	\$ 877,661	249.0%
23002	Administrative Svcs Fund 0001	1,267,681	1,040,832	1,176,832	1,820,832	780,000	74.9%
23003	Field Enforcement Bureau Fund 0001	14,550,332	16,046,727	15,590,025	16,457,245	410,518	2.6%
23004	Services Bureau Fund 0001	21,414,807	24,201,376	31,004,894	26,997,223	2,795,847	11.6%
23005	Internal Affairs Fund 0001	—	125,000	125,000	—	(125,000)	-100.0%
	Total Revenues	\$ 38,155,583	\$ 41,766,435	\$ 48,376,851	\$ 46,505,461	\$ 4,739,026	11.3%

Administration Fund 0001 — Cost Center 23001

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	16.0	\$ 3,914,048	\$ 352,500
Board Approved Adjustments During FY 2004	—	397,298	127,600
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	(237,603)	—
Internal Service Fund Adjustments	—	(98,903)	—
Other Required Adjustments	—	(68,355)	(250,100)
Subtotal (Current Level Budget)	15.0	\$ 3,906,485	\$ 230,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	(5,681)	—
Decision Packages			
1. Return Watch Commander Vehicles to GSA Fleet	—	(27,672)	—
This action reduces the Services and Supplies budget related to vehicles for Watch Commanders.			
2. Increase Revenue Related to Media Passes	—	—	5,000
This revenue is based on a new fee of \$15 for press passes issued to media representatives.			
3. Changes Related to Contractual Relationship with Medical Examiner Coroner's Office	—	10,966	—



Administration Fund 0001 — Cost Center 23001

Major Changes to the Budget

	Positions	Appropriations	Revenues
<p>The Sheriff's Office and the Medical Examiner-Coroner's Office will enter into a Memorandum of Understanding (MOU) related to the administration of the Medical Examiner-Coroner's Office. As a budgetary savings measure, the MOU will provide that the Sheriff's Office direct and manage the day-to-day functions of the Medical Examiner-Coroner's Office. The planned date for implementation of the MOU is July 1, 2004. This recommendation will:</p> <ul style="list-style-type: none"> ◆ Delete 1.0 FTE Chief Medical Examiner-Coroner position in Budget Unit 293, Office of the Medical Examiner-Coroner - (\$246,292) ◆ Delete 1.0 FTE Sheriff Lieutenant in the Office of the Sheriff - (\$142,718) ◆ Add 1.0 FTE Sheriff Captain in the Office of the Sheriff for the administrative responsibilities of the Medical Examiner-Coroner's Office - \$153,684 			
4. Increase One-time Reimbursement for Homeland Security Activities	—	—	450,161
<p>This action increases one-time revenue from Homeland Security Grant funding. Portions of the grant were earmarked for costs associated with staffing levels for Orange Alert activities in the amount of 44,563, and Administrative Overhead costs in the amount of \$405,598.</p>			
5. One-time Trust Fund Revenue	—	—	357,000
<p>This action increases revenue from Asset Forfeiture funds on a one-time basis in the amount of \$100,000 for the Department's Marijuana Suppression program. This action also increases revenue from Civil Assessment fees on a one-time basis in the amount of \$257,000 to support the purchase of vehicles and equipment.</p>			
6. Recognize Savings in Copier Leases	—	(7,846)	—
<p>Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.</p>			
7. Reduce Workers Compensation Expense	—	(33,994)	—
8. Reduce Retirement Expenditures	—	(53,874)	—
Subtotal (Recommended Changes)	—	\$ (118,101)	\$ 812,161
Total Recommendation	16.0	\$ 4,130,068	\$ 1,230,161

Administrative Svcs Fund 0001 — Cost Center 23002

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	192.0	\$ 13,572,277	\$ 1,040,832
Board Approved Adjustments During FY 2004	-1.0	1,290,906	136,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	568,704	—
Internal Service Fund Adjustments	—	(731,593)	—
Other Required Adjustments	—	(970,665)	17,000
Subtotal (Current Level Budget)	191.0	\$ 13,729,629	\$ 1,193,832
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Remove HIP Funds	—	60,444	—
Del B09 in ESA	—	(61,770)	—
Fleet service rate change	—	3,777	—
Service Cost Reduction due to ISD Reductions	—	(17,221)	—
Decision Packages			
1. Delete Supervision Position and Add Back Specialist Position in Records	—	(47,052)	—
<p>This action deletes a Law Enforcement Records Supervisor and adds a Law Enforcement Clerk. The supervisor position is responsible for the graveyard shift supervision, which has a minimal complement of staffing.</p>			



Administrative Svcs Fund 0001 — Cost Center 23002

Major Changes to the Budget

	Positions	Appropriations	Revenues
2. Delete Information Systems Manager II Position and Add Back an Information Systems Analyst Position	—	(52,956)	—
This action is part of the Sheriff's Office efforts to reduce the size of middle management in the organization, yet continue to provide information and technology services to the department.			
3. Delete Sheriff Technician Position in Personnel	-1.0	(67,716)	—
The position is vacant. The position is responsible for tracking all fixed asset items, such as radios, cell phones, and safety equipment. The deletion of the position will impact the Department's ability to track fixed assets.			
4. Increase Fingerprint Fee and Release of Towed Vehicles Revenue	—	—	165,000
The increased revenue for Fingerprint Fees in the amount of \$115,000 is based on an increase in the fees from \$18 to \$20. Also, non-profit organizations that were previously not charged will pay a minimum fee for fingerprint processing. The revenue related to the Release of Towed Vehicles in the amount of \$50,000 is based on an increase of the current charge from \$75 to \$90 for less-than-30-day holds, and from \$150 to \$180 for 30-or-more-day holds.			
5. Increase Revenue for SLETS Fees and Record Management System Fees	—	—	112,000
The increase in revenue related to Sheriff's Law Enforcement Telecommunication System (SLETS) Fees in the amount of \$52,000 is based on an increased fee for services provided to SLETS user agencies. The revenue related to the new Records Management System in the amount of \$60,000 is based on a user fee for outside agencies requesting access to the system.			
6. Increase Revenue for Restraining Order Processing	—	—	50,000
This revenue increase is based on Penal Code Section 1203.097a5 which requires reimbursement by the State to the County for restraining orders that are entered into the State automated system.			
7. Delete Deputy Sheriff Position in Recruitment Division	-1.0	(117,900)	—
This action deletes 1.0 FTE Deputy Sheriff in the Recruitment Division. The impact of this deletion is an increase in the amount of time it takes to recruit and hire applicants.			
8. Delete Unfunded Latent Fingerprint Examiner I Position	-1.0	—	—
This action deletes an unfunded Latent Fingerprint Examiner I position in the Records Division. This position was added back during the FY 2004 Budget Hearings as part of a negotiated agreement with Local 715. In October 2003, the Board of Supervisors authorized the position to be unfunded, and this action deletes the unfunded position.			
9. Transfer Expense for Occupational Safety and Health Injury Prevention	—	122,214	—
The reductions in the Risk Management Department within the Employee Services Agency included the deletion of two positions that provided services to the Sheriff's Office. One position provided occupational safety services and the other health injury prevention services. The Sheriff's Office reimbursed Risk Management for the services. Since the positions are being deleted and the Sheriff's Office still requires the services, this action moves the expense from Risk Management to an external service provider. The funding for occupational safety is \$61,770 and the funding for health injury prevention is \$60,444.			
10. Recognize Revenues and Expenses for Homeland Security	—	300,000	300,000
This action recognizes one-time revenue and expenses for the Homeland Security Grant.			
<ul style="list-style-type: none"> ◆ Re-programming radios for BAYMACS interoperability function - \$188,000 ◆ Mobile Data Terminals for patrol vehicles - \$300,000 ◆ Extra help clerical support - \$50,000 ◆ Digital Audio Equipment - \$60,250 ◆ Equipment for helicopter - \$31,142 ◆ Training - \$100,000 ◆ Bomb Squads - \$30,544 			
Subtotal (Recommended Changes)	-3.0	\$ 121,820	\$ 627,000
Total Recommendation	188.0	\$ 13,478,602	\$ 1,820,832



Field Enforcement Bureau Fund 0001 — Cost Center 23003

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	270.0	\$ 33,141,291	\$ 16,046,727
Board Approved Adjustments During FY 2004	-7.0	(867,623)	(456,702)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	4,883,079	—
Internal Service Fund Adjustments	—	236,686	—
Other Required Adjustments	—	66,253	1,189,617
Subtotal (Current Level Budget)	263.0	\$ 37,459,686	\$ 16,779,642
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Reduce funds for Sheriff's Accident Investigation	—	17,500	—
Eliminate lease at 12 N White Rd.	—	(34,619)	—
Fleet service rate change	—	(184,502)	—
Increase ongoing lease funds for Westside Sheriff services.	—	150,000	—
One time funds needed to pay partial year lease at 12 N. White Rd.	—	1,443	—
Printing Rate/Service Change	—	(42)	—
Decision Packages			
1. Increase Revenue for the DUI Emergency Fee	—	—	60,000
This revenue is based on a re-established fee that is charged to individuals who are arrested for driving under the influence. The fee is a reimbursement for the Deputy's time spent responding to the incident.			
2. Increase Revenue Related to Pay Jobs	—	—	40,000
This revenue increase is based on an administrative fee increase for processing pay jobs.			
3. Reduce Lease Expenses on White Road Building	—	(4,281)	—
The funding for the Sheriff Community Oriented Programs and Enforcement (SCOPE) team that occupied these premises was eliminated in FY 2004. Since the team no longer occupies the premises, the lease is terminated and the cost can be reduced to zero. The lease cost reduction of \$34,619 can be found on the intracounty line for this cost center.			
4. Increase Revenue Related to Unclaimed Property	—	—	15,000
This revenue is based on a new fee for the Sale of Unclaimed Property. The Board of Supervisors previously approved this fee. The Department is claiming this revenue in the FY 2005 Recommended Budget now that a revenue trend has established itself.			
5. One-time Revenue for Regional Auto Theft Task Force	—	—	50,000
The Department currently provides staff and services to the Regional Auto Theft Task Force. This one-time revenue increase supports additional services that will be absorbed by existing staff.			
6. Delete Two Deputy Sheriff Positions for South County Patrol	-2.0	(223,318)	—
This action deletes 2.0 FTE Deputy Sheriff in the South County area. These positions were added three years ago due to increases in population in unincorporated areas of South County. The impact of these deletions could be an increase in response time.			
7. Westside Substation	—	230,000	208,250
During FY 2005, the Westside Substation will be changing locations. There are costs associated with the building improvement, lease, and moving to the new location, as well as off-setting reimbursements from the Contract Cities. This action provides:			
◆ One-time cost of \$150,000 and ongoing reimbursement for \$12,750 for building improvements			
◆ Ongoing cost of \$150,000 and ongoing reimbursement of \$127,500 for lease costs			
◆ Ongoing reimbursement of \$68,000 and one-time cost of \$80,000 for moving expenses			
8. FY 2005 Revenue Adjustments	—	—	(166,219)
In the Transit Patrol Division, the expense reductions recommended for FY 2005 require an adjustment to revenues that are based primarily on the level of expense.			
9. FY 2005 Revenue Adjustments	—	—	(14,391)



Field Enforcement Bureau Fund 0001 — Cost Center 23003

Major Changes to the Budget

	Positions	Appropriations	Revenues
In the Regional Auto Theft Task Force division, the expense reductions recommended for FY 2005 require an adjustment to revenues that are based primarily on the level of expense.			
10. FY 2005 Revenue Adjustments	—	—	(515,037)
For Contract Cities, the expense reductions recommended for FY 2005 require an adjustment to revenues that are based primarily on the level of expense.			
Subtotal (Recommended Changes)	-2.0	\$ (47,819)	\$ (322,397)
Total Recommendation	261.0	\$ 35,801,059	\$ 16,457,245

Services Bureau Fund 0001 — Cost Center 23004

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	340.0	\$ 36,482,451	\$ 24,201,376
Board Approved Adjustments During FY 2004	1.0	6,551,975	6,803,518
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-3.0	4,456,578	—
Internal Service Fund Adjustments	—	126,453	3,485,527
Other Required Adjustments	—	(6,513,885)	(6,535,412)
Subtotal (Current Level Budget)	338.0	\$ 41,103,572	\$ 27,955,009
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
FY 2005 Revenue Adjustment	—	—	(1,319,722)
Fleet service rate change	—	5,188	—
Printing Rate/Service Change	—	(81)	—
Decision Packages			
1. Add One-time Funding for Homeland Security Support Positions	3.0	381,474	—
This action continues one-time funding for 3.0 FTE Sergeant positions responsible for homeland security functions. The positions were funded one-time in the FY 2004 Approved Budget.			
2. Delete Sheriff Correctional Officers for Transportation	-3.0	—	—
This action deletes 3.0 FTE unfunded Sheriff Correctional Officer positions that were responsible for Federal Prisoner transport. The Department of Correction and the Office of the Sheriff agreed in October 2003 to unfund the positions pending review of prisoner transport activity. This action deletes the unfunded positions due to lower than anticipated Federal prisoner transports.			
3. Restructure Perimeter Patrol Function at Elmwood Facility	-2.0	(395,530)	—
This action deletes the two remaining Deputy Sheriff positions that patrol the perimeter of the Elmwood Correctional Center in Milpitas. The function will be absorbed by existing Sheriff staff who work within the Elmwood facility, as well as existing Patrol Units.			
4. Increase Revenue for Permits and Fees	—	—	40,000
This revenue is based on an increase in the existing fee for permit services provided to massage parlors.			
5. Increase Revenue Related to Reimbursable Extraditions	—	—	50,000
This revenue increase is based on a projected increase in the number of state-reimbursable extraditions of arrestees.			
6. Delete Two Deputy Sheriff Positions in Warrants Division	-2.0	(297,894)	—
This action deletes 2.0 FTE Deputy Sheriff positions in the Warrant Division, as well as vehicle costs associated with the responsibilities. The impact of this deletion is a decrease in the Department's ability to serve warrants and an increase in the warrant backlog.			
Subtotal (Recommended Changes)	-4.0	\$ (306,843)	\$ (1,229,722)
Total Recommendation	334.0	\$ 39,184,182	\$ 26,997,223

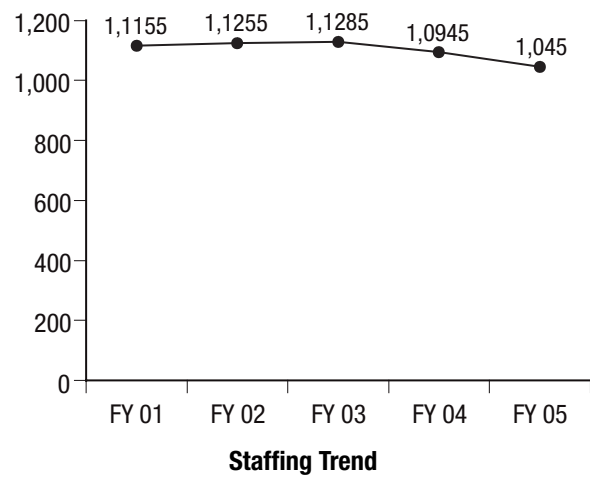
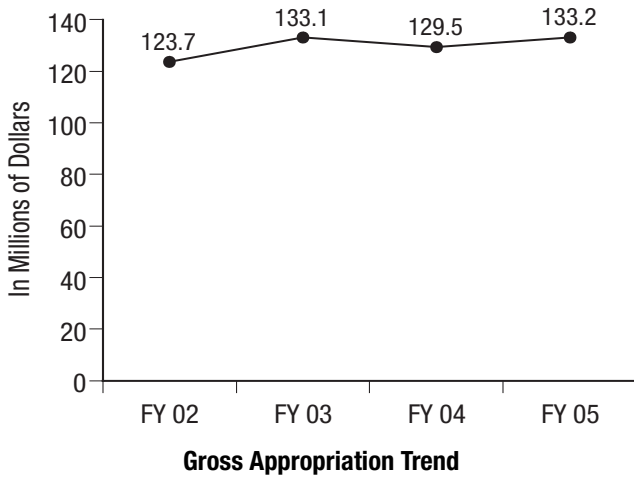
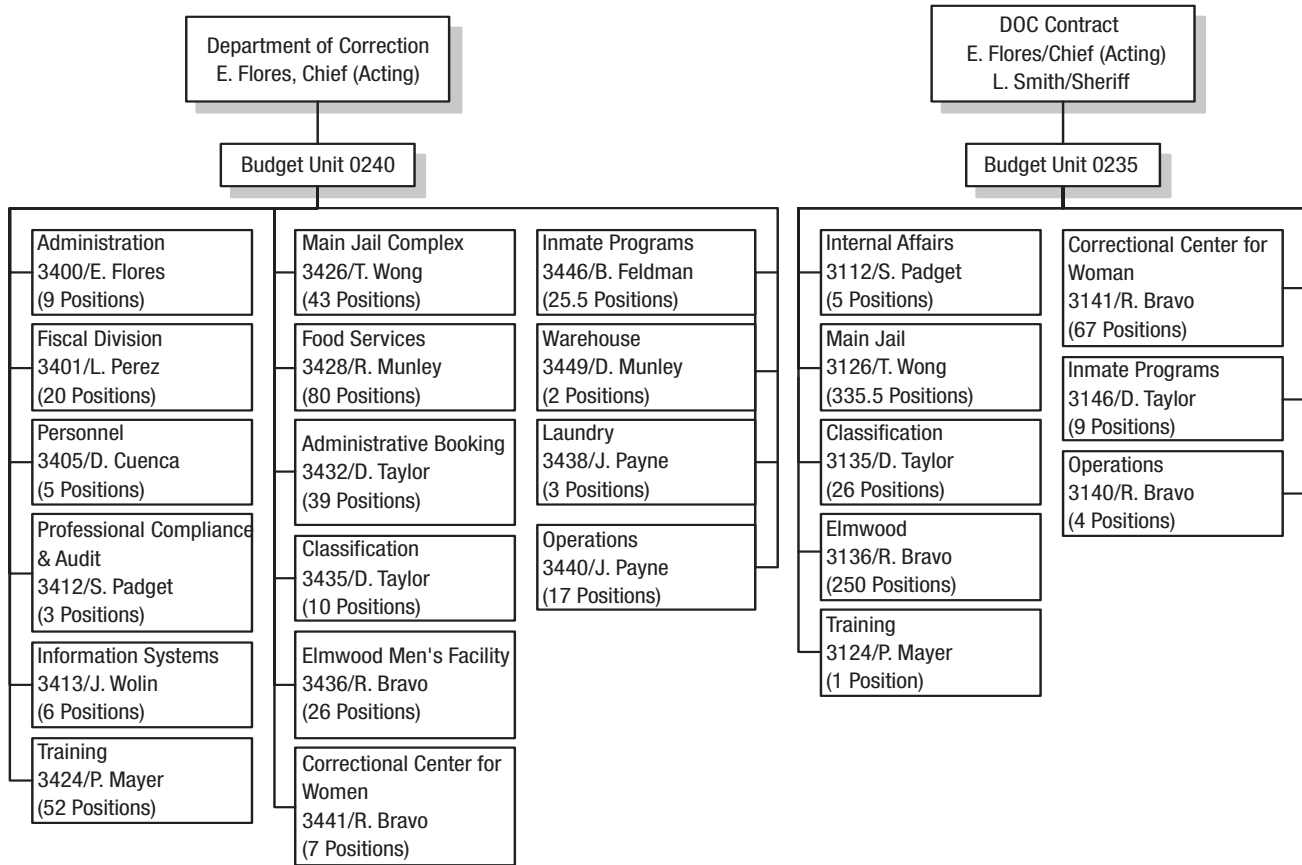


Internal Affairs Fund 0001 — Cost Center 23005
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	6.0	\$ 747,489	\$ 125,000
Board Approved Adjustments During FY 2004	—	(1,335)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	133,406	—
Internal Service Fund Adjustments	—	1,526	—
Other Required Adjustments	—	3,126	(125,000)
Subtotal (Current Level Budget)	6.0	\$ 884,212	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	(1,252)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (1,252)	\$ —
Total Recommendation	6.0	\$ 838,672	\$ —



Department of Correction



In the FY 2005 document, gross appropriations replace net appropriations.



Public Purpose

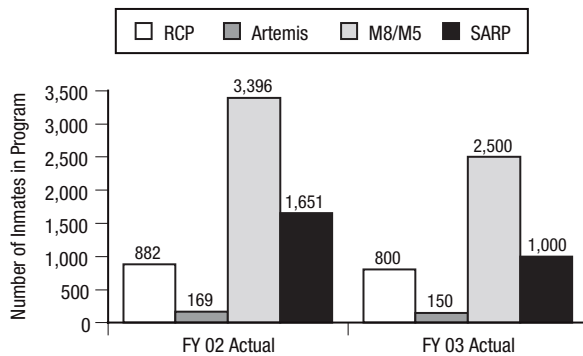
- ➔ Public Safety
- ➔ Compliance with Mandates



Section 2: Public Safety and Justice

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

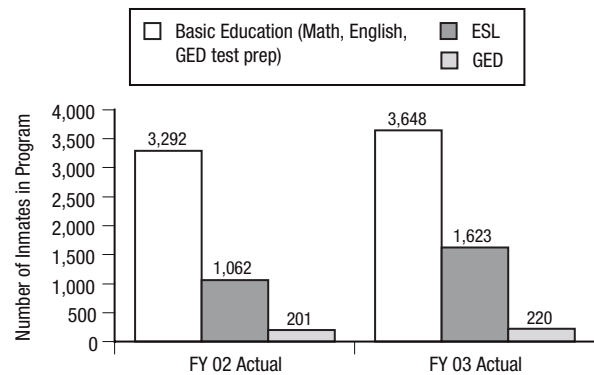
FY 2002 is the first year for which data are available.

RCP: Regimented Corrections Program

SARP: Substance Abuse Recovery Program

Artemis: Substance abuse treatment for female inmates who are pregnant, in the dependency court process and/or mothers of young children.

M8 and M5: Substance Abuse treatment, and classes such as GED and domestic violence prevention

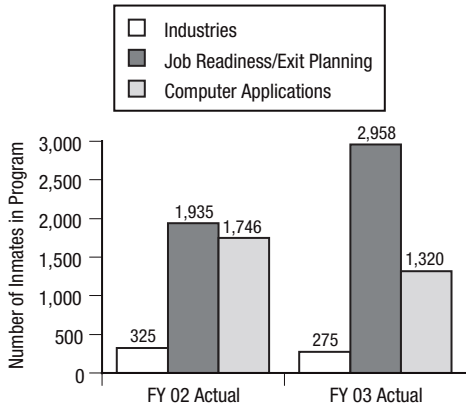


Primary and Secondary Academic Literacy Program

FY 2002 is the first year for which data are available.

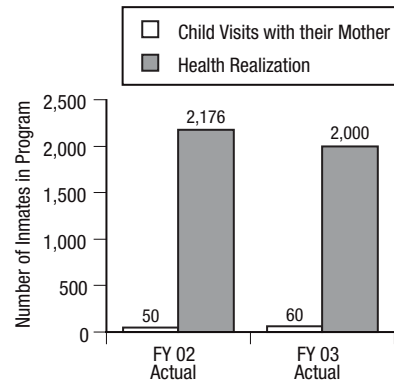


Successful Inmate Programs (Continued)



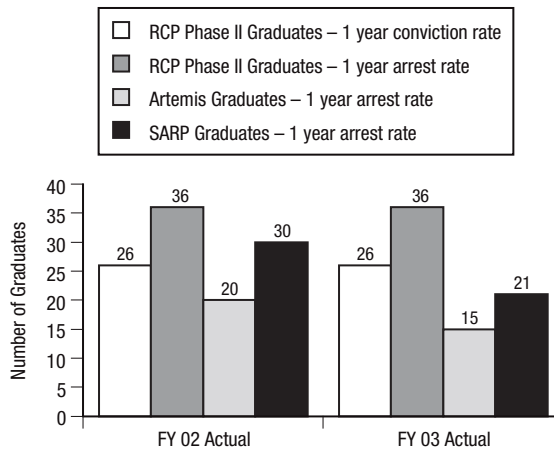
Vocational, Job Readiness, and Exit Planning Classes

FY 2002 is the first year for which data are available.



Life Skills Classes

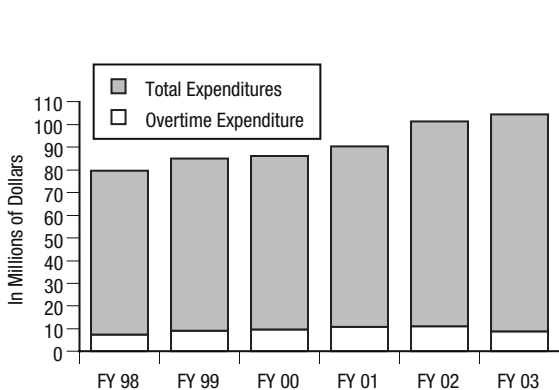
FY 2002 is the first year for which data are available.



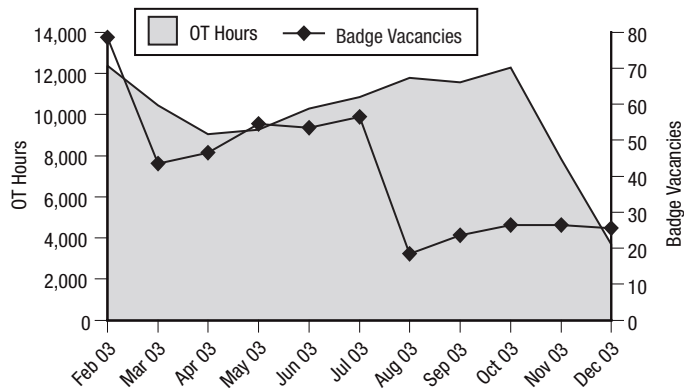
Recidivism

FY 2002 is the first year for which data are available.

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.



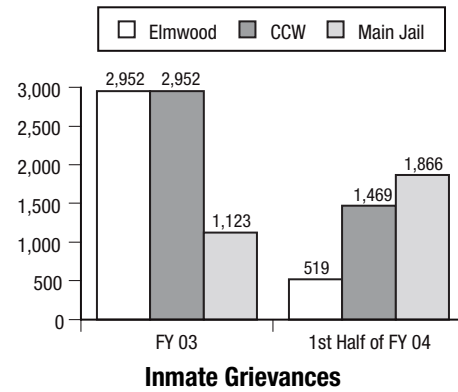
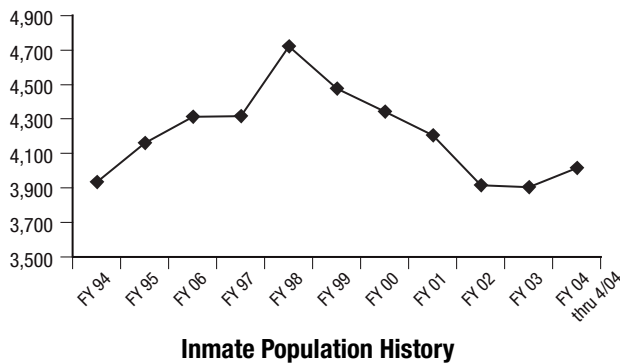
Overtime Expenditures Compared to Total Salaries and Benefits



Overtime Hours Compared to Correctional Officer Vacancies



Safe Housing of Inmates achieved through effective custody of inmates in a safe and controlled environment.



Least Restrictive Custody of Inmates achieved through the proper housing of inmates in the least restrictive environment.

Inmate Facilities	FY 2002	FY 2003	1st Half FY 2004
Elmwood Deaths	0	1	0
CCW Deaths	0	0	0
Main Jail Deaths	2	5	2
Elmwood Assaults	0	29	17
CCW Assaults	0	2	2
Main Jail Assaults	N/A	188	94
Elmwood Escapes	2	0	0
CCW Escapes	0	1	0
Main Jail Escapes	0	0	0

Inmate Assaults, Deaths and Escapes

Description of Major Services

Administrative and Support Services

- Testing and Recruiting: The Department is responsible for the recruiting and testing of Sheriff Correctional Officers, prior to entry into the Cadet Academy.
- Basic Academy: The Department requires all new recruits to attend 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 corrections objectives. Part II is devoted to approximately 200 hours of department-specific training. Entry-level Sheriff Correctional Officers must complete this course of instruction, and demonstrate a satisfactory level of proficiency on relevant achievement tests prior to assignment in a jail facility.
- Jail Training Officer Program: The Jail Training Officer (JTO) Program allows experienced Jail Training Officers to observe and evaluate the performance of newly appointed Sheriff Correctional Officers. The JTOs evaluate performance of critical job tasks prior to the new officer being assigned independently in a jail facility.
- Professional Development: Jail supervisory training requires 80 hours of supervisory training specific to supervision within one year of promotion. All badge staff receive 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 correctional 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.

- ❑ **Safety Program:** The Department ensures that required safety information for employees is posted or available at a Safety Center. With regard to TB Testing, the Department complies with State Department of Health Services Communicable Disease Control Division regulations. The Department has a policy for evaluating and implementing an effective communicable disease program. Also, Blood-borne Pathogen Training is conducted by the Infection Control Manager.
- ❑ **Building Maintenance:** The department is responsible for maintaining numerous buildings within the guidelines of the Board of Corrections (BOC), Fire Marshal and Health Department regulations.

Housing of Inmates

- ❑ **Food and Shelter:** All inmates are housed and fed in an environment that meets Title 15 and Environmental Health standards. The Food Services Division provides nutritious foods.
- ❑ **Visitation:** The Department provides at least two visits totaling at least one hour for each inmate requesting a visit each week.
- ❑ **Laundry:** All inmates receive climatically suitable clothing upon admittance to the facility and are allowed to exchange dirty clothing and bed linens on a regular basis.
- ❑ **Religious Services:** All inmates are allowed to participate in religious services and counseling available in their housing areas on a voluntary basis.
- ❑ **Telephones:** All inmates are provided reasonable access to use telephones beyond those telephone calls required by the Penal Code.
- ❑ **Courts:** All inmates are provided access to courts and legal counsel via mail, telephone, and confidential consultation with attorneys.

- ❑ **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 database.
- ❑ **Inmate Classification:** 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. The inmate is then housed according to those characteristics.

Inmate Programs

- ❑ **Substance Abuse Recovery Programs:** The Department 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:** The Department 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:** The Department provides a variety of vocational skills classes and job preparation classes. Through the Correctional Industries program, inmates are taught job skills in 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. In the Job Readiness/Retention and Exit Planning classes, inmates are taught how to fill out job applications,

County Executive's Recommendation

The reduction plan in the Department of Correction was \$7,593,000, and the Department's budget submittal met the plan amount.

One component of the reduction plan was the deletion of positions and vehicle expenses in the Programs Division. After carefully reviewing the impacts of the proposed reductions, the County Executive is recommending all of the proposed reductions except the following:

- Reduction in the Programs Division of 1.0 FTE Program Manager, 1.0 FTE Custody Support Assistant, 3.5 FTE Rehabilitation Officer, and 1.0 FTE Law Enforcement Clerk positions. Reduction of \$11,500 in vehicle expenses related to these positions.

The recommended changes in the Department's budget are described below.

Adjust Revenues

Recommendation: Adjust revenues in various areas.

Background: This action adjusts revenues in the following areas:

Revenue Description	Amount
State Prisoner Housing	\$3,249,460
Federal Prisoner Housing	\$982,660
Mental Health Prisoner Housing	\$1,233,251
Southwest Border Prosecution Grant	(\$52,000)
Phone Monitoring Fee	(\$20,000)
Total Revenues	\$5,393,371

State Prisoner Housing: This action recognizes increased revenue for State Prisoner Housing. The population for this type of inmate is expected to increase on an ongoing basis in FY 2005 due to a new State program run by the State Department of Correction Parole and Community Services Division. This program establishes a Substance Abuse Treatment Control Unit (SATCU) at the County jail facilities, where local-area parolees remain in drug treatment programs for thirty days. The State reimburses the County for housing these inmates.

Part of this revenue is earmarked to offset the Department's Restoration Plan described below, and the remainder of the revenue will be applied by the Department toward the FY 2005 reduction plan.

During the FY 2004 Budget Hearings, the Board of Supervisors approved the County Executive's Revised Recommendation which identified a new ongoing revenue within the Department of Correction. The revenue supported four months of expense for 55.0 FTEs. The Board reviewed this plan in October 2003, and again at the mid-year budget review in February 2004, and approved funding the Restoration Plan for the remainder of FY 2004. For FY 2005, this recommendation restores funding on an ongoing basis for the remaining eight months per year. The restored funding is fully offset by the increase in prisoner housing revenues outlined above.

Federal Prisoner Housing: Federal prisoner housing trends have increased over the last year. This is due to an increase in Immigration and Customs Enforcement prisoners. The revenue increase reflects the higher population.

Mental Health Prisoner Housing: This action adjusts Mental Health Prisoner Housing revenue by the following amounts for each contract county:

- Alameda County - \$876,000
- Contra Costa County - (\$242,769)
- San Mateo County- \$573,000
- Marin County \$27,020

One component of the mental health revenues is an increase of \$573,000 from San Mateo County: \$73,000 is based on increased housing trends over the last year, and \$500,000 is based on a potential new agreement with San Mateo County. At the time of this publishing, the new agreement with San Mateo County was still under negotiation. If there is no agreement reached with San Mateo County by the June Budget Hearings, the Department has agreed to backfill \$500,000 of their reduction plan with the deletion of 4.0 FTE Sheriff Correctional Officer positions that are responsible for the Visiting Desk at the Elmwood Facility.



Southwest Border Prosecution Grant: This action decreases revenue related to the Southwest Border Prosecution Grant. The Southwest Border Prosecution Initiative (SWBPI) provides funds to eligible jurisdictions in the four southwest border states, using a uniform payment-per-case basis for qualifying federally initiated and declined-referred criminal cases. The actual activity level is lower than projected, and the decrease in revenue reflects this reduction in activity for FY 2005.

Phone Monitoring Revenue: This action decreases revenue for inmate phone monitoring, a fee paid by law enforcement agencies for investigative purposes.

Impact on Services: These additional resources allow the Department to defer additional reductions in personnel and services. This FY 2005 recommendation restores funding on an ongoing basis for the remaining eight months a year. The restored funding is fully offset by the increase in prisoner housing revenues above.

Total Ongoing Revenues: \$5,393,371
Total Ongoing Cost of Restoration Plan: \$2,872,307

Reduce Academy Expenses

Recommendation: Reduce expenses related to the cadet academy on a one-time basis.

Background: The Department's budget contains ongoing funding for an annual Cadet Academy. As a result of deleting Correctional Officer positions during the budget reductions, the Department does not anticipate operating an academy in FY 2005. This is a one-time reduction of an ongoing expense, since the Department anticipates the need for an academy in FY 2006.

Impact on Services: This recommendation removes the Department's ability to fund a cadet academy in FY 2005.

Total One-time Reduction: (\$1,061,089)

Consolidate Health Injury Prevention and Occupational Safety Functions

Recommendation: Delete 1.0 FTE vacant Management Analyst and 1.0 FTE filled Program Manager positions, and add 1.0 FTE Correctional Sergeant related to the

health and injury prevention and public information programs. Reduce expenses related to the occupational safety function.

Background: This action deletes 1.0 FTE Management Analyst in the Personnel Unit. Half of the duties of this position related to Health Injury Prevention (HIP). Since the Risk Management Division of the Employee Services Agency reimburses half of the position cost, the reimbursement will also be reduced by \$49,281. The Department also has expenses related to occupational safety which are paid to Risk Management. Since Risk Management is deleting a position for this function also, the Department is reducing its occupational safety expenses. The Program Manager is responsible for public information duties within the Department. The duties of both positions will be absorbed by a new Correctional Sergeant position that will be responsible for health and injury prevention and public information programs.

Impact on Services: The services for health and injury prevention and public information will continue at modified levels. The services for occupational safety will be discontinued.

Total Ongoing Reduction: (\$108,950)

Reduce Expenses in the Food Services Division

Recommendation: Delete 2.0 FTE vacant Food Services Worker positions, 2.0 FTE filled Supervising Storekeeper positions, and 1.0 FTE vacant Cook II position. Reduce Services and Supplies budget for food expenses.

Background: This action deletes 5.0 FTE positions in the Food Services Division. The reductions in Services and Supplies expenses include \$40,000 in savings from menu changes, and \$50,000 from a reduction in extended salad bar offerings for the staff dining room. The staff dining room will continue to offer tossed salads with dressing, but will reduce extended salad bar offerings and officer snacks.

Impact on Services: The menu changes will continue to maintain the Department's compliance with Title 15. The deletions of the Food Service Worker positions and the reduction in salad bar offerings will impact the menu choices and reduce the level of service during

certain work shifts. The deletion of the Cook position reduces the Department's flexibility in staffing during the evening shift.

Total Ongoing Reduction: (\$539,543)

Delete Administrative Positions

Recommendation: Delete positions related to administrative services.

Background: This recommendation deletes the following positions:

FTE	Code	Class Description	Filled/Vacant
-1.0	D49	Office Specialist II Elmwood Administration	Vacant
-1.0	G70	Supervising Custody Support Asst Correctional Center for Women	Filled
-1.0	G74	Custody Support Assistant Elmwood	Filled
-1.0	D51	Office Specialist I Administrative Booking Unit	Filled
-1.0	B77	Accountant III Fiscal Division	Filled
-1.0	C11	Equal Opportunity Officer Administration	Filled
-1.0	C03	Administrative Booking Manager Administrative Booking Unit	Filled
-1.0	D67	Supervising Personnel Svc Clerk Personnel Unit	Filled
-1.0	U76	Correctional Training Specialist	Filled
-1.0	G12	Information Systems Manager II	Filled
-1.0	G74	Custody Support Assistant Main Jail	Filled
			-10.0 Filled
-11.0		Total Deletions	-1.0 Vacant

Impact on Services: For the administrative support positions, the duties will be absorbed by remaining staff and could result in service delays and quality control issues. The Department plans to de-centralize some services. For the management level positions, the deletions impact the Department's ability to provide direct supervision, and the duties will be absorbed by the remaining managers and supervisors.

Total Ongoing Reduction: (\$1,015,879)

Inmate Welfare Fund

Recommendation: Adjust expenses between the Inmate Welfare Fund (IWF) and the General Fund (GF).

Background: This action relieves the IWF of a portion of expenses in order for the fund to remain in balance, for a net impact to the GF of \$480,709. To accomplish this, the Department made adjustments in revenues and expenses in other parts of the reduction plan in order to offset this cost. This recommendation adjusts funding in the following areas:

Description	Net Impact to General Fund
Move funding for Senior Management Analyst from the GF to the IWF, in support of IWF contracts	(\$116,688)
Delete 1.0 FTE Management Analyst position and reduce IWF reimbursement	Position: (\$78,264) Reduce Reimb: \$73,171
Move expense for 4.0 FTE Sheriff Correctional Officer positions responsible for the Elmwood Visiting Desk from the IWF to the GF	\$496,043
Move expense for 1.0 FTE Sheriff Correctional Officer assigned to Window B from the IWF to the GF	\$106,447
Delete 1.0 FTE Sheriff Correctional Officer responsible for Assignments, and eliminate the matching reimbursement from the IWF	\$0
Total:	\$480,709

Impact on Services: The deletion of the Management Analyst and Window B officer positions will be absorbed by existing staff. Total Ongoing Cost: \$480,709

Industries

Recommendation: Delete 2.0 FTE Sheriff Correctional Officer positions assigned to the Industries Division, and add reimbursement from the General Services Agency.

Background: This recommendation adds reimbursement from the General Service Agency for the cost of a Sheriff Correctional Officer, and deletes 2.0 FTE Sheriff Correctional Officer positions. The Correctional Officer positions provide security and supervision for the inmates who work in the Auto Body Shop and the Auto Detailing Shop within the Industries Unit at the Elmwood facility. Both shops provide



services to county vehicles, as well as vehicles from other agencies. The shops provide training and work experience for the inmates.

Impact on Services: The Industries and Operations divisions will be consolidated, and inmate supervision could be reduced. The level of service related to the repair of vehicles will remain the same.

Total Ongoing Reduction: (\$204,578)
Total Ongoing Reimbursement \$155,000

Closure of W-1 Housing Unit at the Correctional Center for Women

Recommendation: Delete 13.0 FTE filled Sheriff Correctional Officer positions and 1.0 FTE vacant Sheriff Correctional Officer position as a result of closing the W-1 housing unit at the Correctional Center for Women (CCW).

Background: This unit has been closed since November 2003 due to an ongoing shift in the type of inmates populating the jail facilities. This closure eliminates 159 female beds, 20 of which are maximum security.

Impact on Services: The deletion of positions decreases the Department's housing flexibility for female inmates. Also, the decreased staffing level could impact inmate services, inmate classification, response time, and routine movement of inmates.

Total Ongoing Reduction: (\$1,504,000)

Closure of the Processing Unit at the Correctional Center for Women

Recommendation: Delete 2.0 FTE filled Sheriff Correctional Officers and 2.0 FTE filled Custody Support Assistant positions in the Processing Area at the Correctional Center for Women.

Background: This recommendation moves the women's processing function to the men's side of the Elmwood facility, and the staffing will be consolidated. The Department is making the necessary modifications to the Elmwood processing area to ensure inmate privacy and compliance with statutes.

Impact on Services: All processing functions and inmate transfers will occur at one location. Official and public visitors will be entering through the West Gate at Elmwood. Inmate social visitors will enter through the W-4 unit, increasing the staff workload and security concerns.

Total Ongoing Reduction: (\$347,652)

Sheriff's Doc Contract — Budget Unit 235 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
3124	Training And Staff Dev Fund 0001	\$ 304,381	\$ 95,372	\$ 95,372	\$ 100,512	\$ 5,140	5.4%
23503	Main Jail Complex Fund 0001	29,976,174	34,601,236	34,442,573	37,480,809	2,879,573	8.3%
3136	Elmwood Men's Facility Fund 0001	25,227,837	24,151,276	26,313,694	28,431,166	4,279,890	17.7%
3141	Elmwood Women's Facility Fund 0001	8,096,455	8,573,380	8,293,060	7,752,604	(820,776)	-9.6%
3135	Classification Fund 0001	2,863,597	2,799,048	2,799,048	2,815,053	16,005	0.6%
3146	Inmate Progs-Psp Fund 0001	1,442,218	1,227,169	1,227,169	1,329,472	102,303	8.3%
23509	Central Services Fund 0001	989,368	588,655	588,655	437,785	(150,870)	-25.6%
3112	Internal Affairs Fund 0001	649,802	695,421	632,888	537,671	(157,750)	-22.7%
Total Net Expenditures		\$ 69,549,832	\$ 72,731,556	\$ 74,392,458	\$ 78,885,071	\$ 6,153,515	8.5%



Sheriff's Doc Contract — Budget Unit 235 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
3124	Training And Staff Dev Fund 0001	\$ 304,381	\$ 95,372	\$ 95,372	\$ 100,512	\$ 5,140	5.4%
23503	Main Jail Complex Fund 0001	29,976,174	34,601,236	34,442,573	37,480,809	2,879,573	8.3%
3136	Elmwood Men's Facility Fund 0001	25,227,837	24,151,276	26,313,694	28,431,166	4,279,890	17.7%
3141	Elmwood Women's Facility Fund 0001	8,096,455	8,573,380	8,293,060	7,752,604	(820,776)	-9.6%
3135	Classification Fund 0001	2,863,597	2,799,048	2,799,048	2,815,053	16,005	0.6%
3146	Inmate Progs-Psp Fund 0001	1,442,218	1,227,169	1,227,169	1,329,472	102,303	8.3%
23509	Central Services Fund 0001	989,368	588,655	588,655	437,785	(150,870)	-25.6%
3112	Internal Affairs Fund 0001	649,802	695,421	632,888	537,671	(157,750)	-22.7%
Total Gross Expenditures		\$ 69,549,832	\$ 72,731,556	\$ 74,392,458	\$ 78,885,071	\$ 6,153,515	8.5%

Sheriff's Doc Contract — Budget Unit 235 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 69,549,832	\$ 72,731,556	\$ 74,392,458	\$ 78,885,071	\$ 6,153,515	8.5%
Subtotal Expenditures	69,549,832	72,731,556	74,392,458	78,885,071	6,153,515	8.5%
Total Net Expenditures	69,549,832	72,731,556	74,392,458	78,885,071	6,153,515	8.5%

Training And Staff Dev Fund 0001 — Cost Center 3124 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	1.0	\$ 95,372	\$ —
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	9,166	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	1.0	\$ 104,538	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Reduce Retirement Expenditures	—	(4,026)	—
Subtotal (Recommended Changes)	—	\$ (4,026)	\$ —
Total Recommendation	1.0	\$ 100,512	\$ —



Main Jail Complex Fund 0001 — Cost Center 23503

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	334.5	\$ 34,601,236	\$ —
Board Approved Adjustments During FY 2004	—	(158,663)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	5,164,120	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	334.5	\$ 39,606,693	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Add Sheriff Correctional Sergeant Position for Public Information and Health Injury Prevention	1.0	117,058	—
This recommendation adds 1.0 FTE Correctional Sergeant in Administration for Public Information Officer duties, and Health Injury Prevention duties. This is one component of an action that deletes a Program Manager and a Management Analyst in BU 240 Department of Correction, and adds back this Sergeant to consolidate the duties. The net saving of the deletion of two positions and the addition of one position is \$47,093.			
2. Reduce Workers Compensation Expense	—	(949,778)	—
Subtotal (Recommended Changes)	1.0	\$ (832,720)	\$ —
Total Recommendation	335.5	\$ 37,480,809	\$ —



Elmwood Men's Facility Fund 0001 — Cost Center 3136
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	254.0	\$ 24,151,276	\$ —
Board Approved Adjustments During FY 2004	—	2,162,418	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-3.0	1,093,912	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	251.0	\$ 27,407,606	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Restore Funding for FY 2004 Restoration Plan	—	2,143,366	—
This action reverses an ongoing budgeted salary reduction associated with the Department's FY 2004 Restoration Plan. There is a similar reversal in Budget Unit 240, Department of Correction. During the FY 2004 Budget Hearings, the Board of Supervisors approved the County Executive's Revised Recommendation which identified a new ongoing revenue. The revenue supported four months of expense for 55.0 FTE. The Board reviewed this plan in October 2003, and again at the Mid-year Budget Review in February 2004, and approved funding the Restoration Plan for the remainder of FY 2004. This FY 2005 recommendation restores funding on an ongoing basis for the remaining eight months a year. The restored funding is fully offset by an increase in prisoner housing revenues.			
2. Delete Assignment Officer at Elmwood Facility	-1.0	(119,569)	—
This recommendation deletes 1.0 FTE Sheriff Correctional Officer at the Elmwood Facility. This position is funded by the Inmate Welfare Fund (IWF), and is responsible for Assignments. This action deletes the position, and the IWF reimbursement for the position is reduced by the same amount in BU 240 Department of Correction.			
Subtotal (Recommended Changes)	-1.0	\$ 2,023,797	\$ —
Total Recommendation	250.0	\$ 28,431,166	\$ —



Elmwood Women's Facility Fund 0001 — Cost Center 3141

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	84.0	\$ 8,573,380	\$ —
Board Approved Adjustments During FY 2004	-4.0	(280,320)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	3.0	1,502,843	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	83.0	\$ 9,795,903	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Closure of W-1 Facility at Correctional Center for Women	-14.0	(1,504,000)	—
This recommendation deletes 14.0 FTE Sheriff Correctional Officer positions as a result of closing the W-1 housing unit at the Correctional Center for Women. While this unit has been closed since November 2003, the deletion of staff decreases the Department's housing flexibility for female inmates. Also, the decreased staffing level could impact inmate services, inmate classification, response time, and routine movement of inmates.			
2. Closure of Processing Unit at Correctional Center for Women	-2.0	(208,823)	—
This recommendation deletes 2.0 FTE Sheriff Correctional Officer positions in the Processing Area at the Correctional Center for Women. As part of the Department's reduction plan, this processing function will move to the men's side of the Elmwood facility, and the staffing will be consolidated.			
Subtotal (Recommended Changes)	-16.0	\$ (1,712,823)	\$ —
Total Recommendation	67.0	\$ 7,752,604	\$ —

Classification Fund 0001 — Cost Center 3135

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	26.0	\$ 2,799,048	\$ —
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	115,544	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	25.0	\$ 2,914,592	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	25.0	\$ 2,815,053	\$ —



Inmate Progs-Psp Fund 0001 — Cost Center 3146
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	9.0	\$ 1,227,169	\$ —
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	142,803	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	10.0	\$ 1,369,972	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	10.0	\$ 1,329,472	\$ —

Central Services Fund 0001 — Cost Center 23509
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	6.0	\$ 588,655	\$ —
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	77,324	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	6.0	\$ 665,979	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Delete Sheriff Correctional Officer Positions in Industries	-2.0	(204,578)	—
This recommendation deletes 2.0 FTE Sheriff Correctional Officer positions in the Industries Unit. The positions are responsible for providing security and supervision for the inmates who work in the manufacturing, welding and refinishing sites. The Industries Unit provides training and work experience for the inmates.			
Subtotal (Recommended Changes)	-2.0	\$ (204,578)	\$ —
Total Recommendation	4.0	\$ 437,785	\$ —



Internal Affairs Fund 0001 — Cost Center 3112

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	6.0	\$ 695,421	\$ —
Board Approved Adjustments During FY 2004	-1.0	(62,533)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(73,205)	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	5.0	\$ 559,683	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	5.0	\$ 537,671	\$ —

Department Of Correction — Budget Unit 240

Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
3400	Administration Fund 0001	\$ 6,129,872	\$ 3,795,676	\$ 4,623,454	\$ 2,578,641	\$ (1,217,035)	-32.1%
24002	Administrative Services Bureau Fund 0001	4,935,034	5,131,149	6,146,097	3,747,504	(1,383,645)	-27.0%
24003	Main Jail Complex Fund 0001	19,572,626	15,611,732	15,511,455	14,694,657	(917,075)	-5.9%
3436	Elmwood Men's Facility Fund 0001	12,904,436	9,535,975	9,485,758	11,744,555	2,208,580	23.2%
3441	Women's Detention Facility Fund 0001	1,173,515	670,680	670,075	522,377	(148,303)	-22.1%
3432	Admin Booking Fund 0001	4,399,736	3,037,259	3,037,114	3,028,568	(8,691)	-0.3%
3435	Classification Fund 0001	828,478	784,406	783,882	827,752	43,346	5.5%
24008	Inmate Program Fund 0001	1,987,580	2,033,592	1,850,436	1,838,812	(194,780)	-9.6%
24009	Central Services Fund 0001	10,596,107	11,300,829	11,805,776	11,094,527	(206,302)	-1.8%
24011	Internal Affairs	465,287	409,824	485,406	410,128	304	0.1%
Total Net Expenditures		\$ 62,992,671	\$ 52,311,121	\$ 54,399,452	\$ 50,487,520	\$ (1,823,601)	-3.5%



Department Of Correction — Budget Unit 240 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
3400	Administration Fund 0001	\$ 6,199,872	\$ 4,235,819	\$ 5,063,597	\$ 3,018,784	\$ (1,217,035)	-28.7%
24002	Administrative Services Bureau Fund 0001	5,405,574	5,357,751	6,372,699	3,853,729	(1,504,022)	-28.1%
24003	Main Jail Complex Fund 0001	19,636,295	16,021,016	15,920,739	15,103,941	(917,075)	-5.7%
3436	Elmwood Men's Facility Fund 0001	13,063,282	11,131,471	11,081,254	12,617,992	1,486,521	13.4%
3441	Women's Detention Facility Fund 0001	1,193,509	997,745	997,140	849,442	(148,303)	-14.9%
3432	Admin Booking Fund 0001	4,399,736	3,163,061	3,162,916	3,154,370	(8,691)	-0.3%
3435	Classification Fund 0001	828,478	784,406	783,882	827,752	43,346	5.5%
24008	Inmate Program Fund 0001	2,977,838	2,639,245	2,456,089	2,561,153	(78,092)	-3.0%
24009	Central Services Fund 0001	10,744,472	12,010,655	12,515,602	11,959,353	(51,302)	-0.4%
24011	Internal Affairs	465,287	409,824	485,406	410,128	304	0.1%
Total Gross Expenditures		\$ 64,914,343	\$ 56,750,992	\$ 58,839,323	\$ 54,356,643	\$ (2,394,349)	-4.2%

Department Of Correction — Budget Unit 240 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 26,103,027	\$ 25,655,187	\$ 25,461,053	\$ 24,963,792	\$ (691,395)	-2.7%
Services And Supplies	37,853,605	31,095,805	31,595,215	29,392,851	(1,702,954)	-5.5%
Fixed Assets	957,711	—	1,635,555	—	—	—
Reserves	—	—	147,500	—	—	—
Subtotal Expenditures	64,914,343	56,750,992	58,839,323	54,356,643	(2,394,349)	-4.2%
Expenditure Transfers	(1,921,672)	(4,439,871)	(4,439,871)	(3,869,123)	570,748	-12.9%
Total Net Expenditures	62,992,671	52,311,121	54,399,452	50,487,520	(1,823,601)	-3.5%

Department Of Correction — Budget Unit 240 Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
3400	Administration Fund 0001	\$ 2,920,340	\$ 5,662,721	\$ 8,167,652	\$ 5,021,456	\$ (641,265)	-11.3%
24002	Administrative Services Bureau Fund 0001	445,308	419,303	—	—	(419,303)	-100.0%
24003	Main Jail Complex Fund 0001	8,060,809	5,606,790	5,606,790	6,758,098	1,151,308	20.5%
3436	Elmwood Men's Facility Fund 0001	225,478	519,276	519,276	3,473,513	2,954,237	568.9%
3441	Women's Detention Facility Fund 0001	248,293	181,581	181,581	281,289	99,708	54.9%
3432	Admin Booking Fund 0001	96	—	—	—	—	—



Department Of Correction — Budget Unit 240 Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
3435	Classification Fund 0001	—	—	60,000	40,000	40,000	—
24008	Inmate Program Fund 0001	62,871	67,510	67,510	67,510	—	—
24009	Central Services Fund 0001	62,668	70,000	70,000	40,000	(30,000)	-42.9%
24011	Internal Affairs	5,468	—	—	—	—	—
Total Revenues		\$ 12,031,331	\$ 12,527,181	\$ 14,672,809	\$ 15,681,866	\$ 3,154,685	25.2%

Administration Fund 0001 — Cost Center 3400 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	11.0	\$ 3,795,676	\$ 5,662,721
Board Approved Adjustments During FY 2004	—	827,778	2,504,931
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(612,194)	—
Internal Service Fund Adjustments	—	(573,924)	—
Other Required Adjustments	—	(556,810)	(4,379,447)
Subtotal (Current Level Budget)	11.0	\$ 2,880,526	\$ 3,788,205
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Eliminate reimbursement from DOC to Custody Health due to Expiration of MIOCR Funding	—	(435,800)	—
Fleet service rate change	—	(1,336)	—
Printing Rate/Service Change	—	(33)	—
Decision Packages			
1. Restore Funding for FY 2004 Restoration Plan	—	728,941	—
<p>This action reverses an ongoing budgeted salary reduction associated with the Department's FY 2004 Restoration Plan. There is a similar reversal in Budget Unit 235, Department of Correction Contract. During the FY 2004 Budget Hearings, the Board of Supervisors approved the County Executive's Revised Recommendation which identified a new ongoing revenue. The revenue supported four months of expense for 55.0 FTE. The Board reviewed this plan in October 2003, and again at the Mid-year Budget Review in February 2004, and approved funding the Restoration Plan for the remainder of FY 2004. This FY 2005 recommendation restores funding on an ongoing basis for the remaining eight months a year. The restored funding is fully offset by an increase in prisoner housing revenues.</p>			
2. Adjust Revenue for Mental Health Prisoner Housing	—	—	1,233,251
<p>This action adjusts Mental Health Prisoner Housing revenue, which originates from Alameda, Contra Costa, San Mateo, and Marin Counties. The jail population for this type of inmate has grown over the last year, and the revenue increase reflects this population trend. One component of the revenues is an increase of \$500,000 from San Mateo County. At the time of this publishing, the agreement with San Mateo County was still under negotiation. If there is no agreement reached with San Mateo County by the June Budget Hearings, the Department has agreed to backfill this portion of their reduction plan with the deletion of 4.0 FTE Sheriff Correctional Officer positions that are responsible for the Visiting Desk at the Elmwood Facility.</p>			
3. Delete Program Manager - Public Information Officer	-1.0	(113,232)	—
<p>This action reflects the deletion of 1.0 FTE Program Manager. This position is responsible for Public Information duties within the Department. The duties will be absorbed by a new Sergeant position that will be responsible for Health Injury Prevention and Public Information.</p>			
4. Delete Equal Opportunity Officer	-1.0	(113,232)	—



Administration Fund 0001 — Cost Center 3400

Major Changes to the Budget

	Positions	Appropriations	Revenues
This recommendation deletes 1.0 FTE Equal Opportunity Officer in the Administration Division. The position is responsible for advising management on employment issues that are sensitive in nature, such as civil liberties, and reasonable accommodation. The deletion of this position could result in delays in the investigation process and responses to State and Federal agencies.			
5. Reduce Workers Compensation Expense	—	(283,700)	—
6. Reduce Retirement Expenditures	—	(14,136)	—
Subtotal (Recommended Changes)	-2.0	\$ (232,528)	\$ 1,233,251
Total Recommendation	9.0	\$ 2,578,641	\$ 5,021,456

Administrative Services Bureau Fund 0001 — Cost Center 24002

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	91.0	\$ 5,131,149	\$ 419,303
Board Approved Adjustments During FY 2004	-2.0	1,014,948	(419,303)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	962,364	—
Internal Service Fund Adjustments	—	(22,217)	—
Other Required Adjustments	—	(1,763,539)	—
Subtotal (Current Level Budget)	89.0	\$ 5,322,705	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Remove HIP Funds	—	49,281	—
Del B09 in ESA	—	(61,770)	—
Fleet service rate change	—	2,888	—
ISD Service Cost Adjustment	—	38,889	—
Printing Rate/Service Change	—	(409)	—
Decision Packages			
1. Decrease Cadet Academy Funding on a One-time Basis	—	(995,681)	—
The Department's budget contains ongoing funding for an annual Cadet Academy. As a result of deleting Correctional Officer positions during the budget reductions, the Department does not anticipate a need to operate an academy in FY 2005. This is a one-time reduction of an ongoing expense, since the Department anticipates the need for an academy in FY 2006.			
2. Delete Management Analyst	-1.0	(100,200)	—
This action reflects the deletion of 1.0 FTE Management Analyst in the Personnel Unit. Half of the duties of this position related to Health Injury Prevention (HIP). Since the Risk Management Division of the Employee Services Agency reimburses half of the position cost, the reimbursement will also be reduced by \$49,281. The duties of the position will be absorbed by a new Sergeant position that will be responsible for HIP as well as public information.			
3. Delete Associate Management Analyst	-1.0	(5,093)	—
This recommendation deletes 1.0 FTE Associate Management Analyst position. The position is responsible for contracts and transmittals. The duties will be absorbed by existing staff.			
4. Delete Accountant III in Fiscal Division	-1.0	(94,284)	—
This recommendation deletes 1.0 FTE Accountant III in the Fiscal Division. The position is responsible for budget preparation and period projections. The duties will be absorbed by the existing staff. The deletion of the position could result in delayed financial projections and budget reporting.			
5. Delete Supervising Personnel Service Clerk	-1.0	(89,592)	—



Administrative Services Bureau Fund 0001 — Cost Center 24002

Major Changes to the Budget

	Positions	Appropriations	Revenues
This recommendation deletes 1.0 FTE Supervising Personnel Services Clerk in the Personnel Unit. This is one of four positions supporting personnel functions, and the functions will be absorbed by the unit Manager and the Administrative Services Manager. The deletion of the position could result in a delay in the processing of personnel transactions.			
6. Delete Correctional Training Specialist	-1.0	(102,840)	—
This recommendation deletes 1.0 FTE Correctional Training Specialist position in the Training Unit. Some of the functions of the position will be absorbed by the existing training staff, and the rest will be decentralized to the Main Jail and Elmwood facilities. The deletion of the position could impact the availability of training classes.			
7. Delete Information Services Manager II	-1.0	(143,388)	—
This recommendation deletes 1.0 FTE Information Systems Manager II position in the Information Services Division. The position is responsible for supervision and information services support. The functions will be absorbed by two Information Services Manager I, as well as the Administrative Services Manager. The deletion of the position could impact timely response to customer requests and quality control.			
Subtotal (Recommended Changes)	-6.0	\$ (1,502,199)	\$ —
Total Recommendation	83.0	\$ 3,747,504	\$ —

Main Jail Complex Fund 0001 — Cost Center 24003

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	45.0	\$ 15,611,732	\$ 5,606,790
Board Approved Adjustments During FY 2004	-1.0	(100,277)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	311,960	—
Internal Service Fund Adjustments	—	335,839	—
Other Required Adjustments	—	98,966	220,648
Subtotal (Current Level Budget)	44.0	\$ 16,258,220	\$ 5,827,438
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Adjust reimbursement due to reduction in retirement expenditures	—	(517,594)	—
Adjust reimbursement from DOC to Custody Health for medical services in Main Jail	—	(884,586)	—
Fleet service rate change	—	65	—
Printing Rate/Service Change	—	(3,067)	—
Decision Packages			
1. Increase Federal Prisoner Housing Revenue	—	—	982,660
This action increases Prisoner Housing revenue for Federal inmates. The jail population for this type of inmate has grown over the last year, and the revenue increase reflects this population trend.			
2. Decrease Revenue Related to Southwest Border Prosecution Grant	—	—	(52,000)
This action decreases revenue related to the Southwest Border Prosecution Grant. The Southwest Border Prosecution Initiative (SWBPI) provides funds to eligible jurisdictions in the four southwest border states, using a uniform payment-per-case basis for qualifying federally initiated and declined-referred criminal cases. The actual activity level is lower than projected, and the decrease in revenue reflects this reduction in activity for FY 2005.			
3. Delete Custody Support Position at Main Jail	-1.0	(64,935)	—



Main Jail Complex Fund 0001 — Cost Center 24003

Major Changes to the Budget

	Positions	Appropriations	Revenues
This recommendation deletes 1.0 FTE Custody Support Assistant at the Main Jail. This position is responsible for supervising Public Service Program workers, and performing other custody support functions.			
4. Recognize Savings Related to Copier Leases	—	(11,447)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.			
Subtotal (Recommended Changes)	-1.0	\$ (1,481,564)	\$ 930,660
Total Recommendation	43.0	\$ 14,694,657	\$ 6,758,098

Elmwood Men's Facility Fund 0001 — Cost Center 3436

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	28.0	\$ 9,535,975	\$ 519,276
Board Approved Adjustments During FY 2004	—	(50,217)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	186,776	—
Internal Service Fund Adjustments	—	1,590,383	—
Other Required Adjustments	—	50,217	(295,223)
Subtotal (Current Level Budget)	28.0	\$ 11,313,134	\$ 224,053
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Adjust reimbursement from DOC to Custody Health for medical services provided to Elmwood	—	(79,869)	—
Fleet service rate change	—	(21,336)	—
Printing Rate/Service Change	—	(1,249)	—
Decision Packages			
1. Increase Revenue for State Prisoner Housing	—	—	3,249,460
This action recognizes increased revenue for State Prisoner Housing. The population for this type of inmate is expected to increase on an ongoing basis in FY 2005 due to a new State program run by the State Department of Correction Parole and Community Services Division. This program established a Substance Abuse Treatment Control Unit (SATCU) at the County jail facilities, where local-area parolees remain in drug treatment programs for thirty days. The State reimburses the County for housing these inmates. Part of this revenue is earmarked to offset the Department's FY 2004 Restoration Plan in the amount of \$2,872,307. The remainder of the revenue will be used by the Department toward the FY 2005 reduction plan.			
2. Delete Office Specialist at Elmwood Facility	-1.0	(55,156)	—
This action deletes 1.0 FTE Office Specialist in the Elmwood Administration. The position is responsible for general clerical duties, and the duties will be absorbed by existing staff.			
3. Delete Custody Support Assistant	-1.0	(73,516)	—
This action deletes 1.0 FTE Custody Support Assistant position at the Elmwood facility. The position is responsible for processing inmate mail. The workload will be absorbed by the remaining staff, but the deletion may result in delayed processing of inmate mail.			
4. Move Funding Source from the Inmate Welfare Fund to the General Fund for Various Positions	—	722,059	—
This recommendation moves the funding source from the Inmate Welfare Fund to the General Fund for 5.0 FTE Sheriff Correctional Officers: 4.0 FTE Sheriff Correctional Officers for the Visiting Desk at Elmwood and 1.0 FTE Sheriff Correctional Officer for Window B at the Elmwood facility. Also, 1.0 FTE Sheriff Correctional Officer position for Assignments at Elmwood was deleted in Budget Unit 235 Department of Correction Contract, and this action removes the IWF reimbursement for that position.			
Subtotal (Recommended Changes)	-2.0	\$ 490,933	\$ 3,249,460
Total Recommendation	26.0	\$ 11,744,555	\$ 3,473,513



Women's Detention Facility Fund 0001 — Cost Center 3441

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	10.0	\$ 670,680	\$ 181,581
Board Approved Adjustments During FY 2004	—	(605)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	71,250	—
Internal Service Fund Adjustments	—	22,342	—
Other Required Adjustments	—	605	99,708
Subtotal (Current Level Budget)	10.0	\$ 764,272	\$ 281,289
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	448	—
Printing Rate/Service Change	—	(753)	—
Decision Packages			
1. Delete Supervising Custody Support Assistant	-1.0	(85,500)	—
This action deletes 1.0 FTE Supervising Custody Support Assistant at the Correctional Center for Women. This position is responsible for supervising seven staff people who perform operational and custody support functions. The deletion decreases the Department's ability to provide direct supervision of staff as well as vacation and sick leave relief.			
2. Delete Custody Support Positions at the Correctional Center for Women	-2.0	(138,829)	—
This recommendation deletes 2.0 FTE Custody Support Assistant positions in the Processing Area at the Correctional Center for Women. As part of the Department's reduction plan, this processing function will move to the men's side of the Elmwood facility, and the staffing will be consolidated.			
Subtotal (Recommended Changes)	-3.0	\$ (224,634)	\$ —
Total Recommendation	7.0	\$ 522,377	\$ 281,289

Admin Booking Fund 0001 — Cost Center 3432

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	41.0	\$ 3,037,259	\$ —
Board Approved Adjustments During FY 2004	—	(145)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	249,695	—
Internal Service Fund Adjustments	—	(13,558)	—
Other Required Adjustments	—	145	—
Subtotal (Current Level Budget)	41.0	\$ 3,273,396	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Printing Rate/Service Change	—	(223)	—
Decision Packages			
1. Delete Positions in Administrative Booking	-2.0	(189,849)	—
This recommendation deletes 1.0 FTE Administrative Booking Manager and 1.0 FTE Office Specialist in the Administrative Booking Unit. The deletion of the Administrative Booking Manager position will shift some responsibilities to the 3 supervisors in the unit, as well as elevating decision-making to the Commander level. The deletion of the Office Specialist will impact the processing of court papers and booking records, and the duties will be absorbed by existing staff.			
Subtotal (Recommended Changes)	-2.0	\$ (190,072)	\$ —
Total Recommendation	39.0	\$ 3,028,568	\$ —



Classification Fund 0001 — Cost Center 3435
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	10.0	\$ 784,406	\$ —
Board Approved Adjustments During FY 2004	—	(524)	60,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	60,613	—
Internal Service Fund Adjustments	—	1,893	—
Other Required Adjustments	—	524	—
Subtotal (Current Level Budget)	10.0	\$ 846,912	\$ 60,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	(2,231)	—
Printing Rate/Service Change	—	(373)	—
Decision Packages			
1. Decrease Revenue for Phone Monitoring	—	—	(20,000)
This action decreases revenue for inmate phone monitoring, a fee paid by law enforcement agencies for investigative purposes.			
Subtotal (Recommended Changes)	—	\$ (2,604)	\$ (20,000)
Total Recommendation	10.0	\$ 827,752	\$ 40,000

Inmate Program Fund 0001 — Cost Center 24008
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	28.0	\$ 2,033,592	\$ 67,510
Board Approved Adjustments During FY 2004	-1.5	(183,156)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	188,871	—
Internal Service Fund Adjustments	—	(2,293)	—
Other Required Adjustments	—	1,592	—
Subtotal (Current Level Budget)	25.5	\$ 2,038,606	\$ 67,510
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	(37,145)	—
Decision Packages			
1. Increase Reimbursement from the Inmate Welfare Fund	—	(116,688)	—
This action shifts the funding of an existing Senior Management Analyst position from the General Fund to the Inmate Welfare Fund. The position will share responsibility for the Inmate Welfare Fund, contract administration, and transmittal processing.			
Subtotal (Recommended Changes)	—	\$ (153,833)	\$ —
Total Recommendation	25.5	\$ 1,838,812	\$ 67,510



Central Services Fund 0001 — Cost Center 24009

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	107.0	\$ 11,300,829	\$ 70,000
Board Approved Adjustments During FY 2004	—	504,947	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	570,956	—
Internal Service Fund Adjustments	—	(55,020)	—
Other Required Adjustments	—	(504,947)	(30,000)
Subtotal (Current Level Budget)	107.0	\$ 11,816,765	\$ 40,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	(12,009)	—
Printing Rate/Service Change	—	11,091	—
Decision Packages			
1. Food Services Reductions	-5.0	(439,453)	—
This action deletes 2.0 FTE Food Service Worker, 1.0 FTE Cook II, and 2.0 FTE Supervising Storekeeper in the Food Services Division. Also, there is a reduction of \$40,000 for savings from menu changes, and \$50,000 from a reduction in extended salad bar offering for the staff dining room. The staff dining room will continue to offer tossed salads with dressing, but will reduce extended salad bar offerings.			
2. Reimbursement for Industry Service	—	(155,000)	—
This recommendation adds reimbursement from the General Service Agency for the cost of a Sheriff Correctional Officer (CO). The CO provides security and supervision for the inmates who work in the Auto Body Shop and the Auto Detailing Shop within the Industries Unit at the Elmwood facility. Both shops provide services to county vehicles, as well as vehicles from other agencies. The shops provide training and work experience for the inmates.			
Subtotal (Recommended Changes)	-5.0	\$ (595,371)	\$ —
Total Recommendation	102.0	\$ 11,094,527	\$ 40,000

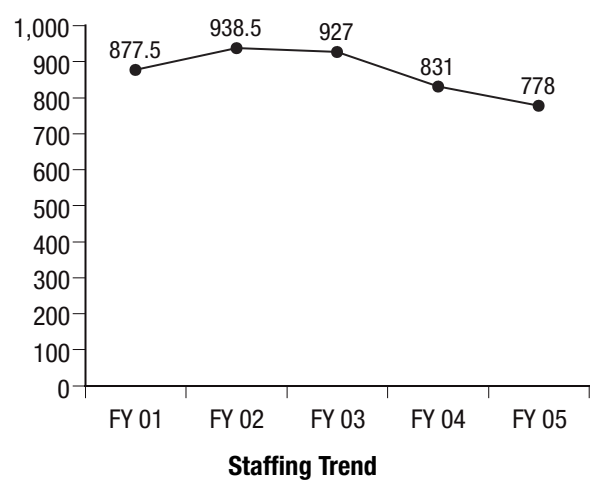
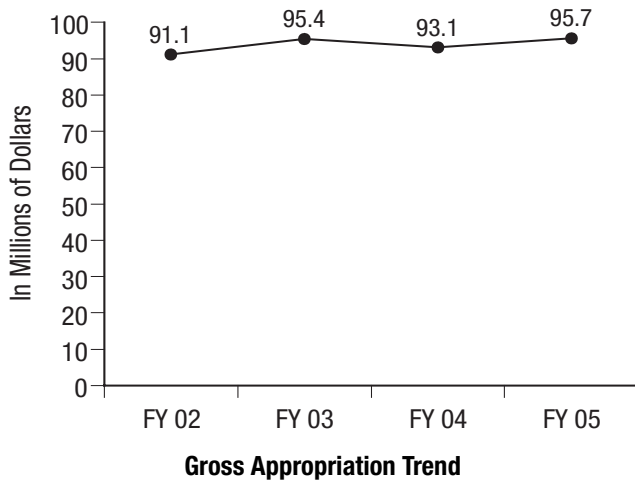
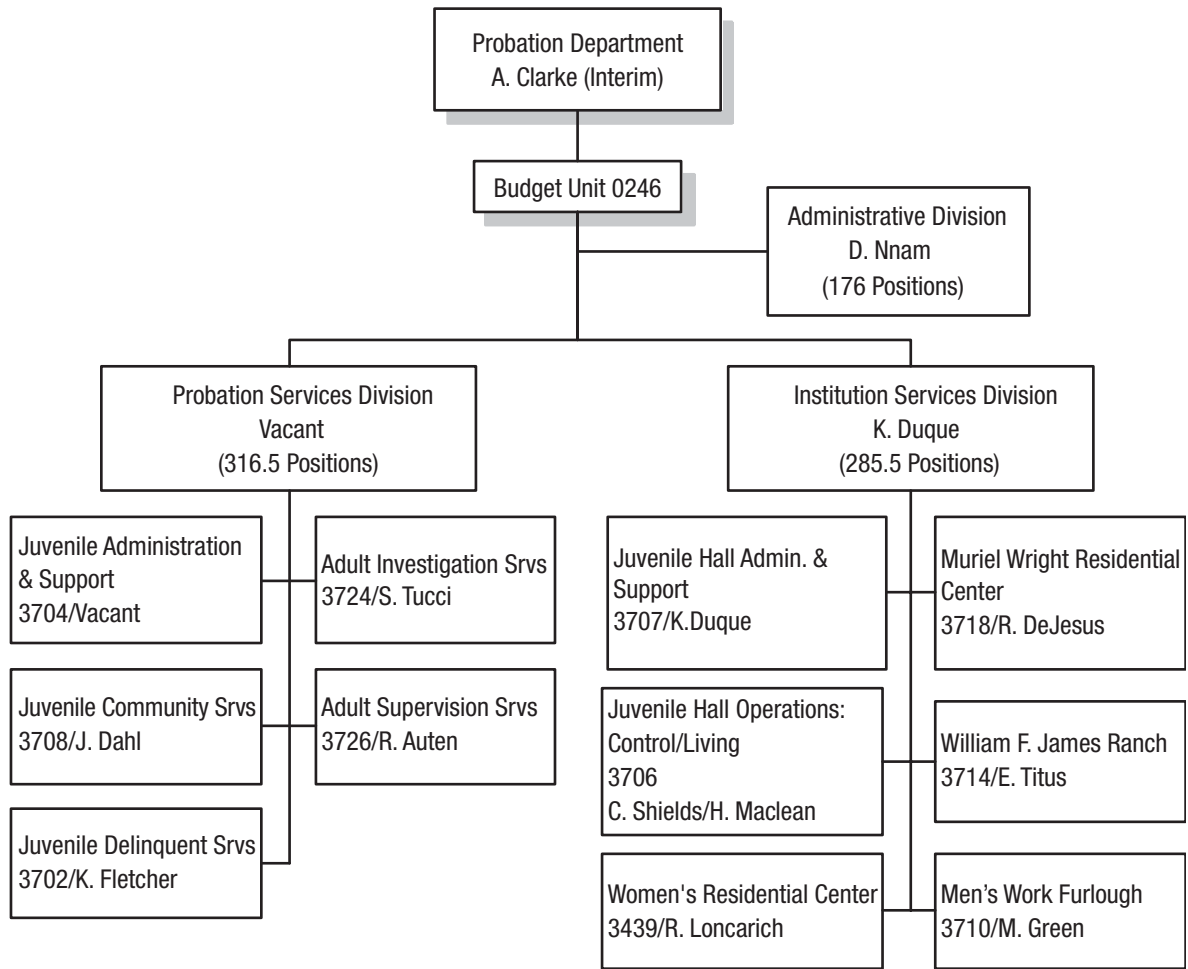
Internal Affairs — Cost Center 24011

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	3.0	\$ 409,824	\$ —
Board Approved Adjustments During FY 2004	—	75,582	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	11,654	—
Internal Service Fund Adjustments	—	(5,976)	—
Other Required Adjustments	—	(75,582)	—
Subtotal (Current Level Budget)	3.0	\$ 415,502	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	3,445	—
Printing Rate/Service Change	—	(17)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 3,428	\$ —
Total Recommendation	3.0	\$ 410,128	\$ —



Probation Department



In the FY 2005 document, gross appropriations replace net appropriations.



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's 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 Actual	FY 2004 Projected
Context Measures					
1. Unemployment Rate for Adults	2.0%	4.5%	7.7%	8.3%	NA
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.					
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.					

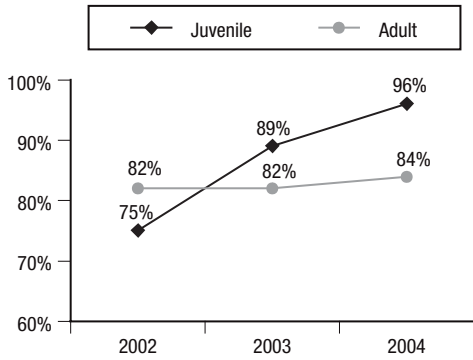
Performance-based Budget Information

Service Area: Public Safety and Justice	Organization: Probation Department				
	FY 2000 Actual	FY 2001 Actual	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected
Workload Measures					
1. Number of New Probation Supervision Cases (Avg./Month) (Adult)	817	722	693	625	585
2. Number of New Probation Supervision Cases (Avg./Month) (Juvenile)	184	179	176	174	185
3. Number of Active Probation Supervision Cases (Avg./Month) (Adult)	10,214	10,178	9,211	8,842	9,203
4. Number of Active Probation Supervision Cases (Avg./Month) (Juvenile)	3,375	3,169	2,789	2,408	2,310
Outcome Measures					
1a. Rate of Successful Completion of Probation (Adult)			82%	83%	84%
1b. Rate of Successful Completion of Probation (Juvenile)			75%	89%	96%
<p>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.</p> <p>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.</p>					
2a. Rate of Payment of Restitution to Victims (Adult)			65%	54%	67%
2b. Rate of Payment of Restitution to Victims (Juvenile)			75%	77%	79%
<p>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.</p>					
3a. Rate of Completion of Community Service Work (Adult)			51%	58%	60%
3b. Rate of Completion of Community Service Work (Juvenile)			91%	87%	93%
<p>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.</p>					
4a. Rate of Successful Enrollment in School, Training, or Employment (Adult)			58%	44%	60%
4b. Rate of Successful Enrollment in School, Training, or Employment (Juvenile)			89%	96%	87%
<p>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.</p>					
5. Recidivism - Rate of Clients with New Convictions (Adult)			36%	41%	35%
6. Rate of Clients with New Sustained Petitions (Juvenile)			33%	38%	35%
<p>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.</p>					

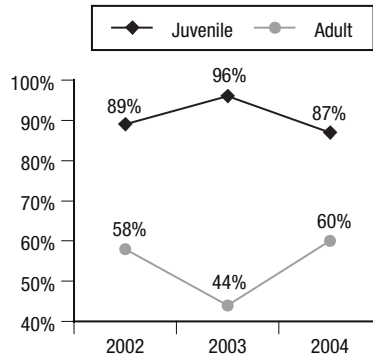


Desired Results

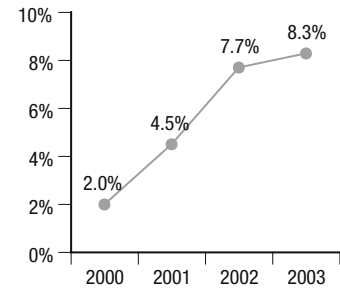
Successful Completion of Probation, which the department promotes by providing appropriate assessment and level of supervision, monitoring offender compliance with court orders, providing appropriate restitution and community service, and supporting educational and vocational success.



Percent Successful Completion of Probation (Adult & Juvenile)

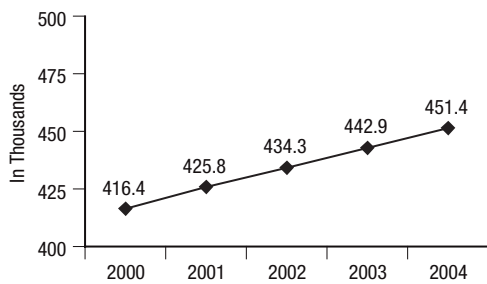


Percent in Education/Training or Employed at Exit (Adult & Juvenile)

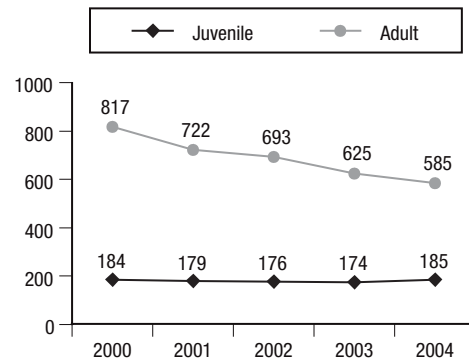


County Adult Unemployment Rate

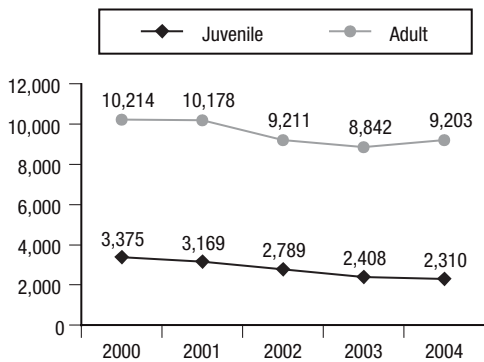
Successful Completion of Probation (continued)



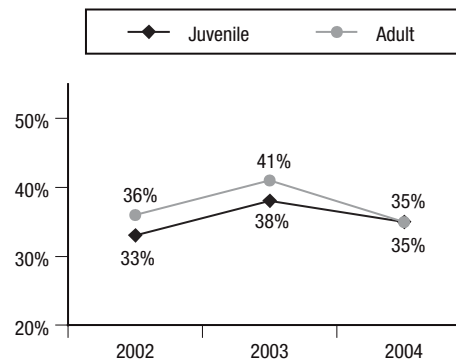
County Total Juvenile Population



New Supervision Cases (Avg/Month)



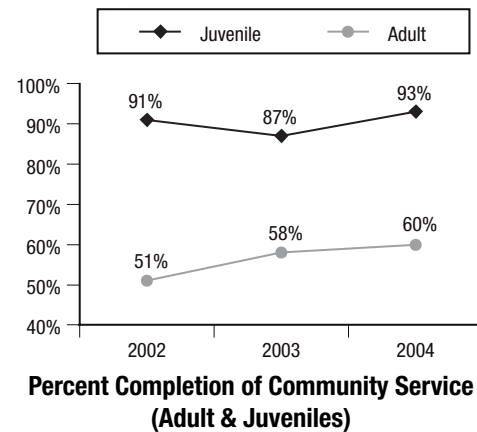
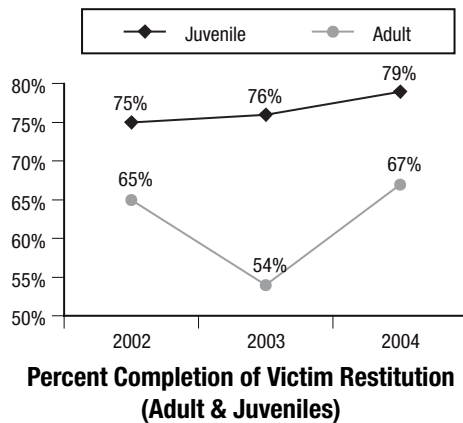
Formal Supervision Caseload



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.



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: Restorative justice units coordinate community resources and provide early intervention, prevention and diversion services County-wide.
- 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.
- 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 a 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: two 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 the 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 presented a plan to achieve its FY 2005 budget reduction plan amount of \$7,456,500. Subsequent discussions have resulted in this recommendation differing from that original proposal in the following areas:

- ❑ The Men's Work Furlough program will not be eliminated. The program will be funded with one-time resources in FY 2005 while assess-

ment and planning for the transition of the program to the Department of Correction are undertaken.

- ❑ The Women's Residential Center will not be eliminated. The program will be funded with ongoing resources with the intent that it would remain within the Probation Department.

Described below are the changes recommended in the department's budget for FY 2005.



Increase Revenues

Recommendation: Increase revenue by \$66,852.

Background: The Juvenile Hall and Rehabilitation Fees will be increased, allowing for the recognition of increased revenue for Law Enforcement Services.

Impact on Services: These additional resources allow the department to defer additional reductions in personnel or client services.

Total Ongoing Revenue Increase: \$66,852

Reduce Services and Supplies Budget

Recommendation: Reduce services and supplies appropriation by \$234,334.

Background: Previous budget reductions have eliminated most areas where significant cuts can be made without client service impacts. This reduction is in professional and specialized services, which are contracts with outside vendors, providing administrative support to the department. There are additional significant reductions in services and supplies associated directly with the programmatic reductions described in subsequent entries below.

Impact on Services: These reductions primarily impact the internal operation of the department, not direct client services. There will be minimal impact on Community Based Organizations as a result of this action. The recommended reduction in personnel will allow for a lower level of expenditure for services and supplies.

Total Ongoing Reduction: (\$234,334)

Consolidate Juvenile Rehabilitation Programs

Recommendation: Delete 18 positions for a savings of \$1,968,356 and reduce Services and Supplies appropriations by \$461,816.

Background: One of the three Juvenile Rehabilitation Program facilities, known as Holden Ranch, will be closed, and its services folded into the operations of the

two remaining facilities. Current and forecasted populations for the programs will be accommodated at the two remaining facilities. In the unlikely event that significant population increases are necessitated, the County could re-open Holden Ranch, albeit with the need for additional resources. A summary of positions identified for deletion is as follows:

FTE	Code	Class Description	Filled/Vacant
1.0	G81	Storekeeper	Filled
2.0	H59	Cook II/I	Filled
1.0	H60	Cook I	Vacant
1.0	H66	Food Svc Worker II	Filled
1.0	M47	Gen Maint Mech II	Filled
3.0	X20	Supervising Probation Counselor	Filled
8.0	X22	Probation Counselor I/II	Filled
1.0	X54	Probation Assistant II	Filled
			1.0 Vacant
18.0		Total Deletions	17.0 Filled

Impact on Services: Current and forecasted client service levels will be maintained at the two remaining facilities.

Total Ongoing Reduction: (\$2,430,172)

Reduce Probation Supervision Staffing

Recommendation: Delete 3 positions for a savings of \$241,644.

Background: These positions provide support to the Deputy Probation Officers who supervise adults placed on probation by the Superior Court. Previous budget reductions have heavily impacted the adult supervision staffing, and therefore this reduction is lesser in scope. A summary of positions identified for deletion is as follows:

FTE	Code	Class Description	Filled/Vacant
1.0	D34	Supervising Clerk	Filled
1.0	F38	Justice System Clerk II/I	Vacant
1.0	D94	Supervising Account Clrk II	Vacant
			2.0 Vacant
3.0		Total Deletions	1.0 Filled

Impact on Services: Client service will not be directly impacted; however, administrative support to those providing supervision to probationers is impacted. This

lessens effectiveness by requiring that additional administrative work be done by Deputy Probation Officers.

Total Ongoing Reduction: (\$241,644)

Reduce Juvenile Intervention Services

Recommendation: Delete 8 positions for a savings of \$898,440.

Background: Juvenile intervention services provide youths with diversion programs at the point of their first entry into the justice system with the intent of preventing future, more serious, criminal activity. These programs are effective, yet not mandated by law or statute. Accordingly, such non-mandated programs are most heavily impacted by the County's need for significant budget reductions. A summary of positions identified for deletion is as follows:

FTE	Code	Class Description	Filled/Vacant
1.0	E05	Probation Community Coordinator	Filled
1.0	E19	Probation Community Worker	Filled
1.0	X48	Supervising Probation Officer	Vacant
5.0	X50	Deputy Probation Officer	Filled
			1.0 Vacant
8.0		Total Deletions	7.0 Filled

Impact on Services: Support to the Restorative Justice Program will be diminished. The program will be reduced from 17 to 9 positions working in support of the Neighborhood Accountability Boards (NABs). These NABs are comprised of community members working with youthful offenders to provide restitution to the victims and community, and mentorship for the juvenile. The work of the NABs will continue with lessened administrative support from the Probation Department.

Total Ongoing Reduction: (\$898,440)

JABG Grant Reduction

Recommendation: Delete 1 position for a savings of \$79,190, reduce Services and Supplies appropriations by \$76,053, and reduce revenue by \$155,243.

Background: The Juvenile Accountability Block Grant (JABG) is a federal grant providing funds to local governments to promote greater accountability of juvenile offenders in the justice system. The program is developed and monitored by the Juvenile Justice Coordinating Council (JJCC). Seven cities contribute their JABG allocation to the County, which is combined with our allocation to fund the program. The Chief Probation Officer received delegated authority from the Board of Supervisors on April 20, 2004 to execute a grant agreement for the FY 2005 allocation. Federal funding is anticipated to decline in the coming fiscal year, thereby necessitating this commensurate reduction in expenditures. The position identified for deletion is as follows:

FTE	Code	Class Description	Filled/Vacant
1.0	E05	Probation Community Coordinator	Filled
1.0		Total Deletions	1.0 Filled

Impact on Services: This reduction will negatively impact primarily the Restorative Justice Program, where General Fund Support is also reduced. The JJCC, however, decided that this was the least impactful reduction on direct client services.

Total Ongoing Reduction: \$0

Decrease in both Revenue and Expenditure of \$155,243

JJCPA Grant Reduction

Recommendation: Delete 6 positions for a savings of \$507,513, reduce Services and Supplies appropriations by \$297,945, and reduce revenue by \$805,458.

Background: The Juvenile Justice Crime Prevention Action (JJCPA) is a state grant providing funds to local governments in support of collaborative juvenile justice programs. The program will receive a 16% funding cut in FY 2005, which necessitates these reductions in program expenditures. The Chief Probation Officer received delegated authority from the Board of Supervisors on April 20, 2004 to execute a grant agreement for the FY 2005 allocation. A summary of positions identified for deletion is as follows:

FTE	Code	Class Description	Filled/Vacant
5.0	E05	Probation Community Coordinator	Filled
1.0	X27	Sr. Group Counselor	Filled
6.0		Total Deletions	6.0 Filled



Impact on Services: Reductions will be incurred for several of the Comprehensive Multi-agency Juvenile Justice Plan programs. The Restorative Justice program will be re-evaluated and efforts to more efficiently serve the community and minors participating in the program developed.

Total Ongoing Reduction: \$0
Decrease in both Revenue & Expenditure of \$805,458

Eliminate Support to Juvenile Traffic Court

Recommendation: Delete 8 positions for a savings of \$602,268.

Background: The Juvenile Traffic Court utilizes Probation staff support. The responsibility for this program, both fiscally and operationally, rests with the Superior Court. The County has provided staff support historically when fiscal conditions allowed. Current financial constraints preclude continued financial support for this non-mandated program. A summary of positions identified for deletion is as follows:

FTE	Code	Class Description	Filled/Vacant
1.0	F37	Justice System Clerk (Unfunded)	Filled
5.0	F37	Justice System Clerk II	Filled
1.0	F40	Supervising Deputy Court Clerk II	Filled
1.0	X48	Supervising Probation Officer	Filled
8.0		Total Deletions	8.0 Filled

The position identified as "Unfunded" is one preserved in the FY 2004 budget with one-time resources derived from the Local 715 layoff deferral agreement. As no ongoing funding exists, as well as for programmatic reasons, this position is recommended for deletion in FY 2005.

Impact on Services: Staff support for the Juvenile Traffic Court will have to be provided by the Superior Court or the operation of a separate court terminated. Support to the informal adjudication of truancy cases will also be eliminated as it is performed in concert with this Court support activity.

Total Ongoing Reduction: (\$602,268)

Increase Juvenile Hall Shift Relief Staffing

Recommendation: Add 8 positions for a cost of \$632,764.

Background: The Probation Department currently uses extra-help and overtime to provide shift relief coverage in Juvenile Hall. In order to provide this coverage with coded employees, an augmentation of 24 positions would be required. As fiscal conditions do not allow for this to be accomplished fully in FY 2005, a three-year phase-in is recommended. One third of the positions will be added each year with one third of the associated appropriation for extra-help and overtime reduced. A summary of positions to be added is as follows:

FTE	Code	Class Description	Filled/Vacant
8.0	X27	Senior Group Counselor	new
8.0		Total Additions	8.0 new

Impact on Services: Over the course of 3 Fiscal Years, the use of extra-help and overtime to accommodate shift relief will be eliminated. This will provide a more consistent workforce and increased levels of staff training and professionalism. These newly created positions will also be available for County employees displaced by other reductions, thereby reducing the total number of layoffs.

Total Ongoing Augmentation: \$632,748

\$848,576 increase in Salary & Benefits,
\$215,828 decrease in Extra-Help & Overtime
(Similar Augmentations in FY 2006 and FY 2007 are intended by this action).

SACPA (Proposition 36) Grant Reduction

Recommendation: Reduce revenue by \$158,000.

Background: State revenue support for the Substance Abuse & Crime Prevention Act (SACPA), referred to also as Proposition 36, will be reduced in FY 2005. This reduction would normally require an offsetting expenditure reduction to prevent the General Fund from assuming the fiscal responsibilities for a state program. Such a reduction would likely require the elimination of 1.5 positions. These positions are being saved, however, by the use of one-time bridge financing from a future lease termination. The lease on the assessment center will be terminated in FY 2006 and the function consolidated with other County activities. Therefore only one year of County General Fund support is required to keep the program intact.

Impact on Services: The current level of service will be maintained.

Total Ongoing Revenue Reduction: \$158,000

One-Time Approp. of \$158,000 used to fund 1.5 FTE Probation SACPA positions
The aforementioned lease of \$473,433 is being budgeted with one-time funds
in FY 2005.

**Probation Department — Budget Unit 246
Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
24615	Administrative Division Fund 0001	\$ 22,180,712	\$ 24,566,846	\$ 24,113,003	\$ 19,256,769	\$ (5,310,077)	-21.6%
3705	Juvenile Hall Spt Fund 0318	703	—	—	—	—	—
24616	Probation Svcs Div Fund 0001	41,016,952	38,861,224	38,118,597	43,464,251	4,603,027	11.8%
24617	Institution Services Division	31,430,109	29,111,455	28,922,833	32,383,457	3,272,002	11.2%
Total Net Expenditures		\$ 94,628,476	\$ 92,539,525	\$ 91,154,433	\$ 95,104,477	\$ 2,564,952	2.8%

**Probation Department — Budget Unit 246
Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
24615	Administrative Division Fund 0001	\$ 22,366,282	\$ 24,742,536	\$ 24,309,693	\$ 19,432,459	\$ (5,310,077)	-21.5%
3705	Juvenile Hall Spt Fund 0318	703	—	—	—	—	—
24616	Probation Svcs Div Fund 0001	41,397,561	39,278,090	38,535,932	43,881,586	4,603,496	11.7%
24617	Institution Services Division	31,430,109	29,111,455	28,922,833	32,383,457	3,272,002	11.2%
Total Gross Expenditures		\$ 95,194,655	\$ 93,132,081	\$ 91,768,458	\$ 95,697,502	\$ 2,565,421	2.8%

**Probation Department — Budget Unit 246
Expenditures by Object**

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 72,997,822	\$ 70,416,690	\$ 68,900,099	\$ 75,132,743	\$ 4,716,053	6.7%
Services And Supplies	22,095,208	22,635,391	22,788,359	20,564,759	(2,070,632)	-9.1%
Fixed Assets	1,625	80,000	80,000	—	(80,000)	-100.0%
Operating/Equity Transfers	100,000	—	—	—	—	—
Subtotal Expenditures	95,194,655	93,132,081	91,768,458	95,697,502	2,565,421	2.8%
Expenditure Transfers	(566,179)	(592,556)	(614,025)	(593,025)	(469)	0.1%
Total Net Expenditures	94,628,476	92,539,525	91,154,433	95,104,477	2,564,952	2.8%



Probation Department — Budget Unit 246

Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
24615	Administrative Division Fund 0001	\$ 32,464,901	\$ 31,971,137	\$ 32,166,137	\$ 29,893,238	\$ (2,077,899)	-6.5%
24616	Probation Svcs Div Fund 0001	4,577,053	4,653,493	4,300,051	5,762,077	1,108,584	23.8%
24617	Institution Services Division	1,125,241	1,120,000	1,120,000	1,120,000	—	—
Total Revenues		\$ 38,167,195	\$ 37,744,630	\$ 37,586,188	\$ 36,775,315	\$ (969,315)	-2.6%

Administrative Division Fund 0001 — Cost Center 24615

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	194.0	\$ 24,566,846	\$ 31,971,137
Board Approved Adjustments During FY 2004	-4.0	(453,843)	195,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-3.0	1,338,816	—
Internal Service Fund Adjustments	—	(787,743)	—
Other Required Adjustments	—	(1,110,207)	(1,379,050)
Subtotal (Current Level Budget)	187.0	\$ 23,553,869	\$ 30,787,087
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Adjust reimbursement from Probation to Custody Health for reduction in Transportation Expenses	—	(24)	—
FY05 JABG Grant Reduction	—	56,382	—
Fleet service rate change	—	(910)	—
ISD Service Cost Adjustment	—	16,612	—
Printing Rate/Service Change	—	(19,861)	—
Decision Packages			
1. Reduce Supervision Staff	-1.0	(66,180)	—
This position provides support to the Deputy Probation Officers who supervise adults placed on Probation by the Superior Court. A summary is as follows:			
◆ 1.0 F38 Justice System Clerk II/I			
2. Eliminate Juvenile Traffic Court	-1.0	—	—
The Juvenile Traffic Court utilizes Probation staff support. The responsibility for this program, both fiscally and operationally, rests with the Superior Court. The County has provided staff support historically when fiscal conditions allowed. Current financial constraints preclude continued financial support for this non-mandated program. A position identified for deletion is as follows:			
◆ 1.0 F37 Justice System Clerk (Unfunded)			
3. Recognize Savings Related to Copier Leases	—	(5,405)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.			
4. Reduce Workers' Compensation Expense	—	(916,457)	—
5. Reduce Retirement Expenditure	—	(2,437,600)	—
6. Increase Revenue - Law Enforcement Services	—	—	66,852
The Juvenile Hall and Rehabilitation Fee will be increased, allowing for the recognition of increased revenue for Law Enforcement Services.			
7. Reduce Administrative Services and Supplies	—	(234,334)	—



Administrative Division Fund 0001 — Cost Center 24615

Major Changes to the Budget

	Positions	Appropriations	Revenues
This reduction is in professional and specialized services which are contracts with outside vendors that provide administrative support to the department.			
8. Consolidate Juvenile Rehabilitation Programs	-1.0	(64,080)	—
One of the three Juvenile Rehabilitation Program facilities, know as Holden Ranch, will be closed, and its services folded into the operations of the two remaining facilities. A summary of positions identified for deletion is as follows:			
◆ 1.0 G81 Storekeeper			
9. Reduce Supervision Staff	-1.0	(85,128)	—
This position provides support to the Deputy Probation Officers who supervise adults placed on Probation by the Superior Court. A summary is as follows:			
◆ 1.0 D34 Supervising Clerk			
10. Reduce Supervision Staff	-1.0	(90,336)	—
This position provides support to the Deputy Probation Officers who supervise adults placed on Probation by the Superior Court. A summary is as follows:			
◆ 1.0 D94 Supervising Account Clrk II			
11. Grant Reduction - JABG	—	(76,053)	(155,243)
The Juvenile Accountability Block Grant (JABG) is a federal grant providing funds to local governments to promote greater accountability of juvenile offenders in the justice system. Federal funding is anticipated to decline in the coming fiscal year, thereby necessitating a commensurate reduction in expenditures.			
12. Grant Reduction - JJCPA	—	92,726	(805,458)
The Juvenile Justice Crime Prevention Action (JJCPA) is a state grant providing funds to local governments in support of collaborative juvenile justice programs. The program will receive a 16% funding cut in FY 2005, which necessitates these reductions in program expenditures.			
13. Eliminate Juvenile Traffic Court	-6.0	(466,452)	—
The Juvenile Traffic Court utilizes Probation staff support. The responsibility for this program, both fiscally and operationally, rests with the Superior Court. The County has provided staff support historically when fiscal conditions allowed. Current financial constraints preclude continued financial support for this non-mandated program. A summary of positions identified for deletion is as follows:			
◆ 5.0 F37 Justice System Clerk II			
◆ 1.0 F40 Supervising Deputy Court Clerk II			
Subtotal (Recommended Changes)	-11.0	\$ (4,297,100)	\$ (893,849)
Total Recommendation	176.0	\$ 19,256,769	\$ 29,893,238

Probation Svcs Div Fund 0001 — Cost Center 24616

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	345.5	\$ 38,861,224	\$ 4,653,493
Board Approved Adjustments During FY 2004	-9.0	(742,627)	(353,442)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-5.0	6,562,455	—
Internal Service Fund Adjustments	—	672,108	—
Other Required Adjustments	—	(45,402)	1,620,026
Subtotal (Current Level Budget)	331.5	\$ 45,307,758	\$ 5,920,077
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Eliminate ongoing funds for lease of 225 W. Julian, Ste. 100 for SACPA	—	(473,433)	—



Probation Svcs Div Fund 0001 — Cost Center 24616

Major Changes to the Budget

	Positions	Appropriations	Revenues
FY05 JJCPA Grant Reduction	—	145,189	—
Fleet service rate change	—	(40,661)	—
One time funds needed for lease at 255 W. Julian, Ste. 100 for SACPA	—	473,433	—
	—	(64)	—
Decision Packages			
1. Grant Reduction - JJCPA	—	(222,505)	—
The Juvenile Justice Crime Prevention Action (JJCPA) is a state grant providing funds to local governments in support of collaborative juvenile justice programs. The program will receive a 16% funding cut in FY 2005, which necessitates these reductions in program expenditures.			
2. Reduce Intervention Services	-4.0	(498,840)	—
Juvenile intervention services provide youths with diversion programs at the point of their first entry into the justice system with the intent of preventing future, more serious, criminal activity. These programs are effective, yet not mandated by law or statute. Accordingly, such non-mandated programs are most heavily impacted by the County's need for significant budget reductions. A summary of positions identified for deletion is as follows:			
◆ 1.0 X48 Supervising Probation Officer			
◆ 3.0 X50 Deputy Probation Officer			
3. Reduce Intervention Services	-1.0	(121,008)	—
Juvenile intervention services provide youths with diversion programs at the point of their first entry into the justice system with the intent of preventing future, more serious, criminal activity. These programs are effective, yet not mandated by law or statute. Accordingly, such non-mandated programs are most heavily impacted by the County's need for significant budget reductions. A summary of position identified for deletion is as follows:			
◆ 1.0 X50 Deputy Probation Officer			
4. Reduce Intervention Services	-1.0	(121,008)	—
Juvenile intervention services provide youths with diversion programs at the point of their first entry into the justice system with the intent of preventing future, more serious, criminal activity. These programs are effective, yet not mandated by law or statute. Accordingly, such non-mandated programs are most heavily impacted by the County's need for significant budget reductions. A summary of position identified for deletion is as follows:			
◆ 1.0 X50 Deputy Probation Officer			
5. Reduce Intervention Services	-1.0	(75,096)	—
Juvenile intervention services provide youths with diversion programs at the point of their first entry into the justice system with the intent of preventing future, more serious, criminal activity. These programs are effective, yet not mandated by law or statute. Accordingly, such non-mandated programs are most heavily impacted by the County's need for significant budget reductions. A summary of position identified for deletion is as follows:			
◆ 1.0 E19 Probation Community Worker			
6. Reduce Intervention Services	-1.0	(82,488)	—
Juvenile intervention services provide youths with diversion programs at the point of their first entry into the justice system with the intent of preventing future, more serious, criminal activity. These programs are effective, yet not mandated by law or statute. Accordingly, such non-mandated programs are most heavily impacted by the County's need for significant budget reductions. A summary of position identified for deletion is as follows:			
◆ 1.0 E05 Probation Community Coordinator			
7. Grant Reduction - JABG	-1.0	(79,188)	—
The Juvenile Accountability Block Grant (JABG) is a federal grant providing funds to local governments to promote greater accountability of juvenile offenders in the justice system. Federal funding is anticipated to decline in the coming fiscal year, thereby necessitating a commensurate reduction in expenditures. The position identified for deletion is as follows:			
◆ 1.0 E05 Probation Community Coordinator			
8. Grant Reduction - JJCPA	-3.0	(240,996)	—



Probation Svcs Div Fund 0001 — Cost Center 24616

Major Changes to the Budget

	Positions	Appropriations	Revenues
<p>The Juvenile Justice Crime Prevention Action (JJCPA) is a state grant providing funds to local governments in support of collaborative juvenile justice programs. The program will receive a 16% funding cut in FY 2005, which necessitates these reductions in program expenditures. Positions identified for deletion are as follows:</p> <ul style="list-style-type: none"> ◆ 3.0 E05 Probation Community Coordinator 			
9. Grant Reduction - JJCPA	-2.0	(164,976)	—
<p>The Juvenile Justice Crime Prevention Action (JJCPA) is a state grant providing funds to local governments in support of collaborative juvenile justice programs. The program will receive a 16% funding cut in FY 2005, which necessitates these reductions in program expenditures. Positions identified for deletion are as follows:</p> <ul style="list-style-type: none"> ◆ 2.0 E05 Probation Community Coordinator 			
10. Grant Reduction - JJCPA	—	(75,911)	—
<p>The Juvenile Justice Crime Prevention Action (JJCPA) is a state grant providing funds to local governments in support of collaborative juvenile justice programs. The program will receive a 16% funding cut in FY 2005, which necessitates these reductions in program expenditures.</p>			
11. Grant Reduction - JJCPA	—	(130,139)	—
<p>The Juvenile Justice Crime Prevention Action (JJCPA) is a state grant providing funds to local governments in support of collaborative juvenile justice programs. The program will receive a 16% funding cut in FY 2005, which necessitates these reductions in program expenditures.</p>			
12. Eliminate Juvenile Traffic Court	-1.0	(135,816)	—
<p>The Juvenile Traffic Court utilizes Probation staff support. The responsibility for this program, both fiscally and operationally, rests with the Superior Court. The County has provided staff support historically when fiscal conditions allowed. Current financial constraints preclude continued financial support for this non-mandated program. A position identified for deletion is as follows:</p> <ul style="list-style-type: none"> ◆ 1.0 X48 Supervising Probation Officer 			
13. SACPA (Prop 36) Revenue Reduction	—	—	(158,000)
<p>State revenue support for the Substance Abuse & Crime Prevention Act (SACPA), referred to also as Proposition 36, will be reduced in FY 2005. This reduction would normally require an offsetting expenditure reduction to prevent the General Fund from assuming the fiscal responsibilities for a state program. Such a reduction would likely require the elimination of 1.5 positions. These positions are being saved, however, by the use of one-time bridge financing from a future lease termination. The lease on the assessment center will be terminated in FY 2006 and the function consolidated with other County activities. Therefore only one year of County General Fund support is required to keep the program intact.</p>			
Subtotal (Recommended Changes)	-15.0	\$ (1,843,507)	\$ (158,000)
Total Recommendation	316.5	\$ 43,464,251	\$ 5,762,077

Institution Services Division — Cost Center 24617

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	291.5	\$ 29,025,955	\$ 1,010,000
Board Approved Adjustments During FY 2004	-4.0	(187,622)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	8.0	5,350,079	—
Internal Service Fund Adjustments	—	88,569	—
Other Required Adjustments	—	(112,386)	—
Subtotal (Current Level Budget)	295.5	\$ 34,164,595	\$ 1,010,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
FY05 JJCPA Grant Reduction	—	(37,884)	—
Fleet service rate change	—	(15,111)	—



Institution Services Division — Cost Center 24617

Major Changes to the Budget

	Positions	Appropriations	Revenues
Printing Rate/Service Change	—	(4,154)	—
Decision Packages			
1. Consolidate Juvenile Rehabilitation Programs	-15.0	(2,183,224)	—
One of the three Juvenile Rehabilitation Program facilities, know as Holden Ranch, will be closed, and its services folded into the operations of the two remaining facilities. A summary of positions identified for deletion is as follows:			
◆ 1.0 H60 Cook I			
◆ 1.0 H59 Cook II			
◆ 1.0 H66 Food Svc Worker II			
◆ 1.0 M47 Gen Maint Mech II			
◆ 2.0 X20 Supervising Probation Counselor			
◆ 8.0 X22 Probation Counselor I/II			
◆ 1.0 X54 Probation Assistant II			
2. Consolidate Juvenile Rehabilitation Programs	-1.0	(62,400)	—
One of the three Juvenile Rehabilitation Program facilities, know as Holden Ranch, will be closed, and its services folded into the operations of the two remaining facilities. A summary of positions identified for deletion is as follows:			
◆ 1.0 H60 Cook I			
3. Grant Reduction - JJCPA	-1.0	(63,645)	—
The Juvenile Justice Crime Prevention Action (JJCPA) is a state grant providing funds to local governments in support of collaborative juvenile justice programs. The program will receive a 16% funding cut in FY 2005, which necessitates these reductions in program expenditures. A position identified for deletion is as follows:			
◆ 1.0 X27 Sr. Group Counselor			
4. Improve Juvenile Hall Shift Relief Factor	8.0	632,748	—
The Probation Department currently uses extra-help and overtime to provide shift relief coverage in Juvenile Hall. In order to provide this coverage with coded employees, an augmentation of 24 positions would be required. As fiscal conditions do not allow for this to be accomplished fully in FY 2005, a three-year phase-in is recommended. One third of the positions will be added each year with one third of the associated appropriation for extra-help and overtime reduced. A summary of positions to be added is as follows:			
◆ 8.0 X27 Senior Group Counselor			
5. Consolidate Juvenile Rehab Programs	-1.0	(120,468)	—
One of the three Juvenile Rehabilitation Program facilities, know as Holden Ranch, will be closed, and its services folded into the operations of the two remaining facilities. A position identified for deletion is as follows:			
◆ 1.0 X20 Supervising Probation Counselor			
Subtotal (Recommended Changes)	-10.0	\$ (1,854,138)	\$ —
Total Recommendation	285.5	\$ 32,310,457	\$ 1,010,000
Juvenile Welfare Trust (Fund Number 0318)			
FY 2004 Approved Budget	—	\$ 35,000	\$ 35,000
Board Approved Adjustments During FY 2004	—	(1,000)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	1,000	—
Subtotal (Current Level Budget)	—	\$ 35,000	\$ 35,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —

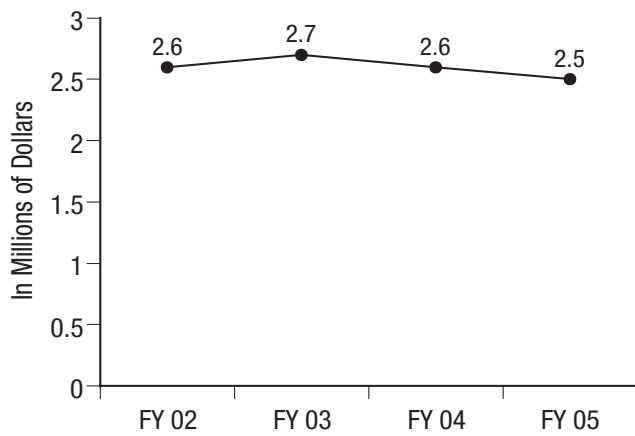
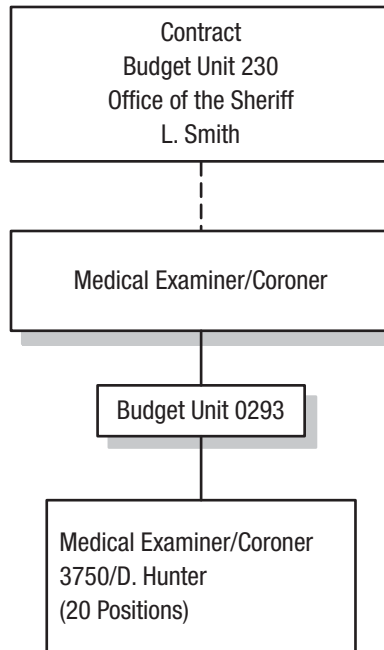


Institution Services Division — Cost Center 24617
Major Changes to the Budget

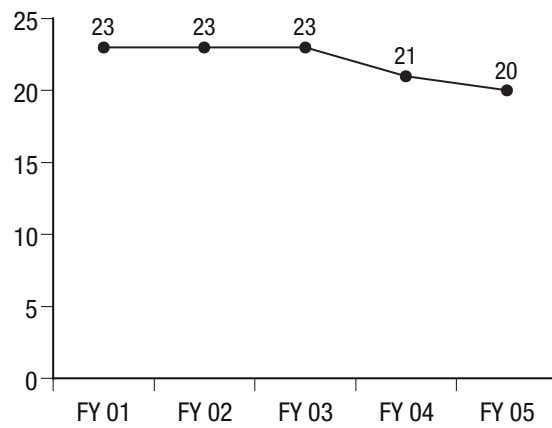
	Positions	Appropriations	Revenues
Total Recommendation	—	\$ 35,000	\$ 35,000
Work Furlough Inmate Fund (Fund Number 0319)			
FY 2004 Approved Budget	—	\$ 50,500	\$ 75,000
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(12,500)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 38,000	\$ 75,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 38,000	\$ 75,000



Medical Examiner-Coroner



Gross Appropriation Trend



Staffing Trend

In the FY 2005 document, gross appropriations replace net appropriations.



Public Purpose

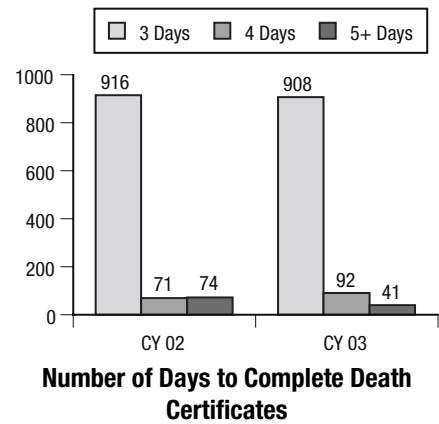
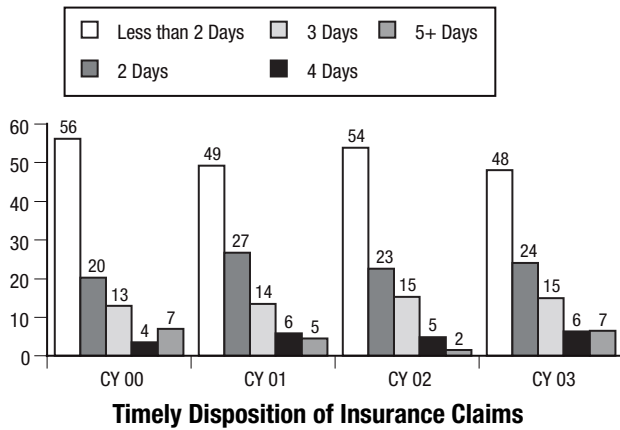
- Preservation of a Dignified Community
- Preservation of a Safe Community
- Preservation of a Healthy Community



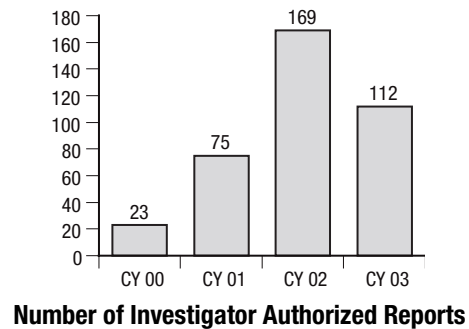
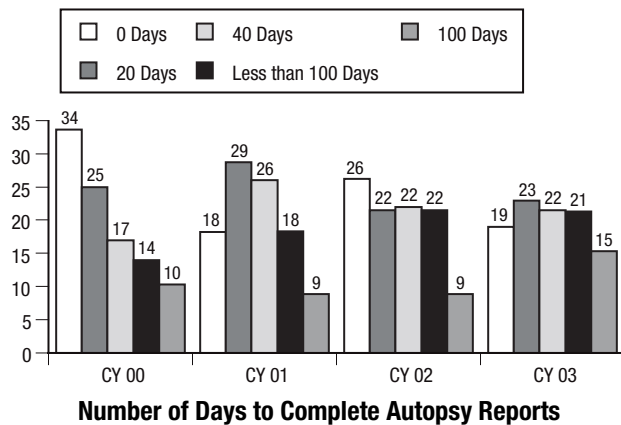
Section 2: Public Safety and Justice

Desired Results

Timely Disposition of Insurance Claims achieved through the prompt and accurate processing of all reports, death certificates and insurance-related documents.



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.



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

Memorandum of Understanding Between the Sheriff's Office and the Medical Examiner-Coroner's Office

Recommendation: That the Sheriff's Office and the Medical Examiner-Coroner's Office enter into a Memorandum of Understanding (MOU) related to the administration of the Medical Examiner-Coroner's Office.

Background: As a budgetary savings measure, the MOU will provide that the Sheriff's Office direct and manage the day-to-day functions of the Medical Examiner-Coroner's Office. The functions outlined in the MOU will include administration, fiscal management, setting of policies, standards, and protocol for non-medical staff, maintenance of the facility, fee management, and other related activities. The MOU will specify that the Department will remain a Medical Examiner-Coroner system, and will not change to a Coroner system. The forensic pathology physicians will retain all current authority, medical independence and responsibility of the Medical Examiner system. The MOU will provide that the Department remain a separate budget unit, but as part of the Sheriff's Office. The planned date for implementation of the MOU is July 1, 2004.

This recommendation will:

- Delete 1.0 FTE Chief Medical Examiner-Coroner position in Budget Unit 293, Office of the Medical Examiner-Coroner - (\$246,292)
- Delete 1.0 FTE Sheriff Lieutenant in the Office of the Sheriff - (\$142,718)
- Add 1.0 FTE Sheriff Captain in the Office of the Sheriff for the administrative responsibilities of the Medical Examiner-Coroner's Office- \$153,684

No other positions will be affected by this MOU.

Impact on Services: The level of service and day-to-day operations will continue at the current levels. Administration of the Medical Examiner-Coroner's Office will be provided by a Sheriff's Captain in the Office of the Sheriff, as specified in the MOU.

Total Ongoing Reduction in the Coroner's Office: (\$246,292)

Total Ongoing Cost in the Sheriff's Office: \$10,966

Total Savings to the General Fund: (\$235,326)

Med Exam-Coroner Fund 0001 — Budget Unit 293 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
3750	Med-Exam/Coroner Fund 0001	\$ 3,020,458	\$ 2,600,766	\$ 2,720,336	\$ 2,515,234	\$ (85,532)	-3.3%
Total Net Expenditures		\$ 3,020,458	\$ 2,600,766	\$ 2,720,336	\$ 2,515,234	\$ (85,532)	-3.3%

Med Exam-Coroner Fund 0001 — Budget Unit 293 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
3750	Med-Exam/Coroner Fund 0001	\$ 3,020,458	\$ 2,600,766	\$ 2,720,336	\$ 2,515,234	\$ (85,532)	-3.3%
Total Gross Expenditures		\$ 3,020,458	\$ 2,600,766	\$ 2,720,336	\$ 2,515,234	\$ (85,532)	-3.3%



Med Exam-Coroner Fund 0001 — Budget Unit 293 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 2,349,746	\$ 2,160,502	\$ 2,236,140	\$ 2,042,474	\$ (118,028)	-5.5%
Services And Supplies	670,712	440,264	484,196	472,760	32,496	7.4%
Subtotal Expenditures	3,020,458	2,600,766	2,720,336	2,515,234	(85,532)	-3.3%
Total Net Expenditures	3,020,458	2,600,766	2,720,336	2,515,234	(85,532)	-3.3%

Med Exam-Coroner Fund 0001 — Budget Unit 293 Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
3750	Med-Exam/Coroner Fund 0001	\$ 121,839	\$ 199,500	\$ 199,500	\$ 90,937	\$ (108,563)	-54.4%
	Total Revenues	\$ 121,839	\$ 199,500	\$ 199,500	\$ 90,937	\$ (108,563)	-54.4%

Med-Exam/Coroner Fund 0001 — Cost Center 3750 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	21.0	\$ 2,600,766	\$ 199,500
Board Approved Adjustments During FY 2004	—	119,570	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	119,386	—
Internal Service Fund Adjustments	—	36,696	—
Other Required Adjustments	—	(39,747)	(108,563)
Subtotal (Current Level Budget)	21.0	\$ 2,836,671	\$ 90,937
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	(1,675)	—
Postage	—	1,000	—
Printing Rate/Service Change	—	(95)	—
Service Cost Reduction due to ISD Reductions	—	(7,534)	—
Decision Packages			
1. Recognize Savings Related to Copier Leases	—	(81)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.			
2. Reduce Workers Compensation Expense	—	(21,061)	—
3. Reduce Retirement Expenditure	—	(45,699)	—



Med-Exam/Coroner Fund 0001 — Cost Center 3750
Major Changes to the Budget

	Positions	Appropriations	Revenues
4. Delete Chief Medical Examiner Coroner	-1.0	(246,292)	—
<p>The Sheriff's Office and the Medical Examiner-Coroner's Office will enter into a Memorandum of Understanding (MOU) related to the administration of the Medical Examiner-Coroner's Office. As a budgetary savings measure, the MOU will provide that the Sheriff's Office direct and manage the day-to-day functions of the Medical Examiner-Coroner's Office. The planned date for implementation of the MOU is July 1, 2004. This recommendation will:</p> <ul style="list-style-type: none"> ◆ Delete 1.0 FTE Chief Medical Examiner-Coroner position in Budget Unit 293, Office of the Medical Examiner-Coroner - (\$246,292) ◆ Delete 1.0 FTE Sheriff Lieutenant in the Office of the Sheriff - (\$142,718) ◆ Add 1.0 FTE Sheriff Captain in the Office of the Sheriff for the administrative responsibilities of the Medical Examiner-Coroner's Office - \$153,684 			
Subtotal (Recommended Changes)	-1.0	\$ (321,437)	\$ —
Total Recommendation	20.0	\$ 2,515,234	\$ 90,937





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

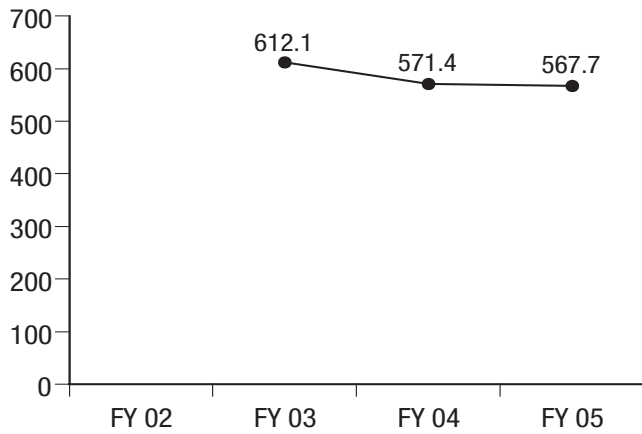
Child Support Services
Budget Units 0200

Employment and Benefit Services – SSA
Budget Unit 0504

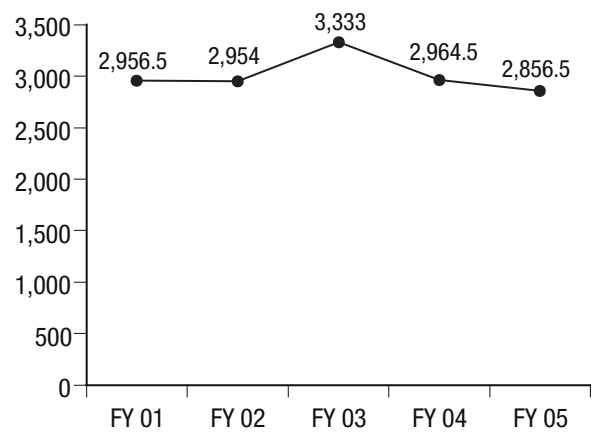
Agency Office – SSA
Budget Unit 0502

Aging and Adult Services – SSA
Budget Unit 0505

Family and Children's Services – SSA
Budget Unit 0503



Gross Appropriation Trend



Staffing Trend

In the FY 2005 document, gross appropriations replace net appropriations.

Section 3: Children, Seniors and Families



Net Expenditures By Department

BU	Department Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
200	Dept Of Child Support Services	\$ 42,232,871	\$ 36,980,062	\$ 37,452,142	\$ 37,189,773	\$ 209,711	0.6%
502	Social Services Agency	104,607,752	108,442,909	109,588,909	104,789,272	(3,653,637)	-3.4%
503	Department of Family and Children Services	80,214,847	82,762,666	179,916,091	165,099,833	82,337,167	99.5%
504	Department of Employment and Benefit Services	276,054,973	317,379,342	225,096,085	236,457,511	(80,921,831)	-25.5%
505	Department of Aging and Adult Services	44,936,597	25,816,823	25,792,146	24,326,777	(1,490,046)	-5.8%
Total Net Expenditures		\$ 548,047,040	\$ 571,381,802	\$ 577,845,373	\$ 567,863,166	\$ (3,518,636)	-0.6%

Gross Expenditures By Department

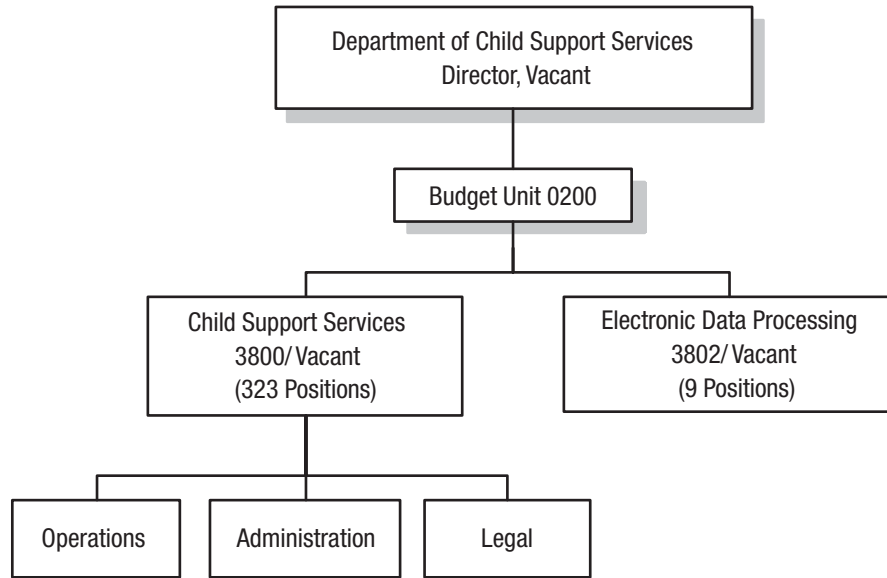
BU	Department Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
200	Dept Of Child Support Services	\$ 42,232,871	\$ 36,980,062	\$ 37,452,142	\$ 37,026,912	\$ 46,850	0.1%
502	Social Services Agency	104,607,752	108,442,909	109,588,909	104,789,272	(3,653,637)	-3.4%
503	Department of Family and Children Services	80,214,847	82,762,666	179,916,091	165,099,833	82,337,167	99.5%
504	Department of Employment and Benefit Services	276,054,973	317,379,342	225,096,085	236,457,511	(80,921,831)	-25.5%
505	Department of Aging and Adult Services	44,936,597	25,816,823	25,792,146	24,326,777	(1,490,046)	-5.8%
Total Gross Expenditures		\$ 548,047,040	\$ 571,381,802	\$ 577,845,373	\$ 567,700,305	\$ (3,681,497)	-0.6%

Revenues By Department

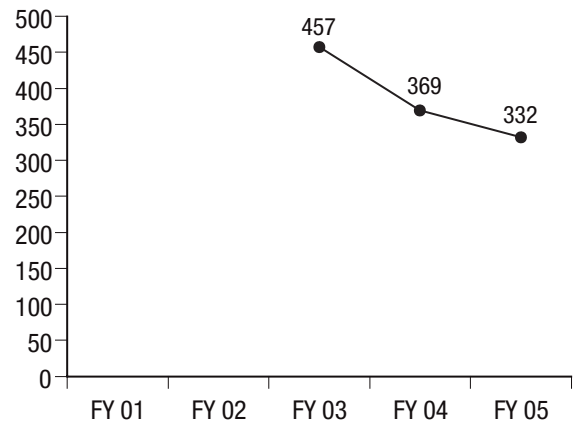
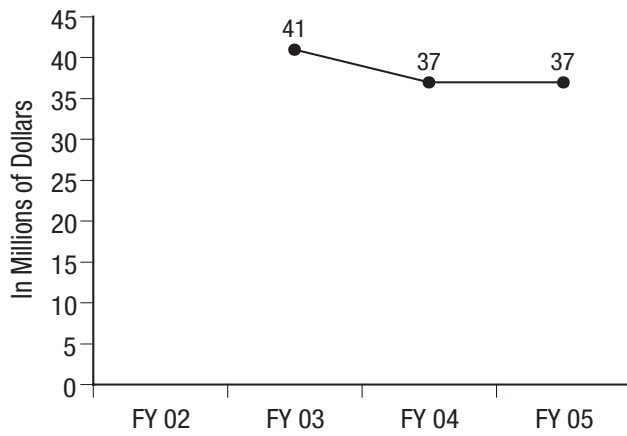
BU	Department Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
200	Dept Of Child Support Services	\$ 41,241,215	\$ 36,980,062	\$ 37,459,450	\$ 37,189,773	\$ 209,711	0.6%
502	Social Services Agency	243,160,744	246,612,262	250,880,127	258,844,377	12,232,115	5.0%
503	Department of Family and Children Services	6,187,282	6,394,831	90,905,245	85,029,562	78,634,731	1,229.7%
504	Department of Employment and Benefit Services	156,209,416	177,861,183	96,998,548	108,472,715	(69,388,468)	-39.0%
505	Department of Aging and Adult Services	9,515,068	5,069,807	5,556,557	5,524,807	455,000	9.0%
Total Revenues		\$ 456,313,725	\$ 472,918,145	\$ 481,799,927	\$ 495,061,234	\$ 22,143,089	4.7%



Department of Child Support Services



Section 3: Children, Seniors and Families



Gross Appropriation Trend

Staffing Trend

In the FY 2005 document, gross appropriations replace net appropriations.



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	FY 2003
Caseload				
Statewide	2,027,676	1,961,721	1,904,822	1,836,818
Alameda County	56,383	58,230	56,560	47,728
Fresno County	71,288	70,083	70,829	70,917
Riverside County	117,189	100,088	98,862	97,078
Sacramento County	81,084	86,863	97,332	91,275
Santa Clara County	72,469	71,272	72,146	70,917
Paternity Establishment Percentage				
Statewide	179.7%	139.6%	108.7%	87%
Alameda County	140.4%	104.8%	84%	110.6%
Fresno County	140.5%	110.7%	97.2%	91.4%
Riverside County	212.3%	174.9%	117.9%	85.9%
Sacramento County	164.9%	94.2%	109.7%	73.4%
Santa Clara County	148.3%	119.0%	102.9%	84.5%
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%	76.4%
Alameda County	87.5%	87.5%	87.6%	87.8%
Fresno County	83.8%	84.9%	85.1%	83.8%
Riverside County	61.5%	70.7%	72.5%	73.8%
Sacramento County	57.3%	56.5%	55.2%	63.7%
Santa Clara County	69.2%	72.2%	72.7%	75.9%
Percentage of Collections on Current Support Orders				
Statewide	40.0%	41.0%	42.4%	45.2%
Alameda County	53.2%	53.7%	54.2%	58.9%
Fresno County	40.4%	42.3%	43.8%	47.9%
Riverside County	36.6%	40.0%	40.9%	42.8%
Sacramento County	42.9%	45.4%	47.2%	46.5%
Santa Clara County	46.7%	47.6%	46.0%	46.8%

Federal Performance Measures

Federal Fiscal Year (October 1 - September 30)	FY 2000	FY 2001	FY 2002	FY 2003
Percentage of Collections in Arrears				
Statewide	53.4%	56.3%	54.9%	55.4%
Alameda County	66.7%	68.5%	65.5%	69%
Fresno County	62.5%	61.9%	55.9%	55.8%
Riverside County	52.1%	55.8%	55.9%	55.3%
Sacramento County	62.7%	63.4%	62.3%	59.2%
Santa Clara County	59.5%	61.0%	59.6%	57.9%
Cost Effectiveness				
Statewide	NA	\$2.60	NA	2.31
Alameda County	NA	\$3.91	NA	3.43
Fresno County	NA	\$3.39	NA	3.40
Riverside County	NA	\$2.69	NA	3.08
Sacramento County	NA	\$2.84	NA	3.58
Santa Clara County	NA	\$2.24	NA	2.19

Cost effectiveness represents the amount of money collected per dollar of expenditure. Higher figures represent higher cost effectiveness. Data collected biannually by State.

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 is measured against the above counties because they are closest in size to our caseload.

Customer Service: A measure of customer service is under development that will be based upon the department's recently initiated customer service survey. Client feedback will be the basis of this measurement that will be reported in the FY 2006 Recommended Budget.

Desired Results

Children Supported by Both Parents.

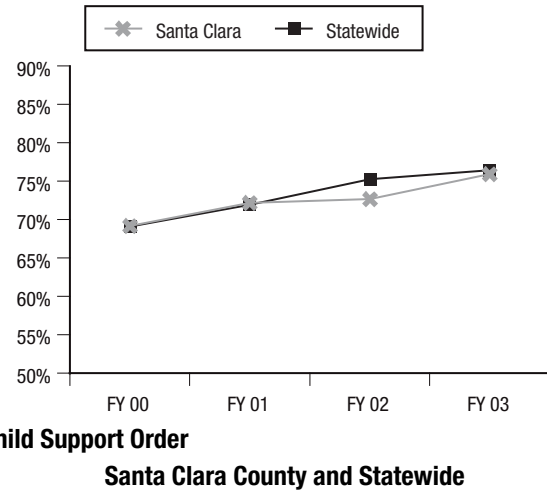
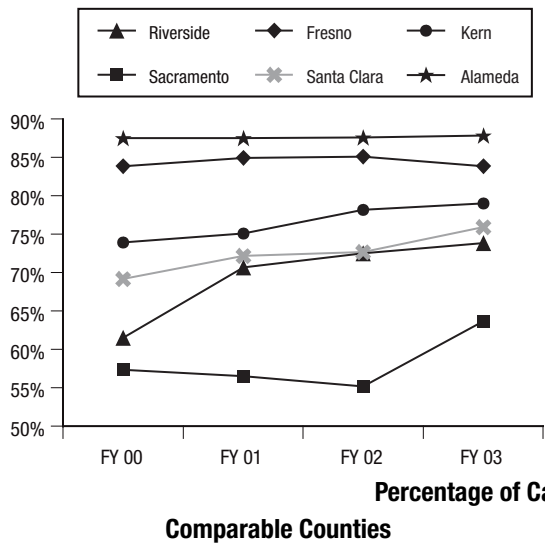
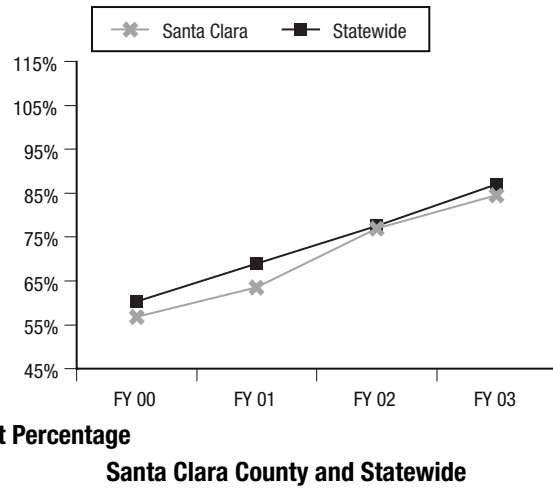
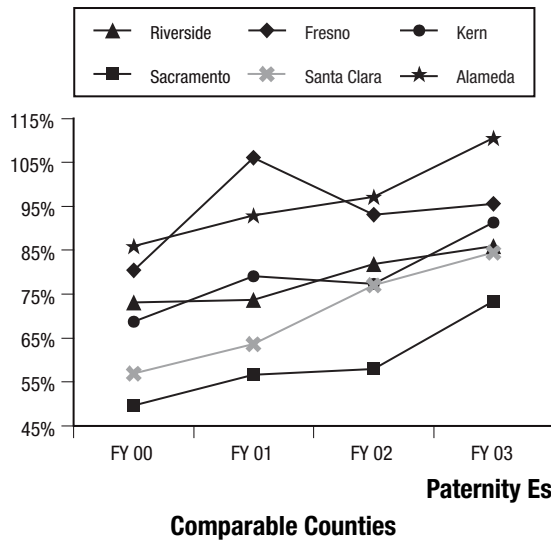
The department promotes healthy children by working to ensure they receive adequate financial, medical and emotional support from both parents. This is accomplished by ensuring parents provide child support, health insurance, and child care. Measuring the success of this Desired Result is best described through the Federal reporting statistics. These data are provided above in table form and below depicted graphically.

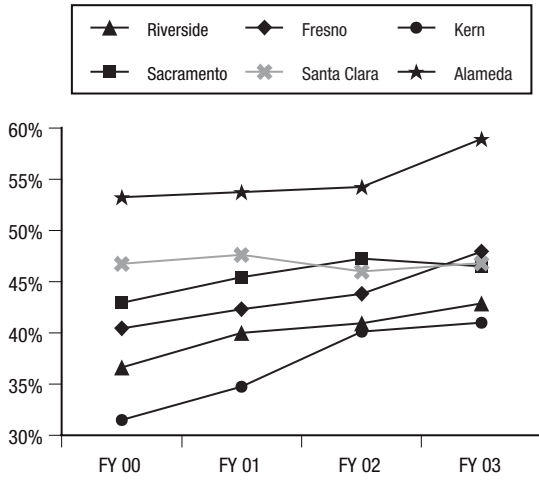
Need for Welfare Reduced.

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 represent public assistance recoupment. The recoupment dollars reduce the need for taxpayer support of the child support program. As previously described, the Federal measurements are provided below as indicators of success in this Desired Result.

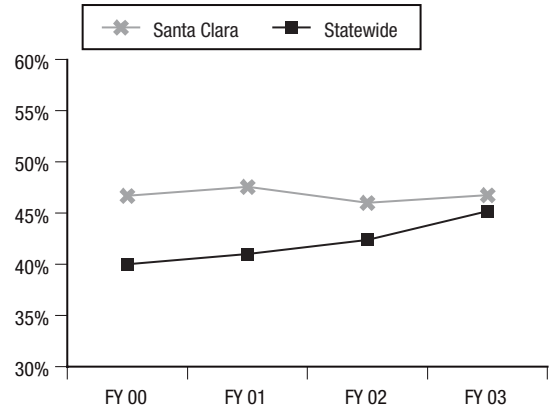


Federal Measurements. The following measurements are used by the Federal government to assess the performance of local child support collection procedures. Statewide averages and those of comparable counties are provided for benchmarking purposes.

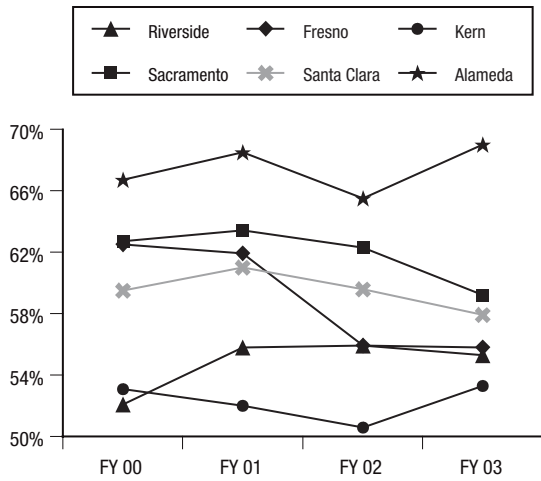




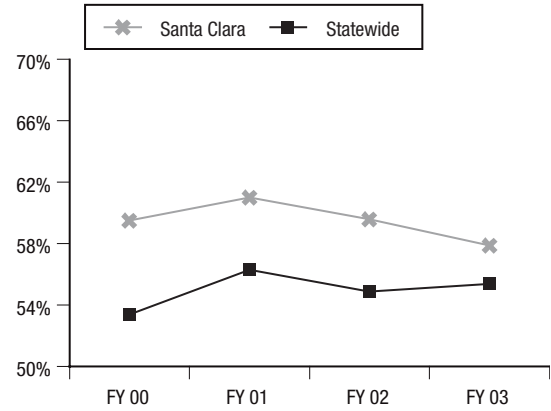
Comparable Counties



Santa Clara County and Statewide



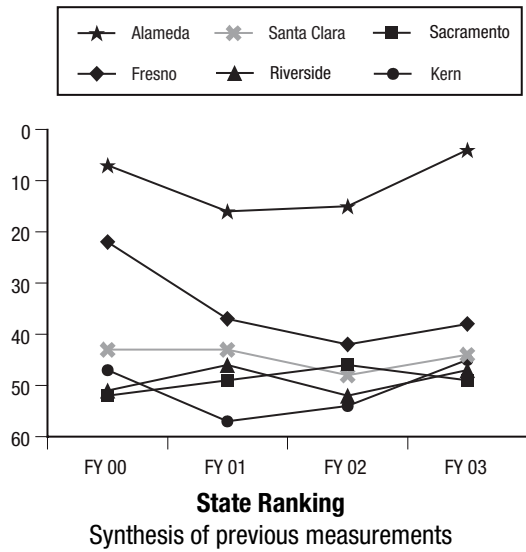
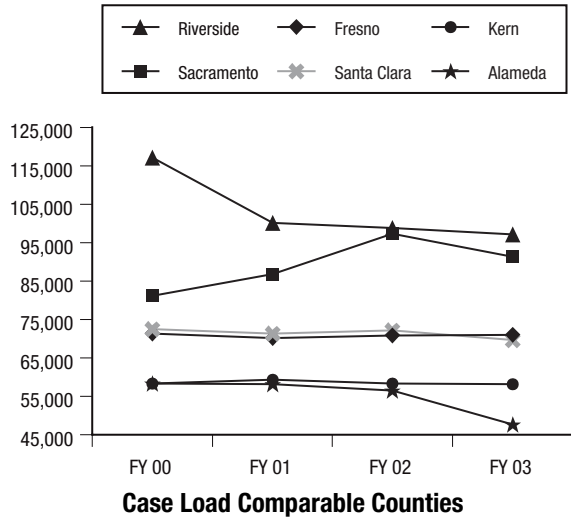
Comparable Counties



Santa Clara County and Statewide

Section 3: Children, Seniors and Families





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 minor children. The first step in obtaining a child support order is to establish paternity, which means determining the legal father of the child. Determining paternity establishes important legal rights, such as the right to custody and visitation, 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. Parental involvement in child support cases is important to the well being of children in our community.

Services are free to everyone. A case is opened by completing an application, or by referral from 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. When a case is opened, the non-custodial parent must be located to begin the process of obtaining and/or enforcing 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. 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 support, the amount of time each parent spends with the child, and the child's financial needs. The department also obtains medical support and child care 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:

- Wage assignments (court-ordered payroll deductions)
- Increasing the use of automatic fund transfers for individuals
- Intercepts of Federal and State tax refunds
- Intercepts of unemployment, disability benefits, and lottery winnings
- License and passport revocations



- Contempt of court proceedings for willful failure to comply with judgments and orders.
- A review of all active cases every 3 years for a possible modification

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 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 received 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.
- Support payments can be made by credit card.

County Executive's Recommendation

The Department of Child Support Services (DCSS) was not assigned a reduction plan amount because the department is fully funded by state and federal resources. Anticipated funding cuts did, however, necessitate a \$3,043,310 reduction to remain fiscally neutral on the County General Fund. DCSS presented a plan to achieve this reduction amount. Changes in

- Clients may make payments to a cashier located in the lobby of the department.

Customer Service

The desired result is to have informed customers and stakeholders by providing timely information about services, 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 engages in outreach efforts 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-site and over the telephone, which promotes considerate customer interaction and helps provide timely response to assistance requests.

salary and benefit costs subsequent to the original submission of the plan have resulted in this recommendation differing from the original proposal in the following areas:

- Reduction in the number of position deletions from the original plan.



- Incorporation of salary savings anticipated from the use of the Voluntary Reduced Work Hours program.

Described below are the changes recommended in the department's budget for FY 2005.

Reduce State Revenue for Child Support Enforcement

Recommendation: Reduce State funding for child support enforcement by \$3,043,310.

Background: The California Department of Child Support Services has frozen the level of financial support for County child support enforcement activities at the FY 2004 level. This static funding level is effectively a reduction because no allowance is made for increases in salary and benefits totalling \$2,871,155. In order to maintain the department's fiscal neutrality on the County General Fund, commensurate reductions in expenditures are also required.

Impact on Services: This reduction in state reimbursement necessitates the expenditure reductions and service impacts detailed below.

Total Ongoing Reimbursement Reduction: (\$3,043,310)
Reduction in reimbursement offset by reduction in expenditure

Keep Deputy Director Vacant and Unfunded

Recommendation: Maintain the unfunded status of the position of Deputy Director and keep it vacant.

Background: The position of Deputy Director was created in 2002 with the inception of the separate Department of Child Support Services. It has never been filled. The FY 2004 budget did not allocate funding for the position due to fiscal constraints, and it is similarly unfunded in FY 2005. The full salary and benefit cost of the position in FY 2005 is \$206,244. Maintaining this position in an unfunded status allows those resources to be preserved elsewhere in the department for direct client service.

Impact on Services: This position is intended to provide direction and oversight to the Attorney staff in the department, as well as other management duties.

Current fiscal conditions necessitate the continuation of its unfunded status, with lead attorneys providing required legal oversight.

Total Ongoing Reduction: \$0
Position not funded in base. Full Year value is \$206,244.

Reduce Services and Supplies Budget

Recommendation: Reduce services and supplies appropriation by \$148,400.

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 FY 2003 and FY 2004 Budgets. Areas of significant reduction include the following:

- Communications – Phone
- Postage Expense – External
- PC Software

Impact on Services: These reductions primarily impact the internal operation of the department, not direct client services. The recommended reduction in personnel will allow for a lower level of expenditure for services and supplies.

Total Ongoing Reduction: (\$148,400)
Reduction in expenditure offset by loss of state revenue

Utilize Savings From Voluntary Reduced Work Hours

Recommendation: Budget a reduction in the appropriation for salaries of \$200,000.

Background: The department has increased its use of the existing Voluntary Reduced Work Hours (VRWH) program. Estimated salary savings resulting from the forecasted continued use of this program will realize approximately \$200,000 in FY 2005. Savings projected from the usage of VRWH are not customarily budgeted for a department because the savings would be included within the salary savings factor assigned to General Fund departments. A separate budget line is appropriate for this department because they are fully



funded by State and Federal revenues, with no County General Fund contribution, and therefore have no salary savings factor otherwise assigned.

Impact on Services: Increased utilization of VRWH will allow several employees who might otherwise have to leave County employment due to personal commitments to continue employment at a lessened schedule. This maintains the experience of these employees into the future, and the salary savings offsets the need for additional personnel cuts. There is a temporary productivity reduction related to fewer work hours; however, this will be absorbed by the remaining workforce.

Total Ongoing Reduction: (\$200,000)
Reduction in expenditure offset by loss of state revenue

Reduce Workers' Compensation Expense

Recommendation: Budget a reduction in the appropriation for Workers' Compensation of \$274,586.

Background: County-wide savings in the projected cost for Workers' Compensation Insurance allows the department to defray expense reductions that would have been otherwise necessitated by the State's funding cut to County child support operations.

Impact on Services: This action obviates the need to cut more deeply into direct client service in order to balance to the reduced level of state funding.

Total Ongoing Reduction: (\$274,586)
Reduction in expenditure offset by loss of state revenue

Reduce Retirement Expense

Recommendation: Budget a reduction in the appropriation for Workers' Compensation of \$569,902.

Background: County-wide savings in the projected cost for retirement allows the department to defray expense reductions that would have been otherwise necessitated by the State's funding cut to County child support operations.

Impact on Services: This action obviates the need to cut more deeply into direct client service in order to balance to the reduced level of state funding.

Total Ongoing Reduction: (\$569,902)
Reduction in expenditure offset by loss of state revenue

Reduce Staff

Recommendation: Delete 20 vacant positions and 4 filled positions with a cost of \$2,114,967.

Background: These position deletions are necessitated by State and Federal funding reductions to County child support enforcement. The positions identified for deletion achieve vertical equity with regard to management and labor. The position identified as "Unfunded" was one preserved in the FY 2004 budget with one-time resources derived from the Local 715 layoff deferral agreement. As no ongoing funding exists, it is recommended for deletion in FY 2005. A summary of positions identified for deletion is as follows:

FTE	Code	Class Description	Filled/Vacant
3.0	U71	Attorney IV/III/II/I	Filled
2.0	B1N	Sr. Mgmt Analyst/Mgmt. Analyst	Vacant
1.0	C53	Office Auto Systems Coord (Unfunded)	Filled
2.0	D09	Office Specialist III	Vacant
1.0	D66	Legal Secretary II/Trainee	Vacant
2.0	D97	Account Clerk II/I	Vacant
4.0	E85	Family Support Officer II/I	Vacant
1.0	F07	Legal Process Officer	Vacant
6.0	F14	Legal Clerk	Vacant
1.0	G50	Information Systems Technician	Vacant
1.0	H18	Janitor — Unclassified	Vacant
			20.0 Vacant
24.0		Total Deletions	4.0 Filled

Impact on Services: Remaining staff will absorb the workload of these positions. Continued 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: (\$2,114,967)
Reduction in expenditure offset by loss of state & federal revenue



Restore Funding to Unfunded Positions

Recommendation: Restore funding for 4.5 Legal Clerks in the amount of \$288,300.

Background: Four and one-half Legal Clerks were funded in the FY04 Final Budget with one-time resources and would normally be slated for deletion in the FY 2005 Recommended Budget. These positions are currently filled. Resources have been identified through other cost avoidance measures, such as the reduction in Workers' Compensation expense and reductions in retirement expenses to restore ongoing funding for these positions.

Impact on Services: This action preserves the client support service provided by these employees to the legal staff of the department and the Family Support Officers.

Total Ongoing Cost: \$288,300

Increase in expenditure offset by compensating expenditure reduction

Changes to Interdepartmental Charges

Recommendation: Reduce expenditures on services provided by other County departments by \$23,755.

Background: Charges to DCSS for services provided in the following areas will be modified to accommodate increased efficiencies or additional costs:

- \$8,053 Fleet Services
- (\$2,408) Postage
- (\$2,598) Printing
- (\$9,739) Copiers
- (\$17,063) Information Systems

Impact on Services: There is no direct impact on client service relating from this action. This savings results from efficiency improvements in other County departments.

Total Ongoing Reduction: (\$23,755)

Reduction in expenditure offset by loss of state revenue

Dept Of Child Support Services — Budget Unit 200 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
3800	Child Support Svcs Fund 0001	\$ 42,067,610	\$ 35,598,768	\$ 36,153,728	\$ 35,833,597	\$ 234,829	0.7%
3802	DCSS Elect Data Proc Fund 0001	165,261	1,381,294	1,298,414	1,356,176	(25,118)	-1.8%
Total Net Expenditures		\$ 42,232,871	\$ 36,980,062	\$ 37,452,142	\$ 37,189,773	\$ 209,711	0.6%

Dept Of Child Support Services — Budget Unit 200 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
3800	Child Support Svcs Fund 0001	\$ 42,067,610	\$ 35,598,768	\$ 36,153,728	\$ 35,676,033	\$ 77,265	0.2%
3802	DCSS Elect Data Proc Fund 0001	165,261	1,381,294	1,298,414	1,350,879	(30,415)	-2.2%
Total Gross Expenditures		\$ 42,232,871	\$ 36,980,062	\$ 37,452,142	\$ 37,026,912	\$ 46,850	0.1%



Dept Of Child Support Services — Budget Unit 200

Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 29,051,432	\$ 28,212,495	\$ 28,652,383	\$ 27,509,858	\$ (702,637)	-2.5%
Services And Supplies	12,513,530	8,767,567	8,799,759	9,270,565	502,998	5.7%
Fixed Assets	667,909	—	—	—	—	—
Reserves	—	—	—	246,489	246,489	—
Subtotal Expenditures	42,232,871	36,980,062	37,452,142	37,026,912	46,850	0.1%
Expenditure Transfers	—	—	—	162,861	162,861	—
Total Net Expenditures	42,232,871	36,980,062	37,452,142	37,189,773	209,711	0.6%

Dept Of Child Support Services — Budget Unit 200

Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
3800	Child Support Svcs Fund 0001	\$ 41,241,215	\$ 35,566,909	\$ 36,046,297	\$ 35,833,597	\$ 266,688	0.7%
3802	DCSS Elect Data Proc Fund 0001	—	1,413,153	1,413,153	1,356,176	(56,977)	-4.0%
	Total Revenues	\$ 41,241,215	\$ 36,980,062	\$ 37,459,450	\$ 37,189,773	\$ 209,711	0.6%

Child Support Svcs Fund 0001 — Cost Center 3800

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	359.0	\$ 35,598,768	\$ 35,566,909
Board Approved Adjustments During FY 2004	-13.0	554,960	479,388
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	1,564,830	—
Internal Service Fund Adjustments	—	134,026	—
Other Required Adjustments	—	(2,018,987)	(212,700)
Subtotal (Current Level Budget)	346.0	\$ 35,833,597	\$ 35,833,597
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	8,053	—
Postage Reduction	—	(2,408)	—
Printing Rate/Service Change	—	(2,598)	—
Decision Packages			
1. Delete 1 Janitor position	-1.0	(58,692)	—
This position deletion is necessitated by State and Federal funding reductions to County child support enforcement. A summary is as follows:			
◆ 1.0 H18 Janitor (Unclassified)			
2. Reduce Services and Supplies Budget	—	(100,000)	—



Child Support Svcs Fund 0001 — Cost Center 3800

Major Changes to the Budget

	Positions	Appropriations	Revenues
Areas of significant reduction include the following:			
◆ Communications-Phone			
◆ Postage Expense-External			
3. Delete 1 Office Automation Systems Coordinator (unfunded)	-1.0	—	—
This position deletion is necessitated by State and Federal funding reductions to County child support enforcement. A summary is as follows:			
◆ 1.0 C53 Office Auto Systems Coord (Unfunded)			
4. VRWH Salary Reduction	—	(200,000)	—
The department has increased its use of the existing Voluntary Reduced Work Hours (VRWH) program. Estimated salary savings resulting from the forecasted continued use of this program will realize approximately \$200,000 in FY 2005.			
5. Recognize Savings Related to Copier Leases	—	(9,739)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.			
6. Reduce Workers' Compensation Expense	—	(274,586)	—
7. Reduce Retirement Expenditure	—	(548,278)	—
8. Restore Funding to 4.5 Legal Clerks	—	288,300	—
Four and one-half Legal Clerks were funded in the FY04 Final Budget with one-time resources and would normally be slated for deletion in the FY 2005 Recommended Budget. These positions are currently filled. Resources have been identified through other cost avoidance measures, such as the reduction in Workers Compensation expense and reductions in retirement expenses to restore ongoing funding for these positions.			
9. State Funding Cut - No COLA	—	2,865,791	—
The California Department of Child Support Services has frozen the level of financial support for County child support enforcement activities at the FY 2004 level. This static funding level is effectively a reduction because no allowance is made for increases in salary and benefits. In order to maintain the department's zero net impact on the County General Fund, commensurate reductions in expenditures are also required.			
10. Delete 4.0 Family Support Officers	-4.0	(339,816)	—
These position deletions are necessitated by State and Federal funding reductions to County child support enforcement. A summary of positions identified for deletion is as follows:			
◆ 4.0 E85 Family Support Officer II/I			
11. Delete 1 Legal Process Officer	-1.0	(68,820)	—
These position deletions are necessitated by State and Federal funding reductions to County child support enforcement. A summary of positions identified for deletion is as follows:			
◆ 1.0 F07 Legal Process Officer			
12. Delete 11 Clerical Positions	-11.0	(776,040)	—
These position deletions are necessitated by State and Federal funding reductions to County child support enforcement. A summary of positions identified for deletion is as follows:			
◆ 2.0 D09 Office Specialist III			
◆ 1.0 D66 Legal Secretary II/I/Trainee			
◆ 2.0 D97 Account Clerk II/I			
◆ 6.0 F14 Legal Clerk			
13. Delete 3 Attorneys	-3.0	(563,271)	—



Child Support Svcs Fund 0001 — Cost Center 3800 Major Changes to the Budget

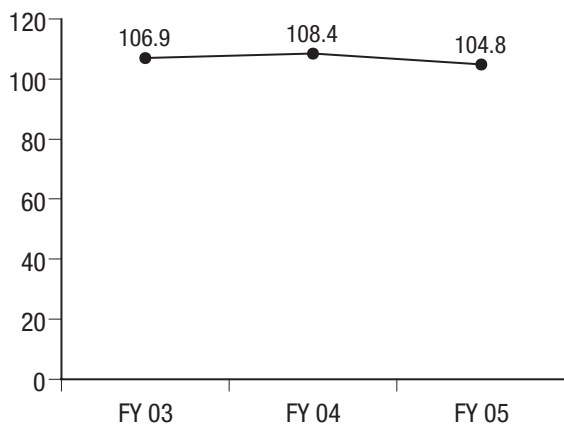
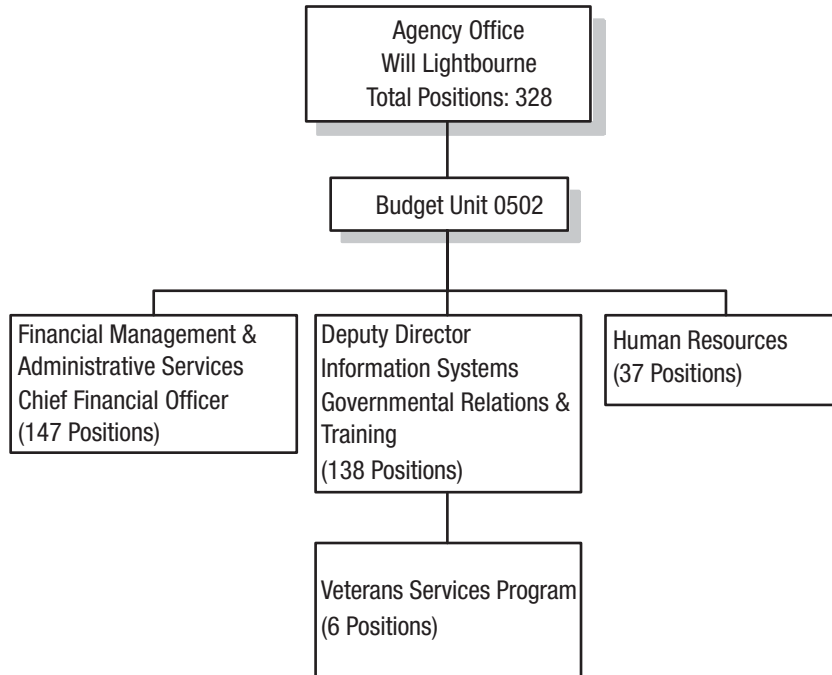
	Positions	Appropriations	Revenues
These position deletions are necessitated by State and Federal funding reductions to County child support enforcement. A summary of positions identified for deletion is as follows:			
◆ 3.0 U71 Attorney IV/III/II/I			
14. Delete 2 Management Analyst Positions	-2.0	(217,896)	—
These position deletions are necessitated by State and Federal funding reductions to County child support enforcement. A summary of positions identified for deletion is as follows:			
◆ 2.0 B1N Sr. Mgmt Analyst/Mgmt. Analyst			
Subtotal (Recommended Changes)	-23.0	\$ —	\$ —
Total Recommendation	323.0	\$ 35,833,597	\$ 35,833,597

DCSS Elect Data Proc Fund 0001 — Cost Center 3802 Major Changes to the Budget

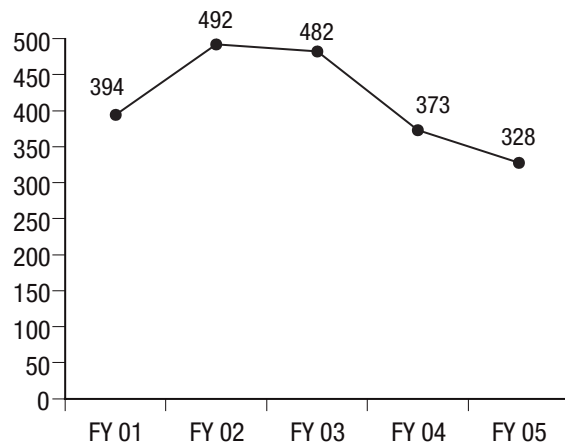
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	10.0	\$ 1,381,294	\$ 1,413,153
Board Approved Adjustments During FY 2004	—	(82,880)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	163,800	—
Internal Service Fund Adjustments	—	15,646	—
Other Required Adjustments	—	(121,684)	(56,977)
Subtotal (Current Level Budget)	10.0	\$ 1,356,176	\$ 1,356,176
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Service Cost Reduction due to ISD Reductions	—	(17,063)	—
Decision Packages			
1. Reduce Services & Supplies Budget	—	(48,400)	—
Areas of significant reduction include the following:			
◆ PC Software			
2. Reduce Retirement Expenditure	—	(21,624)	—
3. State Funding Cut - No COLA	—	177,519	—
The California Department of Child Support Services has frozen the level of financial support for County child support enforcement activities at the FY 2004 level. This static funding level is effectively a reduction because no allowance is made for increases in salary and benefits. In order to maintain the department's zero net impact on the County General Fund, commensurate reductions in expenditures are also required.			
4. Delete 1 Information Systems Technician	-1.0	(90,432)	—
This position deletion is necessitated by State and Federal funding reductions to County child support enforcement. A summary is as follows:			
◆ 1.0 G50 Information Systems Technician			
Subtotal (Recommended Changes)	-1.0	\$ —	\$ —
Total Recommendation	9.0	\$ 1,356,176	\$ 1,356,176



Agency Office — Social Services Agency



Gross Appropriation Trend



Staffing Trend

In the FY 2005 document, gross appropriations replace net appropriations.



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.**

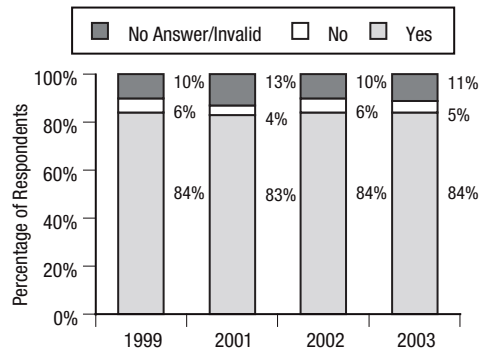


Desired Results

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).

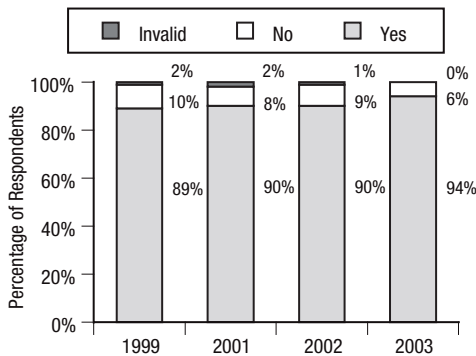
- Demonstrated value** of the services received by Agency clients.
- A consistent message is provided** regarding Agency direction and priorities.
- Staff provides** timely response and follow through.
- Needs of the community** are reflected in the priorities of the Agency.
- Revenue** is maximized.
- 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 2003 responses, compared with those from prior years, are summarized below.

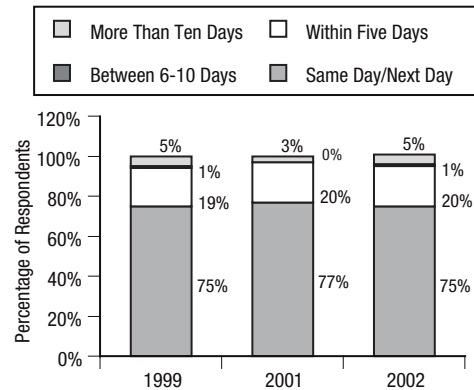


Clients Served Professionally, with Respect, and with Courtesy

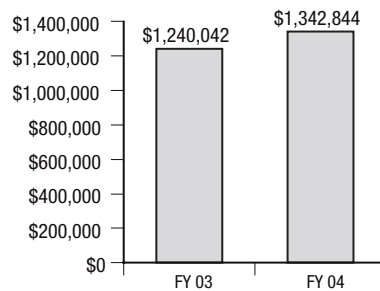
Did the services you receive improve your situation? Social Services Agency clients’ responses indicate whether the services they received improved situations, made them worse, or both improved and worsened aspects of their situations.



Clients Feel Services Received Improved their Situations



Clients Served in a Timely Manner

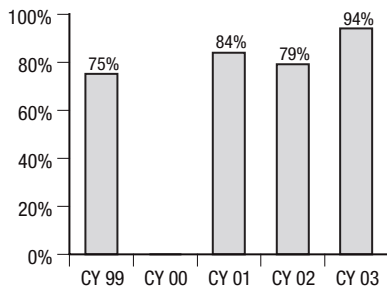


Grant Monies Secured for Provision of Needed Services

FY 03 is the first year for which data are available.

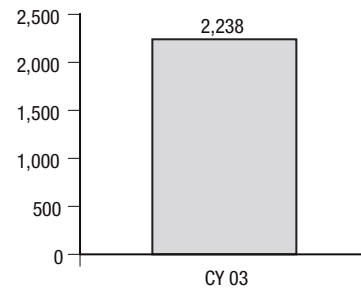


Accessible Services for Veterans by assisting the veteran and/or family member in completing applications for benefits, claims, and appeals to the Veterans Administration, plus any follow-up services as needed.



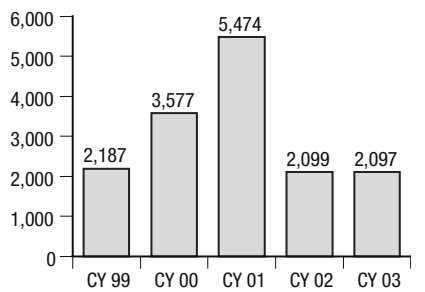
Overall Veterans' Customer Satisfaction

Data for CY 00 are not available.

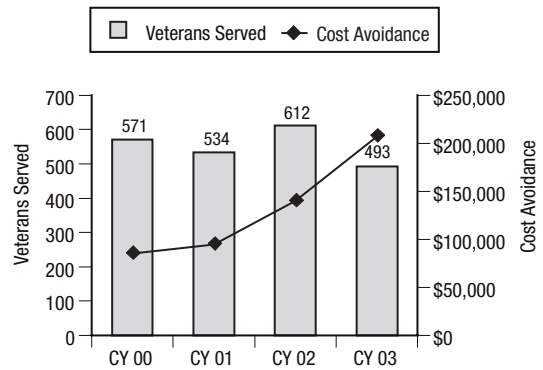


Annual Number of Veterans Assisted

CY 03 is the first year for which data are available.

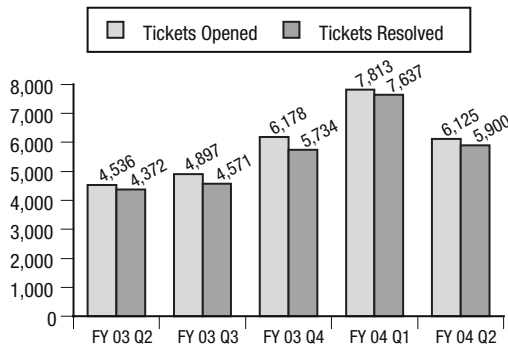


Annual Number of Veterans Claims Filed



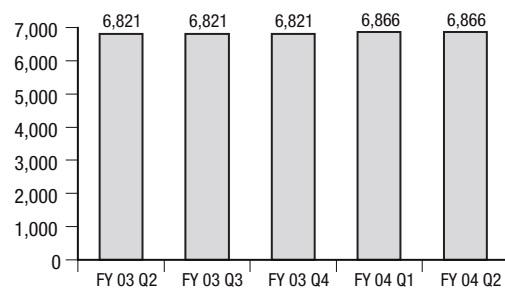
Number of Veterans Served who were Eligible for Medi-Cal and Cost Avoided due to Enrollment of Veterans in Medi-Cal

Informed conclusions are drawn from reliable data.



Number of IS Help Desk Tickets Opened, and Resolved

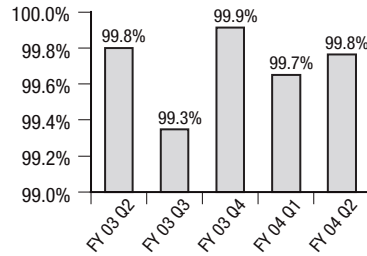
FY 03 is the first year for which data are available.



Number of IS Devices Supported

FY 03 is the first year for which data are available.



Informed conclusions (continued)

**IS Service Availability for Systems: CWS/CMS-IBM,
and SSA Owned and Operated**

FY 03 is the first year for which data are available.

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 Santa Clara County's culturally diverse population.

Governmental Relations and Planning

Governmental Relations and Planning (GRP) is comprised of the Office of Legislative Policy and Resource Development, the Office of Communications/Community Relations, and the Office of Planning and Evaluation. These three units provide resources to all SSA departments, facilitating implementation of Agency-wide initiatives and achievement of long-term county objectives. Primary functions include policy analysis, legislative analysis, legislative advocacy, fund development, grant coordination, internal communications, media relations, complaint resolution, public education and outreach, data development, and program evaluation. GRP activities support efforts to improve service delivery, promote cultural competency, create strong community partnerships, and inform policy and decision making.

Veterans Services

The Veterans Service office was established in 1944 by the County of Santa Clara Board of Supervisors to assist veterans, their survivors and dependents in presenting and pursuing any claim with the United States Department of Veterans Affairs, the Armed Forces or the State of California, arising from service in the Armed Forces of the United States of America.

During the past year, the Veterans Services Office has made great strides in its business, technical, and physical reorganization plan. The organization is now fully automated, using a direct computer link with the V. A. Benefits Delivery Network to verify veterans and claims status within seconds, and a Windows-based Vet-Pro computer program to accurately prepare claims and tabulate demographic data with a few key strokes. These and other innovations have allowed the Veterans Services Office to maintain, and in some cases exceed, previous production levels with half the former staff.

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.

Human Resources, Equal Opportunity/Civil Rights

This service area addresses agency recruitment, employee relations, equal opportunity, and civil rights needs, as well as health, safety and security. 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.

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 and Training

This department provides Agency-wide staff development and training. Staff Development activities include course preparation and design, planning, developing needs assessment, monitoring, and evaluation support. Training activities include coordinating and training orientation, induction, professional development, cultural competency, and in-service training for all classifications and levels of staff.

County Executive's Recommendation

The Social Services Agency Office met its reduction amounts by achieving a net General Fund budget reduction of \$3,993,724. The Agency Office (AO) is recommending the deletion of a total of forty-four (44) positions. There is one addition due to a transfer position from another agency. The Agency Deputy Director's Office will reduce administrative staff by seventeen (17) positions, comprised of five (5) positions within the Governmental Relations and Planning Office, eight (8) positions within the Information Systems (IS) Division, one (1) position reporting to the

Social Services Agency FY 2005 Reduction Plan

The Social Services Agency (SSA), which is for the first time presented as four departmental budget units, has met a net general fund \$23,412,944 reduction amount. There are 124 positions being deleted and the addition of one code, a transfer from another agency, for a net reduction of 123 positions.

The reduction focus for this year was different than the last few years as a result of the Harvey Rose Mandate Report; the Board departmental approved discretionary reduction amounts; the Span of Control Study; and the results of prior year cuts. The areas identified as discretionary were significantly impacted. These include the Public Administrator Guardian, the Children's Shelter, and 100% general fund contracts. The department used the Span of Control Study to identify areas where span of control was low and to eliminate levels of supervision and management as part of its plan. The other focused area was where the service level could be lowered even though the activity was mandated. These cuts related to non case carrying activities in DEBS eligibility. The collection of overpayments on closed public assistance cases and staffing reduction in the Income Earning Verification System (IEVS) unit resulted in a reduction of 15 staff positions. Benefit payments and service to clients were reduced in the categorical aid programs due to the lower actual spending levels and an increase of realignment revenue due to improvement in statewide sales tax revenue. Expenditures in the Out of Home Placement program have flattened and no growth is anticipated. As a result of these reductions the SSA county share amount has been reduced by 28% from the FY 2004 Approved Budget.

deputy, one (1) position in Staff Development and Training, and two (2) vacant positions in Veterans' Services. Of these seventeen positions in the Agency Deputy Director's Office, 4 are filled and 13 are vacant.

Twenty-four (24) positions within the Financial Management Services (FMS) Division will be deleted, twelve (12) in Financial Operations, eight (8) in Central Services, three (3) in Contracts, and one (1) position in Fiscal. Of the twenty-four positions in FMS, 8 are filled and 16 are vacant. The Human Resources (HR)



Department will reduce staff by three (3) filled positions. With the recognition that Santa Clara County, as well as the state, is in a serious fiscal crisis, the Agency Office has crafted a plan that strives to optimally protect direct services to clients while absorbing the largest majority of reductions in agency management and administrative staff. The resultant larger span of control and redistribution of responsibilities within the office creates a very challenging framework from which to effectively oversee the agency operations.

Reduction of Staff in Governmental Relations

Recommendation: Delete three (3) Administrative positions, two (2) Management Analyst codes, and transfer to DFCS one (1) Management Analyst Program Manager I position.

FTE	Code	Class Description	Vacant Filled
1.0	C60	Administrative Assistant	Vacant
1.0	C60	Administrative Assistant	Filled
1.0	X17	Executive Assistant - ACE	Vacant
2.0	B1P	Management Analyst	Filled
1.0	B1L	MAPM I	Filled
6.0	Total		

Impact on Services: These changes broaden span of control and partially eliminate one layer of management in Governmental Relations and Planning (GRP). The Executive Assistant reporting to the Agency Director will now also provide administrative support to the Agency's Deputy Director. Resources in GRP have been significantly reduced over the past two fiscal years, including the elimination of a Senior Project Manager, two Management Analysts, a Legislative Analyst, and the Agency's Public Information Officer. Further reductions will necessitate restructuring the department, prioritizing workload, and leveraging outside resources. Pursuant to direction from the County Executive, GRP is proposing elimination of the Office of Housing Resources in recognition of the expanded role of the county's newly created Office of Affordable Housing.

Total Ongoing Net County Reduction: (\$379,156)

Information Systems Staff Reductions

Recommendation: Delete eight (8) positions in the Information Systems Department.

FTE	Code	Class Description	Vacant Filled
1.0	G12	Information Systems Manager I	Vacant
2.0	G28	Information Systems Analyst II	Vacant
1.0	V70	CalWIN Planning & Implementation Mgr.	Vacant
2.0	W20	SSA Information Technology Specialist	Vacant
1.0	G7F	Appl. & Jt. Appl. Dev. Spec.	Vacant
1.0	G19	Information System Coordinator	Vacant
8.0	Total		

Impact of Services: The deletion of these eight vacant codes will require the remaining Information Systems Division's staff to take on additional responsibilities. This staff is already at full capacity due to the implementation of CalWIN, a state mandated system which has sanctions for failure to deliver on time. The current managers will have to oversee a larger number of staff due to the deletion of three managerial positions. Other impacts to the Information Systems Division and the Social Services Agency as a whole include reduced capacity to manage and coordinate projects mandated by the State and consortia and the inability to develop new and improved solutions demanded in response to business challenges, or driven by changes in the business environment. Development of new applications and modifications to improve business processes, improve productivity, and comply with regulatory changes will take longer to achieve. The ability to provide ongoing support for applications may be reduced and core service levels will also be reduced.

Total Ongoing Net County Reduction: (\$647,603)

Position Deletion in Staff Development and Training

Recommendation: Delete one (1) Management Information Systems Data Assistant from Staff Development and Training.

- 1.0 Vacant FTE Management Information Systems Data Assistant (C40).

Impact on Services: The duties of the eliminated code will be distributed to other staff in the Training Department.

Total Ongoing Net County Reduction: (\$46,165)

Staff Reductions in Veterans Services

Recommendation: Delete two (2) positions within Veterans' Services.

FTE	Code	Class Description	Vacant Filled
1.0	D09	Office Specialist III	Vacant
1.0	Y49	Social Work Coordinator I	Vacant
2.0		Total	

Impact on Services: These staff reductions will be managed by work redistribution and streamlining. Every effort is being made to minimize the effects of these reductions upon critical administrative services for the veterans in Santa Clara County.

Total Ongoing Net County Reduction: (\$137,380)

Reduce Management and Fiscal Staff in Contracts

Recommendation: Reduce Management staff by two (2) positions and reduce Fiscal staff by one (1) position in the Contracts Unit.

FTE	Code	Class Description	Vacant Filled
1.0	B1L	MAPM I	Filled
1.0	B1P	Management Analyst	Filled
1.0	D96	Accountant Assistant	Vacant
3.0		Total	

Impact on Services: The impact of this recommended reduction will be minimized by continuing to focus existing resources on critical work priorities. The Contracts function is being consolidated with the Department of Family and Children's Services Contracts Unit, which should lead to streamlining of the process and some reduction in workload.

Total Ongoing Net County Reduction: (\$176,748)

Staff Reductions in Central Services

Recommendation: Reduce Management and Supervision by the elimination of eight (8) positions in the Central Services section in Financial Management Services.

FTE	Code	Class Description	Vacant Filled
1.0	B1P	Management Analyst	Filled
1.0	B1R	Associate Management Analyst B	Vacant
1.0	B2R	Administrative Support Officer I	Filled
1.0	C76	Office Management Coordinator	Vacant
1.0	C76	Office Management Coordinator	Filled
1.0	G80	Supervising Storekeeper	Filled
1.0	K18	Senior Telephone Technician	Filled
1.0	W1P	Management Analyst (U)	Filled
8.0		Total	

Impact on Services: The Central Services Division has implemented a plan to absorb the deletions with structural reorganization, workload prioritization, and redistribution. With the recognition that the County is in a serious fiscal crisis, the section is undertaking significant staff reductions. This approach shrinks two levels of supervision in the mailroom, publishing, supply/warehouse, and telephone services. The planned reduction increases span of control but maintains accountability.

Total Ongoing Net County Reduction: (\$550,813)

Reduce Project Management Staff in Fiscal

Recommendation: Delete one (1) position from the Projects Unit in Financial Management Services.

- 1.0 Vacant FTE SSA Information Technology Specialist (W20).

Impact on Services: This resource was dedicated to project managing the roll-out of the new SAP accounting system in the Agency, Electronic Benefit Transfer (EBT), and "P" card. The remaining workload has been prioritized and new special projects have been redistributed to the remaining staff in financial operations.

Total Ongoing Net County Reduction: (\$105,452)

Reduction in Supervisory and Clerical Staff in Accounting

Recommendation: Delete three (3) Accounting positions in Fiscal Operations.

FTE	Code	Class Description	Vacant Filled
1.0	D94	Supervising Account Clerk II	Filled
1.0	D97	Account Clerk II	Vacant
1.0	D98	Account Clerk I	Filled
3.0	Total		

Impact on Services: With these critical reductions, one layer of supervision is eliminated. The workload will be absorbed by the remaining staff. With the implementation of Direct Deposit and Electronic Benefit Transfer (EBT), the duties of the eliminated Account Clerk I code were significantly reduced in Warrant Control. The duties for the Account Clerk II are currently being handled by existing staff using overtime. The responsibilities will be transferred to an Account Clerk II who is being administratively transferred into the Accounts Receivable Unit. Efficiencies related to automation and work flow streamlining are also anticipated.

Total Ongoing Net County Reduction: (\$166,956)

Deletion of Positions in Collections

Recommendation: Reduce one unit of Collection staff, their supervisor and clerical support staff through the deletion of nine (9) positions in the Collections Division of Financial Operations.

FTE	Code	Class Description	Vacant Filled
2.0	D49	Office Specialist II	Filled
3.0	D62	Revenue Collections Clerks	Filled
1.0	V32	Supervisor - Revenue Collections	Filled
2.0	V35	Revenue Collection Officer I	Filled
1.0	V35	Revenue Collection Officer I	Vacant
9.0	Total		

Impact on Services: The Collections Division works with DEBS on collection of overpayments on closed benefit cases. This division also does SSI/GA Interim Assistance recovery. The inadequate level of funding for

CalWORKs and Food Stamps was the major contributing factor in targeting this specific function; improvement in automation and reduction in CalWORKs cases from the high of 30,000 AFDC cases in 1998 also contributed to the reduction decision. Further, improvements in automation and future CalWIN improvements will eventually mitigate some of the impact.

Total Ongoing Net County Reduction: (\$652,212)

Staff Reductions in Human Resources

Recommendation: Delete three (3) positions in the Human Resource Department.

FTE	Code	Class Description	Vacant Filled
1.0	D09	Office Specialist III	Filled
1.0	D36	Advanced Clerk Typist	Filled
1.0	Y48	Social Work Coordinator II	Filled
3.0	Total		

Impact on Services: The impact of these reductions will effectively be mitigated by distributing the administrative responsibilities to remaining staff through consolidation of functions in HR. The Health and Safety Office is being merged with Security.

Total Ongoing Net County Reduction: (\$168,317)

Transfer of Staff Resources from County Executive to SSA

Recommendation: Transfer the filled Special Assistant for Children's Services from the County Executive's Office to the Social Services Agency Director.

- 1.0 Filled FTE Special Assistant for Children's Services (B02).

Background: This executive resource has been working on-loan to the Social Services Agency, and is now being moved permanently. This position performs executive management functions on behalf of children's services in the Social Services Agency.

Total Ongoing Net County Cost Increase: \$0

Reduction in Discretionary Program Contracts

SSA manages a group of contracts that are not federal or state mandated services. While the services the contractors provide are a valuable resource to the community, they are not part of the core-mandated delivery system. The Social Services Agency is recommending a 26% cut for these programs with the exception of the Food Bank, the primary safety net contract for the County. The Safety Net budget will be reduced down to actual expenditures. The cut is related to the Harvey Rose Mandate Report and the discretionary 26% reduction amount given to the Social Services Agency to meet the county-wide deficit reduction plan. There are 26% cuts being recommended to the Inventory, Immigration, Status Offender Services (SOS), and Domestic Violence contracts. The total reduction is \$962,922.

Reduce General Fund Contracts

Recommendation: Reduce the General Fund Contracts by \$380,961.

Impact on Services: During the FY 2005 budget process, four contracts (totaling \$313,505) were absorbed into the General Fund contract budget from the CalWORK's incentive budget. During FY 2003 and FY 2004, the four contracts were moved from General Fund Contract funding to CalWORKs Incentive funding in order to maximize revenue. As part of the reduction plan, the four contracts will receive an initial 16% cut since they did not receive the 16% reduction that other General Fund contracts received in FY 2004. In order to reduce the net impact on services, one-time funding of \$163,505 from TANF Incentive Revenue and ongoing funding of \$150,000 from increased savings from the Children's Shelter reduction Plan will be used to lower the 26% recommended reduction. The General Fund contracts provide funding to qualified community-based organizations, educational institutions, and government jurisdictions for the delivery of human services to the residents of Santa Clara County. Due to the one-time funding made available, the net impact on

funding for this program will be a reduction of \$530,961 from FY 2004 to FY 2005. It is anticipated that all General Fund contracts will be receiving at least a 21.46% reduction.

Services and Supplies	FY 2004	CLB FY 2005	REC FY 2005	Change from FY 2004
Gen'l. Fund	\$2,042,158	\$2,042,158	\$1,661,197	(\$380,961)
Incentive	\$313,505	\$0	\$163,505	(\$150,000)
Totals	\$2,355,663	\$2,042,158	\$1,824,702	(\$530,961)

Total Ongoing Net County Savings: (\$380,961)

Reduce General Fund Inventory Contracts

Recommendation: Reduce the General Fund Inventory Contracts by \$67,936.

Impact on Services: This action will reduce the General Fund Inventory contracts by 26%. This line item funds five discretionary programs within the Social Services Agency: the Emancipation Program, Day Worker Program, 24-7 Youth Crisis Line, Parent Institute for Quality Education (PIQUE), and South County Para Transit Services. Services will be reduced in proportion to the planned reduction.

Total Ongoing Net County Savings: (\$67,936)

Reduce the General Fund Immigration Contracts

Recommendation: Reduce the General Fund Immigration Contracts by \$80,184.

Impact on Services: This action will reduce the General Fund Immigration contracts by 26%. The General Fund Immigration contracts provide naturalization and immigration services to residents of Santa Clara County. Services will be reduced in proportion to the planned reduction.

Total Ongoing Net County Savings: (\$80,184)

Reduce the Status Offender Services (SOS) Contracts and Augmentation to the Child Abuse Prevention Contracts

Recommendation: Reduce the Status Offender Services (SOS) Contracts by \$371,381 and augment the Child Abuse Prevention Contracts by \$350,000 with one-time funds.

Impact on Services: This action will reduce the Status Offender Services (SOS) contracts by 26%. In FY 2004, the SOS contractors received \$270,000 in one-time funds from the Child Abuse Council. The Social Services Agency has received approval from the Child Abuse Council for another year of one-time funds for FY 2005 in the amount of \$350,000 from the County's Children Trust Fund to be used to help meet the Council's goals of child abuse prevention. The SOS contracts provide services to children who are neither probation or child welfare. 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. Due to the

funding made available by the Child Abuse Council, the net impact on funding for this program will be a reduction of \$291,381 from FY 2004 to FY 2005.

Services and Supplies	FY 2004	FY 2005	Net Impact
Status Offender Services (SOS) Contracts (General Fund)	\$1,428,389	\$1,057,008	(\$371,381)
Child Abuse Contracts (one-time funding)	\$270,000	\$350,000	\$80,000
Net Impact	\$1,698,389	\$1,407,008	(\$291,381)

Total Ongoing Net County Reduction: (\$371,381)

Reduce the Safety Net Budget

Recommendation: Reduce the Safety Net budget by \$62,460.

Impact on Services: This action will reduce the Safety Net budget by \$62,460. There is a surplus in this line item therefore the reduction in budget will have no impact on the current level of service.

Total Ongoing Net County Reduction: (\$62,460)

Costs of Agency Office Services Programs

The following table lists the programs administered by the Agency Office (AO), their FY 2005 Recommended Budget costs, and the County's share of costs.

FY 2005 Agency Office Services Programs

Program	Total \$	County \$	County %
AB 2994 Child Abuse Contract	\$971,620	\$0	0.0%
Board Inventory Contracts	\$167,980	\$167,980	100.0%
Department of Rehabilitation County Match	\$30,000	\$30,000	100.0%
Domestic Violence Contracts (Marriage License Fees)	\$200,000	\$0	0.0%
Federal Drug Grant	\$443,355	\$0	0.0%
Food Bank	\$705,000	\$705,000	100.0%
General Fund Contracts	\$1,661,197	\$1,661,197	100.0%
Green Book Grant	\$384,689	\$0	100.0%
Immigration	\$228,215	\$228,215	100.0%
Status Offender System Contracts	\$1,057,008	\$1,057,008	100.0%
Veterans Services	\$688,073	\$615,364	89.4%
AO Total	\$6,537,137	\$4,464,764	68.3%



Summary of Agency Office Position Addition and Deletions

Description	FTEs	Position Title
Director	1.0	Special Assistant for Children's Services (B02)
Veterans Services	-1.0	Office Specialist III (D09)
	-1.0	Social Work Coordinator I (Y49)
Training	-1.0	Management Information Systems Data Assistant (C40)
Deputy Director	-1.0	Management Analysis Program Manager I (B1L) Transfer to DFCS
	-2.0	Management Analyst (B1P)
	-1.0	Executive Assistant (C29)
	-2.0	Administrative Assistant (C60)
Subtotal	-8.0	Administrative Assistant (C60)
Financial Management Services	-1.0	Management Analysis Program Manager I (B1L)
	-2.0	Management Analyst (B1P)
	-1.0	Associate Management Analyst (B1R)
	-1.0	Administrative Support Officer I (B2R)
	-2.0	Office Management Coordinator (C76)
	-2.0	Office Specialist II (D49)
	-3.0	Revenue Collections Clerk (D62)
	-1.0	Supervising Account Clerk II (D94)
	-1.0	Accountant Assistant (D96)
	-1.0	Account Clerk II (D97)
	-1.0	Account Clerk I (D98)
	-1.0	Supervising Storekeeper (G80)
	-1.0	Senior Telephone Technician (K18)
	-1.0	Supervising Revenue Collections Officer (V32)
	-3.0	Revenue Collections Officer (V35)
	-1.0	SSA Information Technology Specialist (W20)
	-1.0	Management Analyst U (W1P)
Subtotal	-24.0	
Information Systems	-1.0	Information Systems Manager II (G12)
	-1.0	Department Information Systems Coordinator (G19)
	-2.0	Information Systems Analyst (G28)
	-1.0	Application and Joint Application Development Specialist (G7F)
	-1.0	CalWIN Planning and Implementation Manager (V70)
	-2.0	SSA Information Technology Specialist (W20)
Subtotal	-8.0	
Human Resources/Training	-1.0	Office Specialist III (D09)
	-1.0	Client Services Technician (D72)
	-1.0	Social Work Coordinator II (Y48)
Subtotal	-3.0	
AO Department Total	-43.0	



Social Services Agency — Budget Unit 502 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
50201	Agency Office Admin Fund 0001	\$ 63,356,102	\$ 70,729,684	\$ 70,009,681	\$ 68,186,189	\$ (2,543,495)	-3.6%
50202	Information Systems Fund 0001	29,972,793	26,669,616	28,832,953	27,667,384	997,768	3.7%
50203	Agency Staff Dev and Tng Fund 0001	2,671,890	2,295,391	2,295,391	2,560,519	265,128	11.6%
50204	Veteran's Services Fund 0001	713,762	739,244	685,014	526,116	(213,128)	-28.8%
50205	Community Programs and Grants	7,893,205	8,008,974	7,765,870	5,849,064	(2,159,910)	-27.0%
Total Net Expenditures		\$ 104,607,752	\$ 108,442,909	\$ 109,588,909	\$ 104,789,272	\$ (3,653,637)	-3.4%

Social Services Agency — Budget Unit 502 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
50201	Agency Office Admin Fund 0001	\$ 63,356,102	\$ 70,729,684	\$ 70,009,681	\$ 68,186,189	\$ (2,543,495)	-3.6%
50202	Information Systems Fund 0001	29,972,793	26,669,616	28,832,953	27,667,384	997,768	3.7%
50203	Agency Staff Dev and Tng Fund 0001	2,671,890	2,295,391	2,295,391	2,560,519	265,128	11.6%
50204	Veteran's Services Fund 0001	713,762	739,244	685,014	526,116	(213,128)	-28.8%
50205	Community Programs and Grants	7,893,205	8,008,974	7,765,870	5,849,064	(2,159,910)	-27.0%
Total Gross Expenditures		\$ 104,607,752	\$ 108,442,909	\$ 109,588,909	\$ 104,789,272	\$ (3,653,637)	-3.4%

Social Services Agency — Budget Unit 502 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 29,699,988	\$ 30,906,845	\$ 30,061,428	\$ 29,661,872	\$ (1,244,973)	-4.0%
Services And Supplies	71,470,055	76,644,342	78,277,171	75,127,400	(1,516,942)	-2.0%
Fixed Assets	3,437,709	891,722	1,250,310	—	(891,722)	-100.0%
Subtotal Expenditures	104,607,752	108,442,909	109,588,909	104,789,272	(3,653,637)	-3.4%
Total Net Expenditures	104,607,752	108,442,909	109,588,909	104,789,272	(3,653,637)	-3.4%



Social Services Agency — Budget Unit 502

Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
50201	Agency Office Admin Fund 0001	\$ 232,228,556	\$ 235,267,974	\$ 237,654,378	\$ 247,278,612	\$ 12,010,638	5.1%
50202	Information Systems Fund 0001	9,059,985	8,703,254	10,584,715	9,018,934	315,680	3.6%
50203	Agency Staff Dev and Tng Fund 0001	15,393	—	—	—	—	—
50204	Veteran's Services Fund 0001	71,131	72,709	72,709	72,709	—	—
50205	Community Programs and Grants	1,785,679	2,568,325	2,568,325	2,474,122	(94,203)	-3.7%
Total Revenues		\$ 243,160,744	\$ 246,612,262	\$ 250,880,127	\$ 258,844,377	\$ 12,232,115	5.0%

Agency Office Admin Fund 0001 — Cost Center 50201

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	217.0	\$ 70,729,684	\$ 235,267,974
Board Approved Adjustments During FY 2004	-3.0	(720,003)	2,386,404
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	12.0	3,008,772	—
Internal Service Fund Adjustments	—	(1,119,657)	—
Other Required Adjustments	—	399,075	13,852,857
Subtotal (Current Level Budget)	226.0	\$ 72,297,871	\$ 251,507,235
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	55,612	—
Printing Rate/Service Change	—	(83,555)	—
Reduced Counsel Services related to PAG	—	(775,200)	—
Decision Packages			
1. Transfer the Special Assistant for Children's Services from CEO to SSA	1.0	128,268	—
This action transfers the filled Special Assistant for Children's Services from the County Executive's Office (CEO) to the Social Services Agency Director. The position performs executive management functions on behalf of Children's Services in the Social Services Agency. This person was on-loan to the Social Services Agency (SSA) from the CEO. The position is now being permanently moved and will report in to the SSA Agency Director.			
2. Delete One Administrative Position in Governmental Relations	-1.0	(60,768)	—
This action deletes one (1) vacant Administrative Assistant in the Office of Governmental Relations. The duties and responsibilities of this position will be absorbed by the remaining staff in the department.			
3. Delete One Executive Assistant Position in the Office of the Deputy Director	-1.0	(67,980)	—
This action deletes one (1) vacant Executive Assistant I position in the Deputy Director's Office. The Executive Assistant reporting to the Agency Director will now also provide administrative support to the Agency Office's Deputy Director.			
4. Delete Two Analyst Positions in Central Services	-2.0	(163,128)	—
This action deletes one (1) vacant Management Analyst position, and one (1) filled Associate Management Analyst position in the Central Services Supply Operations Unit.			
The section has carefully assessed its need for management analyst support. With the consolidation of some administrative tasks, the workload will be effectively redistributed to remaining analytical resources.			



Agency Office Admin Fund 0001 — Cost Center 50201

Major Changes to the Budget

	Positions	Appropriations	Revenues
5. Eliminate One Project Manager Position in Fiscal Management	-1.0	(168,588)	—
<p>This action will delete one (1) vacant SSA Information Technology Specialist position from the Projects Unit in Financial Management Services. This resource was deployed to conduct project management of the roll-out of the new accounting system from SAP within the Social Services Agency.</p> <p>The ongoing workload from this project will be transferred and handled by prioritization. The other special projects have been distributed to the staff that remains in the fiscal group.</p>			
6. Reduce Staff by One Accounting Clerk II in Warrant Control	-1.0	(54,900)	—
<p>This action deletes one (1) vacant Account Clerk II position in Accounts Receivable. Staff working overtime have been able to handle the existing workload. The residual tasks will be assigned to an Account Clerk II that is being transferred into the Accounts Receivable Unit.</p>			
7. Reduce Staff by One Social Worker Coordinator from Human Resources	-1.0	(107,220)	—
<p>This action reduces staff by one (1) filled Social Work Coordinator I position in the Human Resources Service Center. This resource is being utilized to analyze and promote reasonable accommodations for the disabled employees throughout the Social Services Agency. This function will be absorbed by other remaining staff members in Human Resources.</p>			
8. Reduce Two Analytical Staff and One Administrative Assistant from Governmental Relations	-3.0	(275,892)	—
<p>This action will reduce analytical staff by two (2) filled Management Analyst positions, one in Evaluation and Planning, and one in the Housing Unit. It will also eliminate one filled Administrative Assistant position from Governmental Relations.</p> <p>This change will partially eliminate one layer of management analyst positions and broaden span of control in GRP. The reduction will be administered by the redistribution of analytical responsibilities.</p>			
9. Reduce Staff by One Filled Supervising Account Clerk II in Accounts Payable	-1.0	(90,336)	—
<p>This action eliminates one (1) filled Supervising Account Clerk II position from Accounts Payable. This Accounts Payable resource will be eliminated for countywide cost reduction purposes. The reduction shrinks one level of supervision, which will widen the overall span of control in the Accounts Payable Unit in Financial Operations.</p>			
10. Delete Nine Positions from Collections	-9.0	(652,212)	—
<p>This action reduces staff resources by the elimination of one (1) filled Supervising Revenue Collections Officer, one (1) vacant and two (2) filled Revenue Collections Officers, three (3) filled Revenue Collections Clerks, and the deletion of two (2) filled Office Specialist II positions from the Collections Unit in Fiscal Operations.</p> <p>In collaboration with DEBS, the Collections Division works to recover overpayments on closed benefit cases, as well as SSI/GA Interim Assistance recovery.</p> <p>Due to the insufficient CalWORKs and Food Stamps funding level, external funding became a major contributing factor to this specific function being targeted for reduction. A reduction in CalWORKs cases from the high of (AFDC) 30,000 in 1998 also contributed to this reduction decision. Some of the impact will eventually be mitigated by improvements in automation and the future CalWIN system efficiencies.</p>			
11. Reduce Staff by One Accounting Clerk II in Warrant Control	-1.0	(59,364)	—
<p>This action reduces staff by one (1) filled Account Clerk I in Warrant Control. The duties of this position were significantly reduced with the implementation of Direct Deposit and the Electronic Benefits Transfer (EBT) systems. The remaining responsibilities will be absorbed by an Account Clerk II that is being transferred into Accounts Receivable.</p>			
12. Reduce Staff by Two Administrative Positions in Human Resources	-2.0	(123,900)	—
<p>This action deletes one (1) filled Office Specialist III position in Personnel Operations, and one (1) filled Advanced Clerk Typist position in the Health and Safety unit in the Human Resources Department.</p> <p>The department will accomplish these reductions by the effective distribution of these administrative responsibilities to staff remaining, and through consolidation of functions within Human Resources. The Security Office and the Health and Safety Office are being combined to achieve greater economies of scale in the department.</p>			
13. Transfer One Filled Management Analyst Program Manager from the AO to DFCS	-1.0	(113,232)	—
<p>This action involves the transfer of one (1) filled Management Analyst Program Manager I position from Governmental Relations in the Agency Office to the Department of Family and Children's Services.</p> <p>This transfer will broaden span of control and partially eliminate one layer of management in GRP.</p>			
14. Revised Legal Fees from County Counsel to PA/PG	—	—	—



Agency Office Admin Fund 0001 — Cost Center 50201

Major Changes to the Budget

	Positions	Appropriations	Revenues
<p>This action will reduce the amount that is charged SSA from County Counsel for legal services to the Public Administrator/Public Guardian (PA/PG). The new calculation takes into account the increases in fees charged to clients, and the reduced hours needed by the PA/PG. This requirement will equate to (5) attorneys, and (4) paralegals with an offset for fees of \$640K (which is adjusted at 80%), of which \$200K is for FAST cases.</p>			
15. Reduce Contracts Staff by Three Management and Accounting Positions	-3.0	(271,920)	—
<p>This action reduces staff by one (1) filled Management Analyst Program Manager position, one (1) filled Management Analyst position, and one (1) vacant Accountant Assistant position in the Contracts Unit.</p> <p>The Department of Family and Children's Services Contracts Unit and the Fiscal Contracting function are being consolidated, so a streamlining of process and some reductions in workload are to be reasonably expected. Focusing the newly combined resources on critical work priorities should minimize the impact of this reduction on the contracting function in the Social Services Agency.</p>			
16. Reduce Management Staff in Central Services by Six Positions	-6.0	(558,768)	—
<p>This action will delete one (1) filled Management Analyst in Facilities Management, one (1) filled Administrative Support Officer I in the Support Services Unit, one (1) filled Office Management Coordinator from Records Retention, one (1) filled Supervising Storekeeper, and one (1) vacant Office Management Coordinator in the Supply/ Warehouse and Mailroom/Publishing areas. Also, the department will reduce resources by one (1) filled Senior Telephone Technician position in the Telephone Services Unit.</p> <p>This approach is in accordance with the Board's strategy to address span of control in the county's departments. Two levels of supervision will be shrunken within the Mailroom, Publishing, Supply/Warehouse, and Telephone Services areas. The Records Retention supervisory assignment is changed to maintain accountability. The remaining management and supervisory staff will be deployed based upon workload needs.</p>			
17. Recognize Savings Related to Copier Leases	—	(95,925)	—
<p>Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.</p>			
18. Reduce Workers Compensation Expense	—	(230,091)	—
19. Workers Compensation Reduction Revenues	—	—	(946,237)
20. SSA Revenues	—	—	(1,847,632)
<p>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.</p>			
21. Reduce PERS Expense	—	(342,583)	—
22. PERS Reduction Revenues	—	—	(1,434,754)
Subtotal (Recommended Changes)	-32.0	\$ (4,111,682)	\$ (4,228,623)
Total Recommendation	194.0	\$ 68,186,189	\$ 247,278,612

Information Systems Fund 0001 — Cost Center 50202

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	109.0	\$ 26,669,616	\$ 8,703,254
Board Approved Adjustments During FY 2004	-3.0	2,163,337	1,881,461
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	1,369,817	—
Internal Service Fund Adjustments	—	861,791	—
Other Required Adjustments	—	(1,849,229)	(1,506,197)



Information Systems Fund 0001 — Cost Center 50202
Major Changes to the Budget

	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	108.0	\$ 29,215,332	\$ 9,078,518
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Service Cost Reduction due to ISD Reductions	—	(107,163)	—
Decision Packages			
1. Delete One Vacant Info Systems Manager I in Information Systems Division	-1.0	(119,952)	—
The deletion of this position will require an upper-level manager to directly oversee a larger number of staff. Other impact to IS and SSA as a whole include reduced capacity to manage and coordinate projects and the inability to develop new and improved solutions required in response to business challenges and changes in the business environment.			
2. Delete One Vacant Dept Info Systems Coordinator in IS Division	-1.0	(113,232)	—
This position provides support for the state-wide CWS/CMS application for the Department of Families and Children's Services and Information Systems Help Desk. Functions associated with this code will be shifted to another position.			
3. Delete Two Vacant Info System Analyst II in IS Division	-2.0	(193,320)	—
The deletion of these codes will significantly impact the service delivery within SSA. These positions are responsible for direct end-user support, deployment of upgrades to the infrastructure across all locations, network support, and project implementation across all sites.			
4. Delete One Vacant Applic & Joint Applic Dev Specialist in IS Division	-1.0	(97,620)	—
The deletion of this code will result in the following major impact to IS and SSA as a whole: Reduced ability to develop new web applications and delays in delivering web support for updates and SSA on line forms and procedures.			
5. Delete One Vacant Calwin Planning & Implementation Manager in IS Division	-1.0	(135,012)	—
The position's responsibilities include acting as a contract and budget liaison to the CalWIN project, as well as the subject expert for CDS and CalWIN conversion activities. These and all other tasks of this position will be shifted to the remaining IS Managers.			
6. Delete One (1) Vacant SSA Info Technology Spec in IS Division	-2.0	(337,176)	—
The deletion of these codes will result in the following major impact to IS and SSA as a whole: Reduced ability to develop new applications, delays in delivering required applications, delays or inability to fix or enhance current systems.			
7. Recognize Savings Related to IT Maintenance Contracts	—	(20,883)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to information technology maintenance contracts.			
8. Reduce Workers Compensation Expense	—	(168,443)	—
9. Workers Compensation Reduction Revenues	—	—	(24,086)
10. Reduce PERS Expense	—	(255,147)	—
11. PERS Reduction Revenues	—	—	(35,498)
Subtotal (Recommended Changes)	-8.0	\$ (1,547,948)	\$ (59,584)
Total Recommendation	100.0	\$ 27,667,384	\$ 9,018,934



Agency Staff Dev and Tng Fund 0001 — Cost Center 50203

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	27.0	\$ 2,295,391	\$ —
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	402,931	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	29.0	\$ 2,698,322	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Delete One Management Information Systems Data Assistant from Training	-1.0	(57,996)	—
This action involves Staff Development and Training deleting one (1) vacant administrative support position. The workload will be redistributed to other staff in the department.			
2. Reduce Workers Compensation Expense	—	(32,214)	—
3. Reduce PERS Expense	—	(47,593)	—
Subtotal (Recommended Changes)	-1.0	\$ (137,803)	\$ —
Total Recommendation	28.0	\$ 2,560,519	\$ —

Veteran's Services Fund 0001 — Cost Center 50204

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	9.0	\$ 739,244	\$ 72,709
Board Approved Adjustments During FY 2004	-1.0	(54,230)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	171	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	8.0	\$ 685,185	\$ 72,709
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Eliminate One Social Worker Coordinator Position in Veterans' Services	-1.0	(81,892)	—
This action deletes one (1) vacant Social Worker Coordinator I position in Veterans' Services. The responsibilities for this position will be absorbed by remaining staff in Veterans' Services.			
2. Delete One Vacant Clerical Position in Veterans' Services	-1.0	(55,488)	—
This action will decrease staff by one (1) vacant Office Specialist III position code in the Veterans' Services Department. The remaining workload has been prioritized and will be managed by workload redistribution. Office process streamlining should yield additional efficiencies.			
3. Reduce Workers Compensation Expense	—	(8,049)	—



Veteran's Services Fund 0001 — Cost Center 50204 Major Changes to the Budget

	Positions	Appropriations	Revenues
4. Reduce PERS Expense	—	(13,640)	—
Subtotal (Recommended Changes)	-2.0	\$ (159,069)	\$ —
Total Recommendation	6.0	\$ 526,116	\$ 72,709

Community Programs and Grants — Cost Center 50205 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	4.0	\$ 8,008,974	\$ 2,568,325
Board Approved Adjustments During FY 2004	—	(243,104)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-4.0	(251,859)	—
Internal Service Fund Adjustments	—	(1,879)	—
Other Required Adjustments	—	(450,146)	(444,203)
Subtotal (Current Level Budget)	—	\$ 7,061,986	\$ 2,124,122
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Reduction to General Fund Inventory Contracts	—	(67,936)	—
This action will reduce the General Fund Inventory contracts by 26%. The General Fund Inventory contract line item funds five discretionary programs within the Social Services Agency.			
2. Reduction to the General Fund Immigration Contracts	—	(80,184)	—
This action will reduce the General Fund Immigration Services contracts by 26%. The General Fund Immigration Services are one of the few 100% discretionary areas within the Social Services Agency. While the services provided are a valuable resource to the community, they are not part of the core-mandated delivery system.			
3. Reduction to GF Safety Net Line Item	—	(62,460)	—
This action will bring down the budget to actual expenditures. This reduction will not have an impact on the current level of services being provided by this program.			
4. Reduction to SOS Contracts	—	(371,381)	—
This action will reduce the Status Offender Services contracts by 26% from the FY 2004 budget after the deletion of the FY 2004 one-time Child Abuse Council augmentation.			
5. DEBS Funding Source Shift	—	(600,000)	—
This action will move \$600,000 worth of contracted services, currently funded with County General Fund, to CalWORKs Incentive funds. This change in funding source will create General Fund savings to meet the budget reduction target, while preserving valuable housing search assistance and emergency assistance services for CalWORKs families.			
6. SSA Revenues	—	—	350,000
The Child Abuse Council has provided \$350,000 in one time funds from the Children Trust fund to help mitigate proposed reductions to the Status Offender System (SOS) network contractors. These contractors are facing a 26% reduction in their general fund contracts.			
7. Reduction to General Fund Contracts	—	(380,961)	—

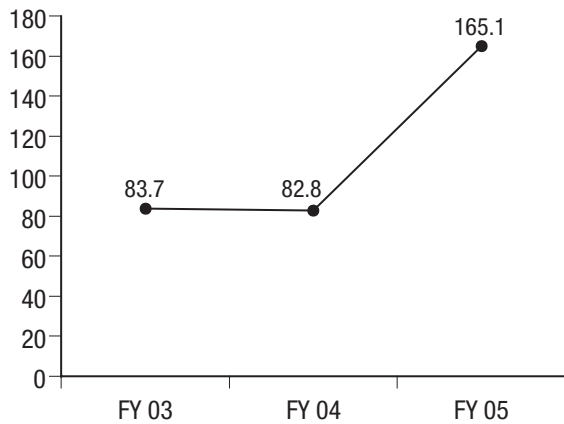
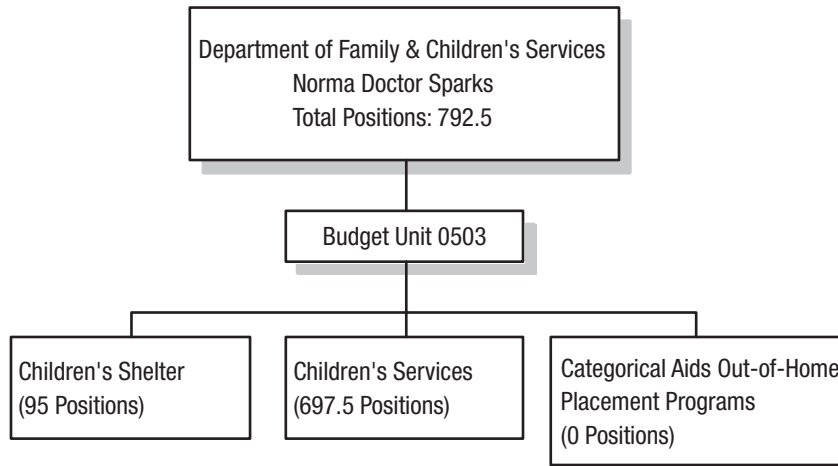


Community Programs and Grants — Cost Center 50205
Major Changes to the Budget

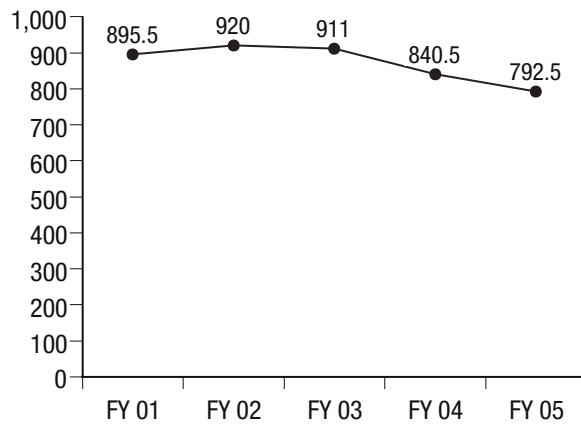
	Positions	Appropriations	Revenues
This action will reduce the General Fund Contracts by an average of 21% in general and 34% to four previously funded CALWORKS Incentive contractors. These contractors had not experienced a 16% reduction in the current year. The cut was originally at 26%, but additional funds from CALWORKS Incentives and some redirected general fund savings from the Children Shelter restored \$313,505 to this account. While the community-based organizations provide valuable services to the community, they are not part of the core-mandated delivery system.			
8.	—	350,000	—
The Child Abuse Council has provided one time funds from the Children Trust fund of \$350,000 to restore funding for SOS providers. This augmented funds will be Child Abuse Contracts.			
	Subtotal (Recommended Changes)	\$ (1,212,922)	\$ 350,000
Total Recommendation		\$ 5,849,064	\$ 2,474,122



Department of Family and Children's Services — Social Services Agency



Gross Appropriation Trend



Staffing Trend

In the FY 2005 document, gross appropriations replace net appropriations.



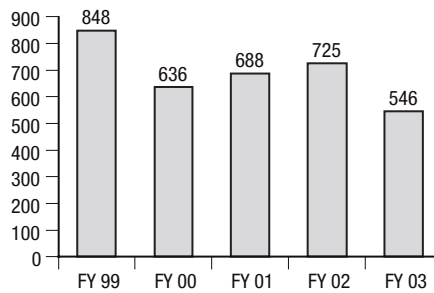
Public Purpose

- 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

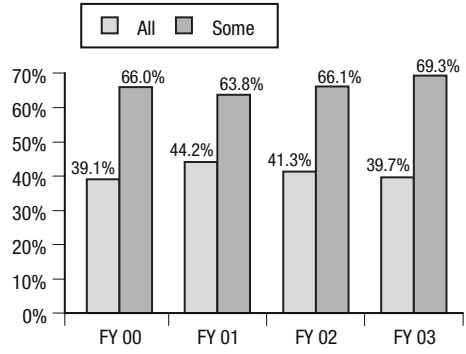
Ensure children's safety by removing them from unsafe homes.



Number of Children Removed from Unsafe Homes of Parents or Guardians

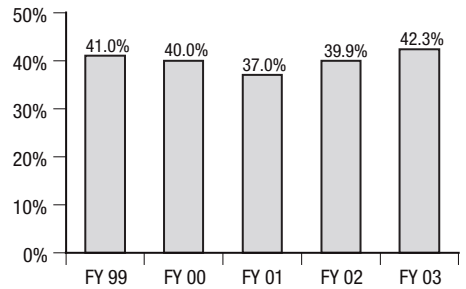


Protect children’s sibling relationships by keeping children together in placement.



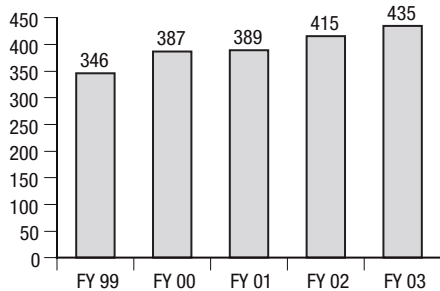
Percentage of Children in Care Placed with All or Some Siblings at Fiscal Year End

Protect the continuity of the family by placing children with relatives.

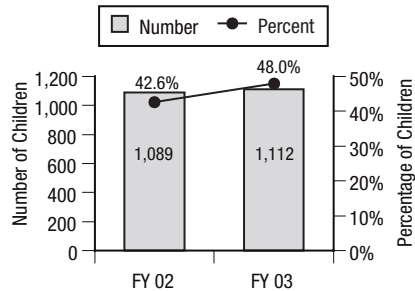


Percentage of Children in Care Placed with Relatives, at Fiscal Year End

Ensure the continuity of children’s growth by increasing the number of foster homes and placing children in culturally sensitive homes.



Number of Foster Care Homes Available

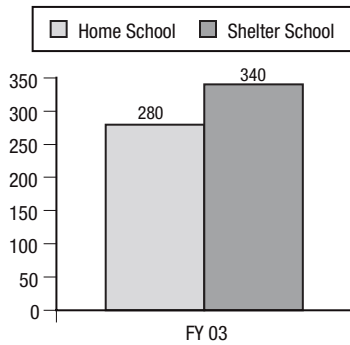


Number and Percentage of Children in Care Placed with Relatives or Non-Relative Extended Family Members

FY 02 is the first year for which data are available.

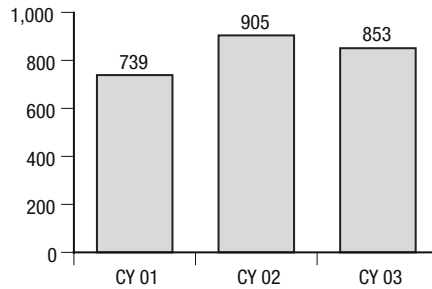


Ensure that children’s basic and social development needs are met by arranging for medical and dental care, and ensuring that individual and special educational needs of children are addressed.



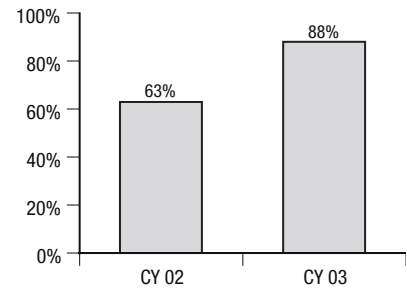
Number of Children Who Attend their Home School versus the Children’s Shelter

FY 03 is the first year for which data are available.



Number of Children in Foster Care Assessed by the Educational Rights Project, by Calendar Year

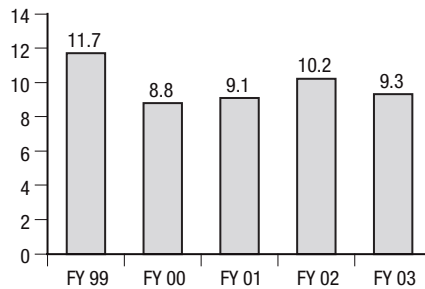
CY 01 is the first year for which data are available.



Percentage of Children Assessed by the Educational Rights Project Receiving Appropriate Educational Services, by Calendar Year

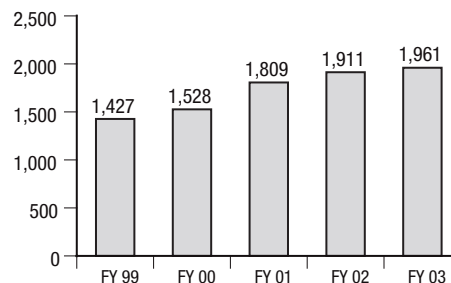
CY 02 is the first year for which data are available.

Ensure that parents acquire needed parenting skills and the 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 parents.



Number of Months Between Removal and Reunification

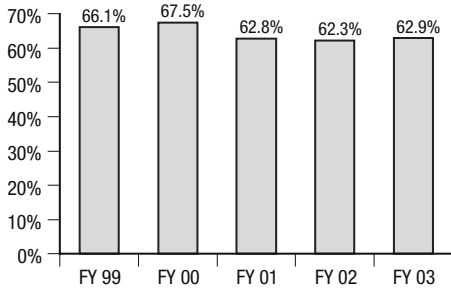
Limit the need for out-of-home placement by increasing the number of children and families that are diverted from the Child Welfare Services (CWS) system through early intervention.



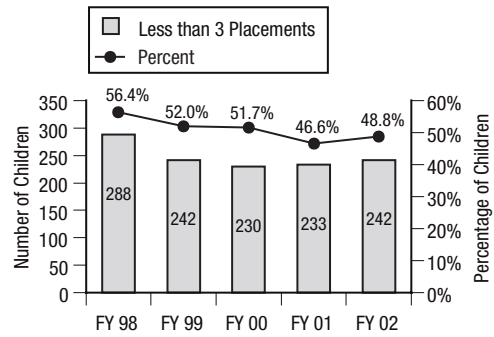
Number of Children and Families Diverted from Child Welfare Services (CWS)



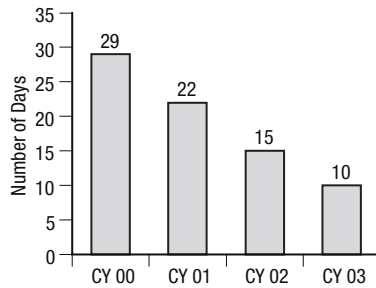
Safely reunite children with their parents as soon as possible by increasing the percentage of children reunifying with their families, reducing the number of placement moves, and reducing the average length of stay for children at the Children’s Shelter.



Percentage of Children Reunified during the Fiscal Year

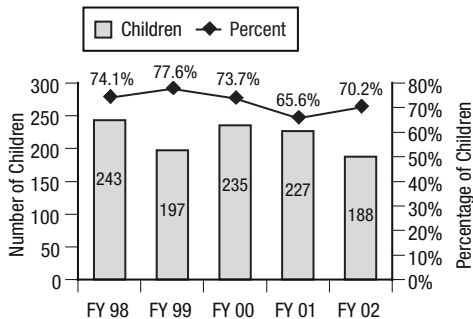


Number and Percentage of Children Who Have No More Than Two Placements’ in Their Entry Year

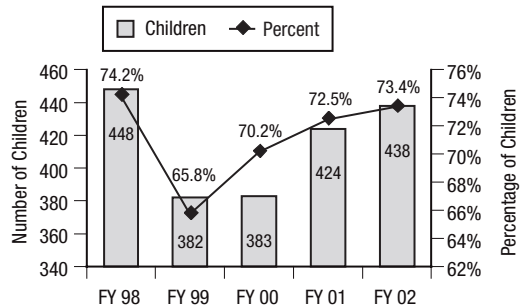


Average Length of Stay in Days for Children at the Children’s Shelter, by Calendar Year

Children’s ties to their community maintained by establishing family-to-family connections and adding foster homes in communities where the children reside.



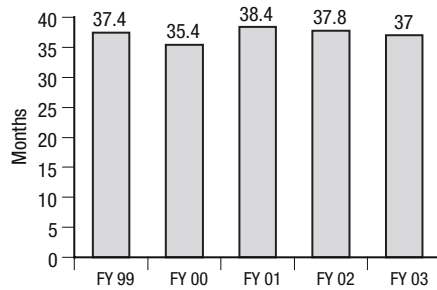
Number and Percentage of Children in Kin Placements Within 10 Miles of Home (by year of entry into FC)



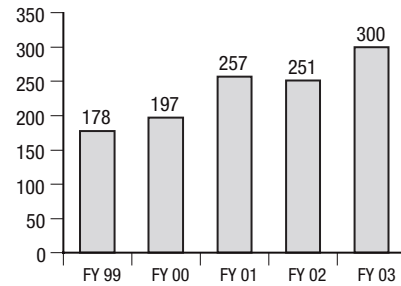
Number and Percentage of Children in Non-Kin Placements Within 10 Miles of Home (by year of entry into FC)



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, communities, public and private professionals and agencies, and the juvenile court to ensure that every child brought to the attention of the Department is provided a home environment free of abuse, neglect, and exploitation. The Department's mandated services include a 24 hour/year-round Child Abuse Hotline to receive reports of child maltreatment, Emergency Response Services to investigate allegations of maltreatment, Family Maintenance Services, Family Reunification Services, and Permanent Placement Services. DFCS is also responsible for working closely with public and private agencies and the court in establishing preventive services, expanding public education, and engaging community partners in planning to meet children's needs. The Department's non-mandatory major programs include: Adoptions, Foster Care Licensing, and the Children's Shelter.

DFCS Service Delivery Redesign

The Department is implementing the Service Delivery Redesign, to increase the quality and efficiency of services to children and families. The goals of the Redesign are to strengthen social service response to child abuse referrals, lower caseloads, address the overrepresentation of children of color, reduce the use of the Children's Shelter as the entry point for children in protective custody, reduce the number of children's placement moves, increase the timeliness of children reuniting with families, and expedite permanent placements for children who cannot safely return to their families.

The Redesign recognizes the valuable input of staff and labor representatives, and the need to encourage existing client-social worker relationships, maximize individual social worker's skills, and the need to implement a reorganized transitional plan that includes training, the case assignment process, and the logistics of relocating some staff.

The Redesign is building a more efficient and culturally competent service delivery system, combining mandatory services with key non-mandatory programs in new arrangements designed to streamline, better integrate and economize overall service operations.

The Department is taking several measures to reduce the admission of children to the Children's Shelter, increase the placement of children in relative and other family home settings, and reduce the overrepresentation of children of color in the child welfare system. These include expanded "joint response," enhanced diversion programs, early identification of relative placement resources, and reduced social worker caseloads.

The Department is expanding "joint response" to strengthen social service response to child abuse referrals. These joint responses involve social workers accompanying law enforcement personnel to alleged abuse and neglect situations. On scene assessments by the social worker are expected to decrease removal of children from their families and increase early identification of relatives for immediate temporary placement when necessary.

The Department is enhancing services to divert children from the Children's Shelter and from court ordered services. The Early Intervention and Weekend Diversion programs are central to this function and work in collaboration with private service providers, such as the Gardner Family Strength-Based Program, YWCA Intensive Home Visitation Program, and Resources for Families and Communities Family Advocate Program.

Other priorities for the Department include increasing staff resources to identify relatives for children's placements early in the case and lowering social worker's caseloads to allow for more thorough assessments of families and children. Lower caseloads allow the social worker more opportunity to build stronger working relationships with families and children, out-of-home caregivers, and service providers.

Team Decision Making (TDM) with families and their communities has begun for some new children entering the system to develop safety plans and services to divert children from the system, make initial plans for family maintenance services, or to select an initial placement (preferably with a relative) that will meet the child's needs until the family is reunified or permanently, if reunification is not possible. When placement is necessary, the objectives are to reduce the use of the Children's Shelter as the automatic entry point for children in protective custody, increase the timeliness of children reuniting with their families, and reduce the number of children's placement moves. TDMs are a Family-to-Family service strategy that is applicable throughout all phases of service when removal, reunification, and placement decisions are needed.

The links between children and their home communities are also maximized in the Redesign through geographically focused services, placement resource family recruitment and support, and staff assignments. Also, Parent and Relative Orientation Meetings for parents entering services are being conducted in Family Resource Centers.

Another Family-to-Family service strategy stresses community-based resource family recruitment through Community Action Teams and Family Resources. Family Resource Team members (most of whom have been foster care providers) provide direct support to

relative and non-relative families to increase retention, and work with families and community liaisons to increase non-relative resource home recruitment.

In recognition that a child's placement could become permanent if reunification is unsuccessful, non-relative families will be evaluated for foster care licensing and potential adoptive purposes.

The effectiveness of social service intervention is substantially based on a strong working relationship between the social worker and clients, as well as with caregivers and other professionals. The Redesign supports such relationships by lowered caseloads and the early case assignment of a social worker to serve the whole family throughout all phases and aspects of services, and until the case is resolved. This support necessitates a broader base of specialized skills among social work staff, which is accomplished in the Redesign by service specialist consultation, and by limiting specialized caseloads. Specialized caseloads remain in two areas: children requiring group home care and to a large extent, families who have experienced domestic violence. Reduction in the use of high-cost group home and Foster Family Agency placements and increased incentive for home-based placements are proposals in the Governor's Proposed FY 2005 Budget for Foster Care.

Increasing staff resources directly working with children and families is in part made possible in the Redesign by reducing and streamlining operational management and administrative infrastructures.

Family-to-Family

Many of the new approaches found in the Redesign reflect or complement the Family-to-Family strategies: team decision-making; placement resource family recruitment, training and support; community partnerships; and self-evaluation to measure child and family service outcomes and the need for policy and practice changes. The Family-to-Family 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 change.



Social workers have participated in Team Decision-Making (TDM) meetings with cases that might be diverted. TDM meetings have been held in County facilities, but many will move out into the community as DFCS continues to partner with community participants 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. TDMs will be expanded to situations when removal of children and change in placement are considered.

DFCS continues to recruit and support new placement resource families. Resource families team with birth families to enhance the likelihood of reunification. Other key provisions to place children in appropriate placements include: identification, assessment and support for relative caregivers; TDM meeting 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.

Joint social-worker/law-enforcement personnel response to abuse and neglect situations has increased, with the availability of social workers to accompany law enforcement personnel in some jurisdictions on a 24-hour basis. Additionally, outcome measures have been identified and baseline information gathered for self-evaluation.

DFCS continues its partnership with Kids in Common to integrate Family-to-Family philosophies in DFCS practice.

Adoption and Safe Families Act (ASFA)

Requirements of the federal Adoption and Safe Families Act (ASFA) to integrate federal mandates throughout all aspects of the foster care delivery system have been incorporated into DFCS policy, procedures, and practices. Several procedures have been implemented, including reassessment and approval of relative and not-relative extended family member in accordance with standards set by the State of California, based on federal guidelines.

Domestic/Family Violence Intervention Services

DFCS continues to expand 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 prevention 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 is involved in a variety of performance-based measurement systems to improve the quality and efficiency of services provided to children and families, including Cross Systems Evaluations, Performance Based Budgeting and Family-to-Family Self-Evaluation. In 2003, the Social Services Agency (SSA) began planning to improve the effectiveness and accountability of the child welfare system locally as required by AB 636, the Child Welfare System Improvement and Accountability Act of 2001. Outcome measures common to all of these systems are being identified to focus performance standards on a core set of measures.

The Department participates in Cross Systems Evaluations to enable policy makers and agency leaders to ascertain 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 Performance-Based Budgeting Plan was developed in recognition of the concept that funding recommendations should be based on what is accomplished. Most of DFCS outcome measures have data back to FY 1999.

As previously mentioned, the Family-to-Family strategy of self-evaluation is underway with the identification of outcome measures and gathering of baseline information. When fully operational, self-evaluation will help ascertain service and program performance, and guide improvements.

AB 636, the Child Welfare System Improvement and Accountability Act of 2001, predated the state child welfare systems failure to meet most compliance measurements applied by the United States Department of Health and Human Services in its 2002 review of the state's child welfare programs. This law established the California Child and Family Service Review System and a broad-based state-level work group to determine outcome indicators consistent with federal requirements, compliance thresholds for each indicator, timelines for implementation, county review cycles, uniform processes, procedures and review instruments to be used, a corrective action process, and any funding or staffing increases needed. The law also recognized the need for the state and counties to identify and promote the replication of best practices in child welfare service delivery to achieve the measurable outcomes.

The child welfare system reforms called for in AB 636 proceed at the local level with a broad-based Stakeholders Group and other work groups refining outcome indicators and practices to ensure that local programs reduce the number of children moving from placement to placement without family stability, educational stability, or appropriate care; reduce placements in expensive group homes; and increase adoptions for children deemed "unadoptable".

Many of the improvements called for in AB 636 are found in the DFCS Service Delivery Redesign.

County Executive's Recommendation

The Department of Family and Children's Services (DFCS) will reduce expenditures by \$3,277,012 with the net deletion of thirty-nine (39) positions, of which nine (9) are filled, and gain in revenue reimbursement \$161,410, for a net county savings of \$3,438,422. The net county reduction in DFCS Categorical Aid is \$8,701,444, a reduction of \$5,945,661 in cost and \$2,755,783 in revenue increase.

The Department has implemented a major reorganization that will increase the number of case carrying social workers by reassigning workers who had not been carrying cases to case-carrying assignments. This reorganization will allow DFCS to perform basic, mandated child welfare services, achieve core program

Out-of-Home Placement Initiatives

The county's investment in a variety of Out-of-Home Placement Initiatives continues to significantly contribute to 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, and several DFCS operational improvements to better focus placement planning and services for children in the Shelter. In 2003, the average daily population was 42 children and the average length of stay was 10 days.

Standardized Contracts

In 2002, DFCS began to review contracts for their relevance and benefit to DFCS clients and standardization in regard to provisions detailing scope of services and other terms. Contracts administered by DFCS continue to be reviewed in reference to budgetary constraints for their relevance and benefit to clients. All contracts are now 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.

goals, integrate Family-to-Family principles and strategies, and distribute other operational tasks among remaining staff.

As a result of the significant reductions in both the number and length of stay of children at the Children's Shelter, a second cottage was closed. This closure provided the opportunity to reduce staff associated with the operation of the closed cottages, both those directly involved with the children and those providing ancillary services. Staff who qualified for other positions within DFCS were moved to case-carrying assignments. 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.



The recommendations support the budget priorities established by the Board that reductions should seek to avoid the loss of State and Federal reimbursements. The recommendations also support the department's objectives to address fiscal restraints while maintaining effective child welfare services for children and families.

Deletion of Positions in the Children's Shelter Cottages

Recommendation: Delete twenty-six (26) positions in the Children's Shelter cottages.

FTE	Code	Class Description	Vacant Filled
21.0	X31	Children's Counselor	Vacant
4.0	X24	Senior Children's Counselor	Vacant
1.0	X21	Cottage Manager	Vacant
26.0		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 closure of an additional cottage and the elimination of one cottage manager, four senior children's counselors, and twenty-one children's counselors. The significant reduction in the daily population and length of stay for children has continued for over a year. Providing the population remains at the current rate, there should be little or no impact resulting from this reduction.

Total Ongoing Net County Reductions: (\$1,993,884)

Deletion of Position Resident Artist at the Children's Shelter

Recommendation: Delete the one (1) Resident Artist position at the Children's Shelter.

- 1.0 FTE Resident Artist (J36) at the Children's Shelter.

Impact on Services: Children's shorter length of stay in the shelter and increased attendance in schools outside of the shelter have reduced the need for this position. The program in the cottage will have to supplement for the loss of this position.

Total Ongoing Net County Reduction: (\$118,860)

Deletion of Positions in the Children's Shelter Clerical Staff

Recommendation: Delete three (3) clerical staff positions in the Children's Shelter.

FTE	Code	Class Description	Vacant Filled
1.0	D09	Office Specialist II	Vacant
1.0	C60	Administrative Assistant	Filled
1.0	D60	Clerical Office Supervisor	Vacant
3.0		Total	

Impact on Services: The Clerical Office Supervisor position duties will be re-assigned to the Office Management Coordinator. The remaining two Administrative Assistants will absorb the workload of the deleted position and the remaining clerical staff will need to redistribute the workload and adjust their schedules as necessary to make up for loss of the Office Specialist II position.

Total Ongoing Net County Reduction: (\$204,780)

Deletion of Positions in the Children's Shelter Maintenance Staff

Recommendation: Delete four (4) maintenance staff positions in the Children's Shelter.

FTE	Code	Class Description	Vacant Filled
1.0	H17	Utility Worker	Filled
3.0	H21	Facilities Services Worker	Filled
4.0		Total	

Impact on Services: The closure of a second cottage has reduced the need for maintenance services. The General Maintenance Mechanic and remaining Facilities Worker will absorb the loss of the other Facilities Services Workers and the Utility Worker.

Net Ongoing County Reduction: (\$241,824)

Deletion of Positions in the Children's Shelter Kitchen Staff

Recommendation: Delete three (3) kitchen staff positions in the Children's Shelter.

FTE	Code	Class Description	Vacant Filled
3.0	H66	Food Service Worker II	Filled
3.0	Total		

Impact on Services: The deletion of these positions will require kitchen staff to reorganize their operation and reduce services to cottages and staff. There will be no more meals prepared for staff to purchase who are not providing direct care and supervision to children.

Total Ongoing Net County Reduction: (\$171,300)

Reduction of Shelter Medical Services Budget for the Children's Shelter

Recommendation: Reduction in the amount budgeted for Shelter Medical Services (Inmate Medical) at the Children's Shelter.

Impact on Services: Due to the reduction in both the number of children served and their length of stay at the Children's Shelter, the amount budgeted for Shelter Medical Services is being reduced. To minimize this reduction, Valley Medical and DFCS staff negotiated a reduction in one night-time nurse, a reduction in management charges, while providing for an increase in pediatric hours.

Total Ongoing Net County Reduction: (\$318,457)

Deletion of Positions in DFCS Administration

Recommendation: Delete two (2) positions in DFCS Administration.

FTE	Code	Class Description	Vacant Filled
1.0	Y31	Social Services Program Manager II	Vacant
1.0	A74	Assistant Director - DFCS	Vacant
2.0	Total		

Impact on Services: The deletion of the Social Services Program Manager II will result in reduced operational managerial capacity in DFCS. The deletion of the

Assistant Director - DFCS will result in the Director and remaining Assistant Director having to absorb the duties of this position. The DFCS reorganization provides for more uniform span of control responsibilities among the social services program managers so that they will be able to accept the delegation of some operational responsibilities.

Total Ongoing Net County Reduction: (\$177,154)

Redirection of Children's Shelter Staff

Recommendation: Redirection of four (4) staff positions from the Children's Shelter to other DFCS Bureaus.

FTE	Code	Class Description	Vacant Filled
1.0	Y33	Deputy Director - Children's Shelter	Filled
1.0	D19	Secretary II w/o steno	Filled
1.0	B1R	Associate Management Analyst	Filled
1.0	Y23	Social Work Supervisor	Filled
4.0	Total		

Impact on Services: Due to the significant reductions in both the number and length of stay of children at the shelter, there will be minimal impact on the delivery of services at the Shelter. Three (3) of these positions will be transferred to DFCS Administration to maximize operations as part of the DFCS Service Delivery Redesign, while the fourth is transferring to mandated child services work in keeping with maximizing staff resource at the social work level.

Total Ongoing Revenue Increase: \$161,410

Deletion of Position in Court Intervention Bureau and Redirection to DFCS Administration

Recommendation: Delete one (1) position in DFCS Court Intervention Unit and redirect one (1) position from Agency Office (AO) to DFCS Administration.

FTE	Code	Class Description	Vacant Filled
1.0	Y48	Social Work Coordinator II	Vacant
1.0	B1L	MAPM I	Filled
2.0	Total		

Impact on Services: Deletion of the SWC II will have moderate impact and will result in reduced juvenile court liaison support for child welfare social worker



staff. The MAPM I will be assigned to mandated child welfare services work, in keeping with maximizing staff resource at the social work level.

Total Ongoing Net County Increase: \$15,204

Reduce the General Fund Domestic Violence Contracts

Recommendation: Reduce the General Fund Domestic Violence Contracts by \$65,957.

Impact on Services: This action will reduce the General Fund Domestic Violence contracts by 26%. A total of five service providers participate in this program and provide a network of services/support to 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 planned reduction.

Total Ongoing Net County Reduction: (\$65,957)

Reduction to the Mental Health Patch Program

Recommendation: Reduce the Mental Health Patch budget by \$150,000.

Impact on Services: It is anticipated that this reduction will have no impact on the current level of services. The Mental Health Department has developed a contract with one of the Social Services Agency's main out-of-county providers. Funding for the same services will be paid in part by Medi-Cal instead of the County General Fund.

Total Ongoing Net County Reduction: (\$150,000)

Augmentation to the Child Placement Services

Recommendation: Increase the Child Placement Services by \$245,152.

Impact on Services: This action will increase the Child Placement Services by \$245,152. This flexible program needs an augmentation based on current usage, currently \$100,00 over budget. The Director of the Shelter needs access to a flexible source of funds that

will allow a placement to be made and redirect children from entry into the Shelter. This fund can be spent to remove barriers to a relative placement, help siblings stay together in placement, and provide extra resources to foster parents so that they can accept special needs children. Increased savings from the Children's Shelter Reduction Plan are funding the augmentation.

Total Ongoing Net County Increase: \$245,152

Reduction to the Adoption Assistance Program

Recommendation: The Adoption Assistance budget is revised by \$63,816.

Impact on Services: No impact on services. The savings of \$7,071 is due to an improvement in federal claiming.

Total Ongoing Net County Reduction: (\$7,071)

Reduction to the Seriously Emotionally Disturbed (SED) and the Foster Care Program

Recommendation: Reduce the Seriously Emotionally Disturbed (SED) budget by \$3,685,560 and the Foster Care Program by \$3,632,362.

Impact on Services: This will reduce the SED expenditures by \$3,685,560 with a county savings of \$2,211,336, and will reduce the foster care expenditures by \$3,632,362 with a county savings of \$2,068,991. The SED and Foster Care programs are being reduced based on anticipated program costs. Current efforts by the Department of Family and Children's Services such as the focus on relative placement and the adoption of the Family-to-Family model have provided positive results in these areas. The caseload for each of these programs has remained stable, so no growth is currently anticipated.

Total Ongoing Net County Reduction: (\$4,280,327)

Reduction to the Wrap-Around Program

Recommendation: Reduce the Wrap-Around Program budget by \$754,986.

Impact on Services: This action will reduce the Wrap-Around expenditures by \$754,986 for a net county savings of \$452,992. The Social Services Agency (SSA)

currently has 210 Level 12/13/14 slots and 40 Level 10/11 slots. SSA has revised its payment structure this year to a proration rate based on actual days of service instead of a monthly rate. The Wrap-Around reduction is the result of budgeting for actual daily filled slots. This reduction is based on the anticipated utilization of the available Wrap-Around slots.

Total Ongoing Net County Reduction: (\$452,992)

Recognize Realignment Revenue

Recommendation: Recognize an increase in Realignment Revenue in the amount of \$2,755,783.

Impact on Services: Currently the Social Services Agency has over \$14 million in delayed realignment revenue payments. It is anticipated that at least \$2.8 million will arrive in FY 2004 due to the growth from FY 2002 to FY 2003.

Total Ongoing Revenue Increase: \$2,755,783

Reduction to the Emergency Assistance Program

Recommendation: Reduce the Emergency Assistance budget by (\$1,031,231).

Impact on Services: This reduction will reduce the program budget to current estimated expenditures. There is no anticipated growth in this program.

Total Ongoing Net County Reduction: (\$309,369)

Reduce Out-of-Home Placement Initiatives

Recommendation: Reduce Out-of-Home Placement Initiatives by \$991,054.

Impact on Services: The Out-of Home Placement Initiatives have provided additional county-only funding to develop placement resources such as the Matrix Program, recruitment and retention of foster parents and group homes, and provide up-front intensive services to avoid out-of-home placement. These programs have been very successful in significantly reducing the Children's Shelter population 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 and the budget has been brought down to actual expenditures or new revenue has been pursued. The overall net savings for these programs is \$991,054. The detail of this reduction follows:

Total Ongoing Net County Reduction: (\$991,054)

Reduction to Future Operations Reserve

Recommendation: Reduce the Future Operations Reserve by \$247,666.

Impact on Services: It is anticipated that the Foster Parent \$50 Supplement Program will end by June 30, 2005. As children leave their current placement the supplement is eliminated. This is a direct result of the increase in "special care increment" payments included as part of the regular foster care program. Funding from the Future Operations Reserve will be used to pay for the last year of the Foster Parent \$50 Supplement.

Total Ongoing Net County Reduction: (\$247,666)

Reduction to Group Home Subsidy Program

Recommendation: Reduce the Group Home Subsidy Program by \$150,000

Impact on Services: This will reduce the budget to the estimated actual expenditures of this program. In FY 2004 this program was revised to pay for filled beds instead of vacant and filled beds.

Total Ongoing Net County Reduction: (\$150,000)

Reduction to the Foster Parent Rate Supplement Program

Recommendation: Reduce the Foster Parent \$50 Rate Supplement Program by \$330,000.

Impact on Services: The Department of Family and Children's Services conducted an extensive review of the needs of children in foster care and was able to determine that the majority of the children are eligible for the "special care increment" payment. The "special care increment" provides a higher subsidy rate, based on the needs of the child, than the current \$50 supplement the Agency provides. As a result, this



program is currently being phased out of the Department of Family and Children's Services. As the foster child exits his/her current foster care home placement, the subsidy is eliminated.

Total Savings: (\$330,000)

Impact on Services: The Matrix Program has been phased out and has been replaced with wrap-around. The wrap-around program provides a more suitable alternative for the type of children who were in the Matrix Program.

Total Savings: (\$263,388)

Reduction to the Matrix Program

Recommendation: Reduce the Matrix Program by \$263,388.

FY 2005 Costs of Family and Children's Services and Aid Programs

Programs	Total \$	County \$	County%
Adoptions Assistance Eligibility	\$735,397	\$34,260	4.7%
Adoptions Services	\$3,344,782	\$116,473	3.5%
Child Abuse Prevention CAPIT	\$474,458	\$0	0.0%
Child Development Program (Dept. of Education)	\$2,528,071	\$87,221	3.5%
Child Welfare Services	\$79,086,991	\$26,718,657	33.8%
Children's Shelter Program	\$10,901,401	\$3,222,163	29.6%
Domestic Violence Advocates	\$187,723	\$187,723	100.0%
Emancipated Youth Stipend	\$130,392	\$0	0.0%
Emergency Funds For Relatives	\$47,380	\$0	0.0%
Federal Family Preservation Support Program	\$1,511,606	\$0	0.0%
Foster Care Eligibility	\$3,354,004	\$604,983	18.0%
Foster Home Licensing	\$2,503,163	\$1,154,651	46.1%
Foster Home Recruitment (AB 2129)	\$200,000	\$79,877	39.9%
Independent Living Skills Program	\$1,074,030	\$13,568	1.3%
Kin-Gap Eligibility	\$161,429	\$0	0.0%
Kinship Grant Supportive Services	\$117,000	\$0	0.0%
State Family Preservation Program	\$1,363,000	\$455,960	33.5%
Supportive and Therapeutic Options (STOP)	\$510,870	\$153,452	30.0%
DFCS Subtotal	\$108,231,695	\$32,828,990	30.3%
BU 503 DFCS Categorical Aids	\$82,747,116	\$4,128,072	5.0%
DFCS Total	\$190,978,811	\$36,957,062	19.4%

The table above lists the programs administered by the Department of Family and Children's Services (DFCS), their FY 2005 Recommended Budget costs, and the County's share of costs.

Categorical Aids (BU 503) to DFCS Clients

The table on the following page illustrates the programs administered by DFCS and its payments for children in Out of Home Care, the Wrap Around program,

Adoption Assistance, and County initiated programs in support of increasing resources for placement options. The following table itemizes the total costs and the County's contributions to each of the Categorical Aids programs serving DFCS clients, as well as the amount budgeted in the future Operation Reserve. This reserve is the set aside for the FY 2006 funding for the Foster Parent Association Capacity Building, \$105,000, and Family Strength Base Services, \$650,000 grants.

DFCS Categorical Aids Programs	Total \$	County \$	County%
Adoption	\$16,213,216	\$2,320,668	14.3%
Child Placement Services	\$1,190,194	\$1,190,194	100.0%
County Out of Home Initiatives	\$3,390,322	\$3,390,322	100.0%
Emergency Assistance Foster Care	\$2,296,280	\$688,884	30.0%
Foster Care	\$38,926,500	\$15,087,112	38.8%
Kin-Gap	\$1,521,295	\$204,386	13.4%
Seriously Emotionally Disturbed	\$1,666,080	\$999,648	60.0%
Special Circumstances	\$15,924	\$0	0.0%
Wraparound	\$16,772,304	\$10,063,382	60.0%
Realignment Trust Offset	\$0	(\$30,571,524)	0.0%
Net Subtotal	\$81,992,115	\$3,373,072	4.1%
Future Operations Reserve	\$755,000	\$755,000	100.0%
DFCS Categorical Aids Total	\$82,747,115	\$4,128,072	5.0%

Summary of Family and Children's Services Position Addition and Deletions

Description	FTEs	Position Title
	1.0	Management Analysis Program Manager I (B1L)-Transfer from AO
	-1.0	Assistant Director Family and Children's Services (A74)
	-1.0	Administrative Assistant (C60)
	-1.0	Office Specialist III (D09)
	-1.0	Clerical Office Supervisor (D60)
	-1.0	Utility Worker (H17)
	-3.0	Facilities Services Worker (H21)
	-3.0	Food Service Worker II (H66)
	-1.0	Art Education Program Director (J36)
	-1.0	Cottage Manager (X21)
	-4.0	Senior Children's Counselor (X24)
	-21.0	Children's Counselor (X31)
	-1.0	Social Services Program Manager II (Y31)
	-1.0	Social Work Coordinator II (Y48)
DFCS Department Total	-39.0	



Department of Family and Children's Services — Budget Unit 503
Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
50301	DFCS Administration Fund 0001	\$ 11,195,558	\$ 11,952,866	\$ 11,952,866	\$ 11,383,958	\$ (568,908)	-4.8%
50302	DFCS Program Svcs Fund 0001	47,957,226	49,693,816	50,093,816	52,198,320	2,504,504	5.0%
50303	DFCS Program Spt Fund 0001	6,382,295	6,407,224	6,407,224	7,167,767	760,543	11.9%
50304	Children's Shelter Fund 0001	13,893,275	14,035,310	13,239,664	10,901,401	(3,133,909)	-22.3%
50305	DFCS Staff Dev and Tng Fund 0001	786,493	673,450	673,450	701,271	27,821	4.1%
50306	DFCS Out of Home Placement Res & Pmt Fund 0001	—	—	97,549,071	82,747,116	82,747,116	—
Total Net Expenditures		\$ 80,214,847	\$ 82,762,666	\$ 179,916,091	\$ 165,099,833	\$ 82,337,167	99.5%

Department of Family and Children's Services — Budget Unit 503
Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
50301	DFCS Administration Fund 0001	\$ 11,195,558	\$ 11,952,866	\$ 11,952,866	\$ 11,383,958	\$ (568,908)	-4.8%
50302	DFCS Program Svcs Fund 0001	47,957,226	49,693,816	50,093,816	52,198,320	2,504,504	5.0%
50303	DFCS Program Spt Fund 0001	6,382,295	6,407,224	6,407,224	7,167,767	760,543	11.9%
50304	Children's Shelter Fund 0001	13,893,275	14,035,310	13,239,664	10,901,401	(3,133,909)	-22.3%
50305	DFCS Staff Dev and Tng Fund 0001	786,493	673,450	673,450	701,271	27,821	4.1%
50306	DFCS Out of Home Placement Res & Pmt Fund 0001	—	—	97,549,071	82,747,116	82,747,116	—
Total Gross Expenditures		\$ 80,214,847	\$ 82,762,666	\$ 179,916,091	\$ 165,099,833	\$ 82,337,167	99.5%

Department of Family and Children's Services — Budget Unit 503
Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 68,063,773	\$ 69,229,419	\$ 68,573,003	\$ 68,943,418	\$ (286,001)	-0.4%
Services And Supplies	12,151,074	13,533,247	107,482,673	95,401,415	81,868,168	604.9%
Reserves	—	—	3,860,415	755,000	755,000	—
Subtotal Expenditures	80,214,847	82,762,666	179,916,091	165,099,833	82,337,167	99.5%
Total Net Expenditures	80,214,847	82,762,666	179,916,091	165,099,833	82,337,167	99.5%



Department of Family and Children's Services — Budget Unit 503

Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
50302	DFCS Program Svcs Fund 0001	6,127,605	6,198,060	6,598,060	6,378,418	180,358	2.9%
50304	Children's Shelter Fund 0001	59,677	196,771	196,771	32,100	(164,671)	-83.7%
50306	DFCS Out of Home Placement Res & Pmt Fund 0001	—	—	84,110,414	78,619,044	78,619,044	—
Total Revenues		\$ 6,187,282	\$ 6,394,831	\$ 90,905,245	\$ 85,029,562	\$ 78,634,731	1,229.7%

DFCS Administration Fund 0001 — Cost Center 50301

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	140.0	\$ 11,952,866	\$ —
Board Approved Adjustments During FY 2004	1.0	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-13.5	(132,206)	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(120,000)	—
Subtotal (Current Level Budget)	127.5	\$ 11,700,660	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Delete One Assistant Director Family & Children's Services in DFCS Admin	-1.0	(151,920)	—
This action will delete one (1) vacant Assistant Director Family and Children's Services position in DFCS Admin. The Director and the other Assistant Director, by delegation of lesser duties to operational staff, will be able to absorb the duties of this position.			
2. Delete One SSPM II in DFCS Administration	-1.0	(108,372)	—
This action will delete one (1) vacant Social Services Program Manager II position code in DFCS Administration. Deletion of the SSPM II results in reduced operational management capacity in DFCS. However, the DFCS Service Delivery Redesign has maximized staff resource at the operational management level, mitigating the impact.			
3. Redirect Three Administrative Staff from the Children's Shelter	3.0	290,604	—
This action will add one (1) filled Deputy Director Children's Shelter, one (1) filled Secretary II w/o steno, and one (1) filled Associate Management Analyst to DFCS Administration. These positions are being transferred to DFCS Administration from the Children's Shelter to maximize operations as part of the DFCS Service Delivery Redesign.			
4. Delete One SWC II and Redirect One MAPM I to DFCS	—	22,692	—
This action will delete one (1) Social Work Coordinator II from DFCS Programs and add one (1) Management Analysis Program Manager I to DFCS Administration. Deletion of the SWC II results in reduced operational management capacity in DFCS. The addition of the MAPM I is a redirection from the Deputy Director's Office to DFCS to maximize staff resources.			
5. Reduce Workers Compensation Expense	—	(149,834)	—
6. Reduce PERS Expense	—	(219,872)	—
Subtotal (Recommended Changes)	1.0	\$ (316,702)	\$ —
Total Recommendation	128.5	\$ 11,383,958	\$ —



DFCS Program Svcs Fund 0001 — Cost Center 50302 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	448.0	\$ 49,693,816	\$ 6,198,060
Board Approved Adjustments During FY 2004	—	400,000	400,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.5	3,290,089	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	71,712	(205,591)
Subtotal (Current Level Budget)	446.5	\$ 53,455,617	\$ 6,392,469
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Add one Social Work Supervisor to DFCS Programs	1.0	112,416	—
This action will add one Social Work Supervisor to DFCS Programs. This position is being redirected from the Children's Shelter to DFCS Program as part of the DFCS Service Delivery Redesign to maximize DFCS operations.			
2. Reduce the Domestic Violence Contracts	—	(65,957)	—
This action will reduced the General Fund Domestic Violence Contracts by 26%. A total of five service providers participate in this program and provide a network of services/support to victims of domestic violence. While this is a valuable resource to the community, it is not part of the core-mandated delivery system.			
3. Reduce Workers Compensation Expense	—	(526,899)	—
4. Workers Compensation Reduction Revenues	—	—	(4,060)
5. SSA Revenues	—	—	(3,855)
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 it's revenue in Cost Center 4800, which reflects the revenue based on the costs of each program including staff, direct program costs and overhead reimbursement.			
6. Reduce PERS Expense	—	(776,857)	—
7. PERS Reduction Revenues	—	—	(6,136)
Subtotal (Recommended Changes)	1.0	\$ (1,257,297)	\$ (14,051)
Total Recommendation	447.5	\$ 52,198,320	\$ 6,378,418

DFCS Program Spt Fund 0001 — Cost Center 50303 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	107.5	\$ 6,407,224	\$ —
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	7.0	980,118	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	114.5	\$ 7,387,342	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			



DFCS Program Spt Fund 0001 — Cost Center 50303 Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
1. Reduce Workers Compensation Expense	—	(88,576)	—
2. Reduce PERS Expense	—	(130,999)	—
Subtotal (Recommended Changes)	—	\$ (219,575)	\$ —
Total Recommendation	114.5	\$ 7,167,767	\$ —

Children's Shelter Fund 0001 — Cost Center 50304 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	140.0	\$ 14,035,310	\$ 196,771
Board Approved Adjustments During FY 2004	-3.0	(795,646)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	1,384,963	—
Internal Service Fund Adjustments	—	(98,598)	—
Other Required Adjustments	—	139,230	(164,671)
Subtotal (Current Level Budget)	136.0	\$ 14,665,259	\$ 32,100
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	7,995	—
Reduce reimbursement from Social Services Agency to Custody Health for medical services reduction in Children's Shelter	—	(318,457)	—
Decision Packages			
1. Delete One Admin Asst at the Children's Shelter	-1.0	(71,028)	—
This action will delete one (1) filled Administrative Assistant code at the Children's Shelter. The two (2) remaining Administrative Assistants will absorb the workload.			
2. Delete One Office Specialist at the Children's Shelter	-1.0	(55,488)	—
This action will delete one (1) vacant Office Specialist position code at the Children's Shelter. The remaining five clerical staff will have to take on extra work and schedules will have to be changed to cover the day, night, weekend, and holiday hours that the current six positions cover.			
3. Delete One Clerical Office Supervisor at the Children's Shelter	-1.0	(78,264)	—
This action will delete one (1) vacant Clerical Office Supervisor position code at the Children's Shelter. All duties associated with this position will be assigned to the Office Management Coordinator.			
4. Delete Three Food Service Worker II at the Children's Shelter	-3.0	(171,300)	—
This action will three (3) filled Food Service Worker II positions codes at the Children's Shelter. The kitchen staff will have to reorganize their operation and reduce services to the cottages and staff. They will no longer prepare "for purchase" meals for staff who are not providing direct care and supervision to children.			
5. Delete One Resident Artist at the Children's Shelter	-1.0	(118,860)	—
This action will delete one (1) filled Resident Artist code at the Children's Shelter. Deletion of this position will impact shelter programming, the counselors and the school will lose a valuable resource. The art program in the cottage will have to supplement for the loss of this position which in turn will impact counselors in that they will have fewer activities to occupy the children.			
6. Delete Twenty-Six Positions at the Children's Shelter	-26.0	(1,993,884)	—



Children's Shelter Fund 0001 — Cost Center 50304

Major Changes to the Budget

	Positions	Appropriations	Revenues
This action will delete twenty-one (21) vacant Children's Counselor, four (4) vacant Senior Children's Counselors and one(1) vacant Cottage Manager positions at the Children's Shelter. Due to a significant decrease in the number and length of stay of children at the Shelter an additional cottage was closed. As a result of this closure the Children's Shelter was presented with an opportunity to reduce staff associated with operation of the closed cottages.			
7. Delete Three Facility Services Workers and One Utility Worker at the Children's Shelter	-4.0	(241,824)	—
This action will delete three (3) filled Facility Services Worker and one (1) filled Utility Worker position codes at the Children's Shelter. There will be a reduction in maintenance activities due to closure of the second cottage. The General Maintenance Mechanic and the remaining Facilities Services Worker will absorb the remaining duties.			
8. Delete Four positions in the Children's Shelter	-4.0	(403,020)	—
This action will delete one (1) filled Deputy Director Children's Shelter, one (1) filled Secretary II w/o steno, one (1) filled Associate Management Analyst, and one (1) filled Social Work Supervisor position code at the Children's Shelter. The four positions are being transferred as a result of significant reduction in the number and length of stay of children in the Children's Shelter. As part of the DFCS Service Delivery Redesign, they are being redirected to maximize the operations of DFCS.			
9. Recognize Savings Related to Copier Leases	—	(643)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.			
10. Reduce Workers Compensation Expense	—	(127,415)	—
11. Reduce PERS Expense	—	(191,670)	—
12. Reduction in Inmate Medical	—	—	—
This action reduces the amount budgeted to Inmate Medical. Valley Medical and DFCS negotiated this reduction by elimination of a night time nurse, reduction in management charges, while providing for an increase in pediatric hours.			
Subtotal (Recommended Changes)	-41.0	\$ (3,763,858)	\$ —
Total Recommendation	95.0	\$ 10,901,401	\$ 32,100

DFCS Staff Dev and Tng Fund 0001 — Cost Center 50305

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	7.0	\$ 673,450	\$ —
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	51,186	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	7.0	\$ 724,636	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Reduce Workers Compensation Expense	—	(9,447)	—
2. Reduce PERS Expense	—	(13,918)	—
Subtotal (Recommended Changes)	—	\$ (23,365)	\$ —
Total Recommendation	7.0	\$ 701,271	\$ —

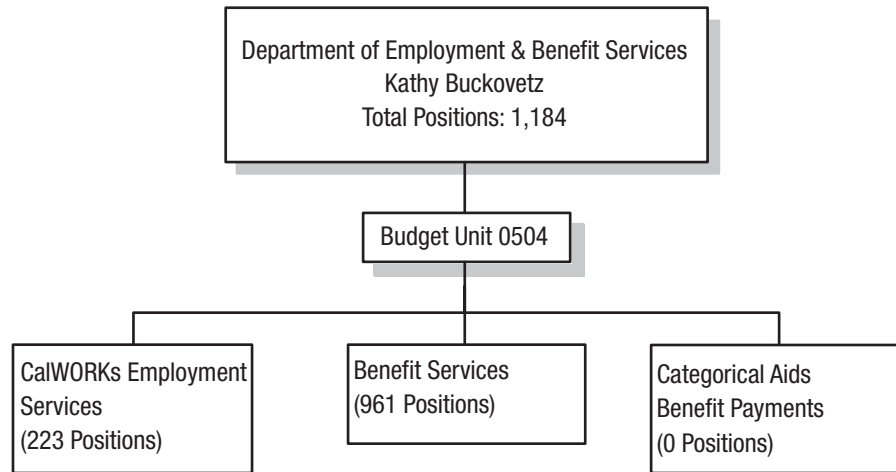


DFCS Out of Home Placement Res & Pmt Fund 0001 — Cost Center 50306
Major Changes to the Budget

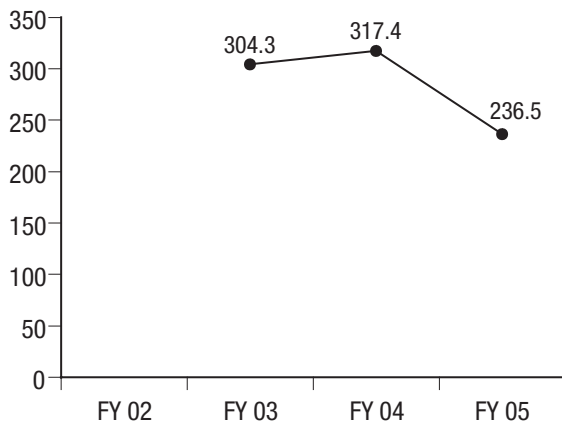
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2004	—	97,549,071	84,110,414
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	74,600	—
Other Required Adjustments	—	(4,940,330)	(4,256,589)
Subtotal (Current Level Budget)	—	\$ 92,683,341	\$ 79,853,825
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Recognize an Increase in Realignment Revenue	—	—	2,755,783
Recognize an increase in realignment revenue.			
2. Reduction to the Mental Health Patch Program	—	(150,000)	—
The Department of Mental Health Services has developed a contract with one of the out-of-county service providers in order to draw down Medi-Cal funding for this program to replace county general fund for these same services.			
3. Reduction to Out of Home Placement Services	—	(991,054)	—
This reduction will reduce various budget line items related to the Out-of-Home Placement Initiatives.			
4. Augmentation to the Child Placement Services	—	245,152	—
The Child Placement Services are being augmented by \$245,152. These funds are coming from savings generated by the reductions in the Children Shelter's budget. The shelter's population has been reduced and this augmentation to Child Placement Services is needed to insure that the lowered population at the shelter continues.			
5. Reduction to the Emergency Assistance and Adoption Programs	—	(967,415)	(650,975)
This reduction reduces the Emergency Assistance Program to the current estimate of expenditures.			
6. Reduction to the Foster Care (FC) and Seriously Emotionally Disturbed (SED) Programs	—	(8,072,908)	(3,339,589)
The Seriously Emotionally Disturbed (SED) Program and Foster Care Programs are being reduced based on anticipated program costs.			
Subtotal (Recommended Changes)	—	\$ (9,936,225)	\$ (1,234,781)
Total Recommendation	—	\$ 82,747,116	\$ 78,619,044



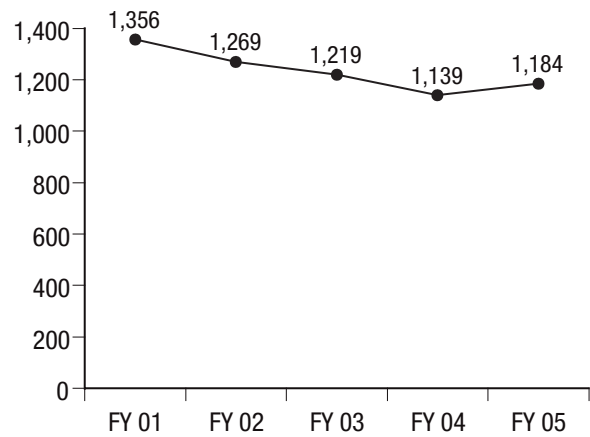
Department of Employment and Benefit Services — Social Services Agency



Section 3: Children, Seniors and Families



Gross Appropriation Trend



Staffing Trend

In the FY 2005 document, gross appropriations replace net appropriations.



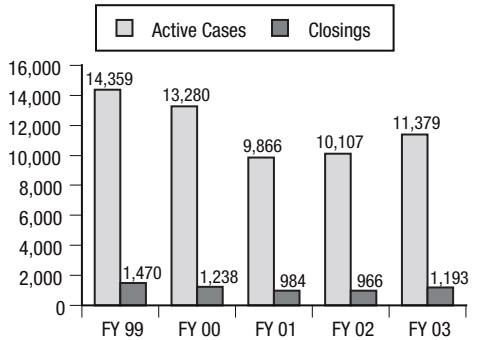
Public Purpose

- 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.

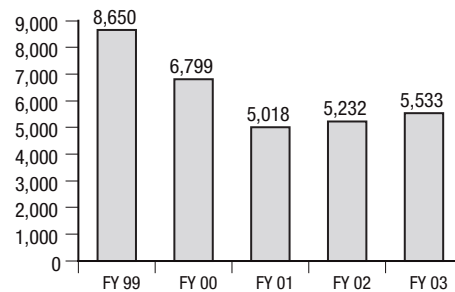


Desired Results

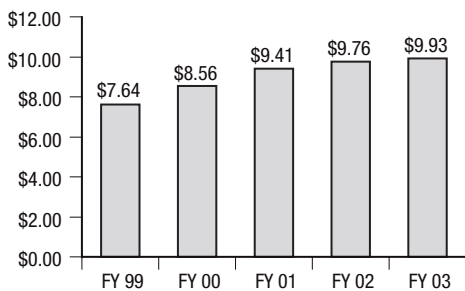
Attainable and Stable Employment through a commitment to assist cash assistance recipients to obtain and retain employment, and to help them advance in their careers so that individuals and families eventually become self-sufficient.



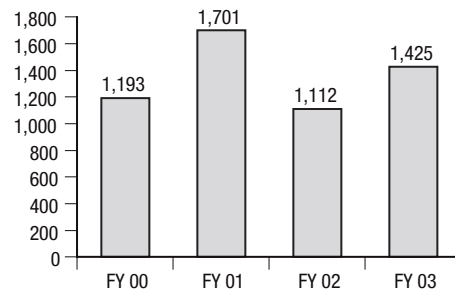
CalWORKs Average Active Cases and Closings



CalWORKs Cases Required to Participate in Employment Services



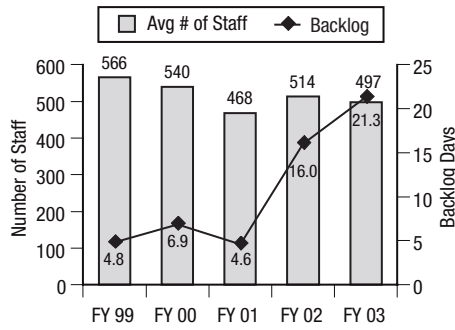
CalWORKs Average Wage at Placement



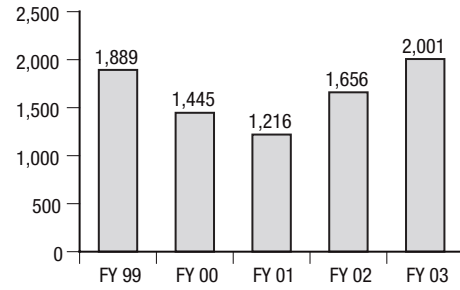
Average Monthly Number of Clients Working, Off Aid, and Receiving Services



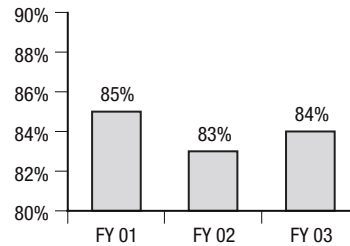
Basic Needs Met through the accurate and timely issuance of Cash Assistance, Food Stamps, and Medi-Cal to eligible families and individuals.



Average Number of Eligibility Worker Staff on the Job and Average Intake Backlog in Days

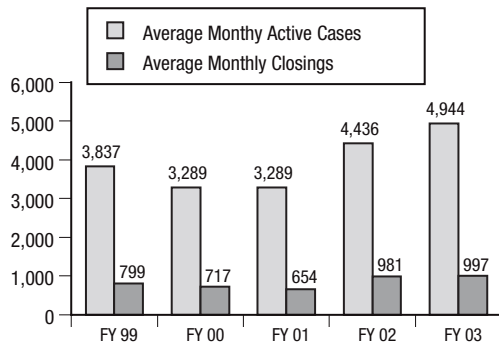


Average Monthly Number of General Assistance Cases Paid

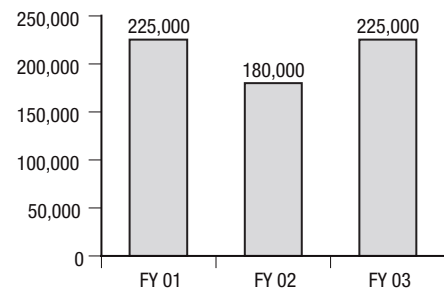


Overall DEBS Client Satisfaction

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.



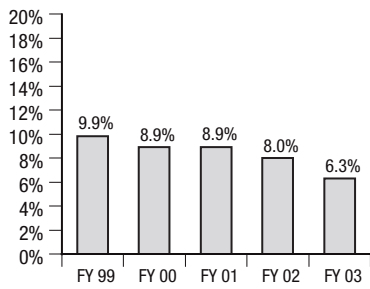
Average Monthly Number of Non-Assistance Food Stamp Cases and Closings



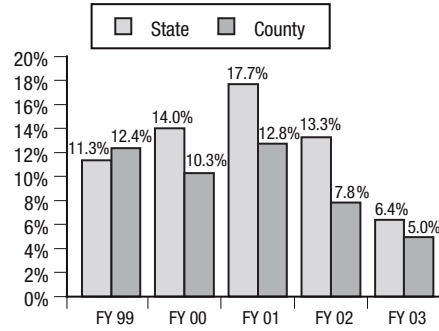
Number of Food Resource Guides Distributed
FY 01 is the first year for which data are available.

Section 3: Children, Seniors and Families



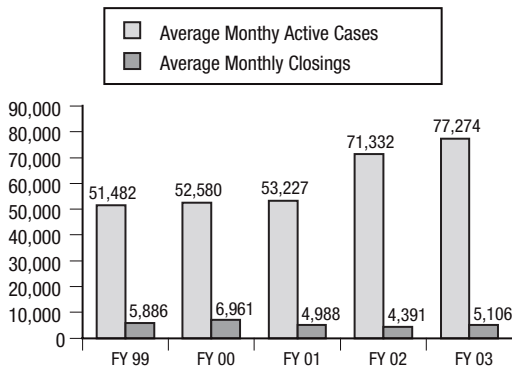


Federal Food Stamp Error Rate Tolerance Level

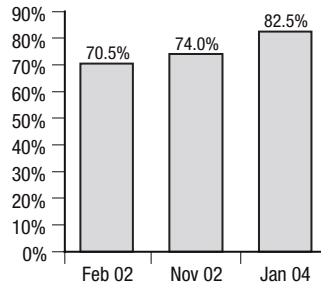


State and County Food Stamp Error Rate

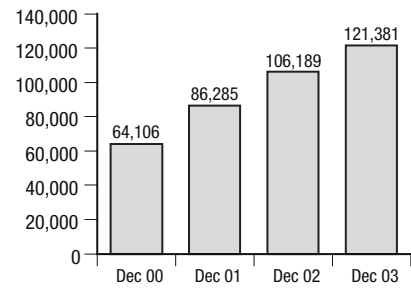
Healthy Families and Individuals by promoting strategies to increase the number of eligible children/adults/families who receive health coverage.



Average Monthly Number of Active Medi-Cal Cases and Closings

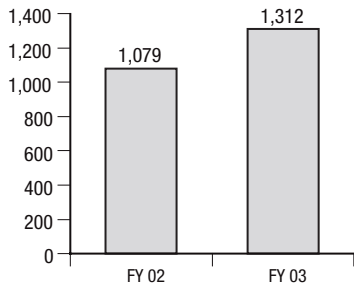


Percentage of Employed Post-aid Clients Receiving Medi-Cal Benefits



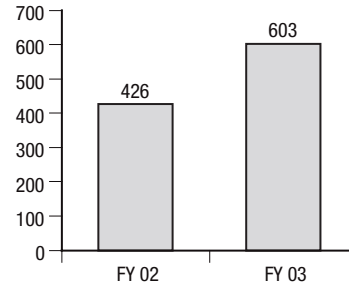
Number of Children Under Age 19 Enrolled in Medi-Cal, Healthy Families, and Healthy Kids through the Children's Health Initiative (CHI)

Affordable Housing by promoting various Housing Assistance programs to assist eligible and working poor families transitioning into permanent housing.



Number of Households in the Welfare-to-Work Section 8 Housing Program

FY 02 is the first year for which data are available.



Number of Participants in the Rental Assistance Program

FY 02 is the first year for which data are available.



Description of Major Services

The services provided by the Department can be divided into three core segments: Health Insurance, Employment and Training Programs, and Benefits and Aid Payments.

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 to put forth significant efforts in enrolling and retaining all of 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. In addition, beginning in FY 2005, the Long Term Care (LTC) Unit previously placed under the Department of Aging and Adult Services (DAAS), will be moved to DEBS. The Department will continue to ensure that Medi-Cal eligibility for clients residing in skilled nursing facilities will not be interrupted.

Medi-Cal Program

The Medi-Cal program provides health care 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 cost. Individuals who need medical assistance may go to one of the Social Services offices and apply for Medi-Cal or may select the mail-in Medi-Cal application process.

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 89,700 Medi-Cal cases, up from 80,000 last year. Outreach and retention efforts and the state of the economy would normally cause the total number of Medi-Cal cases to increase further in FY 2005. However, some if not all of that increase may be offset by a greater number of clients being discontinued from Medi-Cal due to the reinstatement of the semi-annual client status report and renewed focus on the annual redetermination process.

State legislation which enacted monthly Performance Standards for Medi-Cal has been implemented. Failure to meet these standards might result in financial sanctions. A new facility which will house the new Medi-Cal Service Center has been leased, with an expected opening date in June 2004. This reorganization will allow the Department to focus on efforts to ensure that we meet the State Performance Standards, while still maintaining a high level of client services, despite current budgetary restrictions.

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. Due to the funding shortage, there is now an enrollment waiting list for the Healthy Kids Program of approximately 700 children aged 5 to 9. The Department's diligent efforts to enroll children under 19 years of age into Medi-Cal were again successful in calendar year 2003. The total enrollment for that age group for December 2003 was 86,148, up from 75,601 in December 2002. Staff will continue to work closely with community partners and the Santa Clara Valley Health and Hospital System (SCVHHS) to increase outreach efforts and to streamline the enrollment process, so that children, the eligible working poor, and former CalWORKs cash assistance recipients have, or retain access to, affordable medical care.

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 work clothes, tattoo removal, and criminal record expungement services.

As a result of the economic downturn, the CWES caseload has grown 13.5% since January of 2003. The program continues to offer a menu of services to 8,867 participants, which includes mandatory and voluntary participants. This total also includes service to 1,519 working off-aid clients and service to 750 working post-five-year clients.

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 four job fairs. In addition, the CalWORKs Marketing Unit continues to bring an average of eight employers per month to Employment Connection Centers for recruitment purposes.

Due to the elimination of new Incentive funding, several programs have been phased out over the last year, including the Career Enhancement Program, the Adolescent Sibling Pregnancy Prevention Program, and the Council on Aging Caregiver Training Program. The Rental Assistance Program will phase out by June 2004. Due to increased costs for clients' transportation, the successful auto repair program with CSAA had been discontinued to ensure sufficient funding for the basic transportation assistance program. On the other hand, housing search assistance services and emergency assistance services continues to be offered through the Housing Authority Agency and the Emergency Assistance Network using Board-approved Welfare Reform Reserve dollars.

Despite reductions in resources for CalWORKs clients, the Agency and its community partners continue to collaborate to refine available services and seek out new funding sources. The CalWORKs Advisory Committee continues to meet monthly to discuss caseload trends and assist the Agency to develop new strategies and make policy recommendations. The program continues to refine and develop new services for the multi-barrier population, including fine tuning the program for learning disabled, launching specialized services for clients who are not making progress in their assigned activities, and expanding services for families who have learning difficulties.

Refugee Employment Services Programs

For Federal Fiscal Year (FFY) 2003 (program services from 10/01/03 to 09/30/04), the Refugee Program was allocated a combined \$969,321 in Targeted Assistance

and Refugee Program Employment Social Services Funds. This is a 13% reduction from FFY 2002. These funds are supplemented with \$400,000 CalWORKs Incentive and \$208,000 of the CalWORKs Single Allocation for a total of \$1,577,321. The goal is to serve 319 and to place 223 refugees. The continuation of the sluggish economy, coupled with the anticipation of a 40% reduction in federal funding, does not bode well for the future of these programs.

The Refugee Program also received \$103,600 in a Discretionary Grant to serve elderly refugees age 60 and over. The program plan is to outreach to elderly in the Bosnian, Vietnamese, Russian, Chinese, and Cambodian communities. Services to be provided include: comprehensive case management services to 175 eligible elders in the area of citizenship, ESL, naturalization services, 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 and Aid Services

A 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, the Department has, once again, seen an increase in caseload for most of the major benefit programs. It is anticipated that this trend will continue in FY 2005. In addition to benefit issuance, the Department also provides Food Stamp outreach services and SSI Advocacy services.

Staffing shortages over the past year resulted in longer waiting periods for applications to be processed. In FY 2005, the Department will be challenged to devise new ways of doing business in order to reduce service waiting time with declining resources.

Implementation of the CalWIN automated computer system, which will issue benefits, has once again been pushed back to June 2005. The Department will continue to move forward with efforts to change the current business environment, organizational structure, and work processes; however, implementation of systems improvements and paperwork reductions will be delayed. Upon implementation, the Department expects to realize further improvements in standardization, business integration, accountability,



and performance measurement while maintaining an increased focus on the needs of clients and their families.

CalWORKs

CalWORKs is California's Temporary Assistance to Needy Families (TANF) program. This federal program is intended to provide temporary assistance to families with children 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 13,800 CalWORKs cases that generally also include Medi-Cal and Food Stamps. This is up from 12,100 last year. It is anticipated that the number of CalWORKs cases will continue to increase due to the poor economy and the legislated change from monthly to quarterly reporting requirements. Because CalWORKs is funded by 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.

General Assistance (GA)

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 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 2,500 GA cases, up from 2,100 last year.

Cash Assistance Program for Immigrants (CAPI)

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. There are currently 980 CAPI cases, up from 810 last year. If State efforts to cap enrollments in the CAPI program are successful, the Department could see an increase in the number of General Assistance clients.

Food Stamps Program

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 benefit 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 10,100 Non-Assistance Food Stamp cases, up from 8,200 last year. This trend is anticipated to continue due in part to the Department's outreach efforts and the state of the economy. In addition, new legislation that changes the reporting requirement for clients from monthly to quarterly will further increase the caseload, since fewer clients will be discontinued for failure to submit reports.

During the past fiscal year, the Department was again successful in reducing the Food Stamp error rate to 4.95%, which was below the Federal Tolerance Level, thereby ensuring that Santa Clara County is not subject to Federal/State financial sanctions. For the next fiscal year, the Department will continue working on maintaining the error rate below the Federal Tolerance Level.

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.

In August 2003, the Department, in collaboration with the Food Bank and the ESI Safety Net Committee, implemented a six month Food Stamp Mobile Van Outreach Pilot Program. The Mobile Van, staffed by Eligibility Workers and support staff, was deployed to community events and various food distribution sites to take and process Food Stamp applications, providing greater client access. During the first five months of deployment, 449 Food Stamp applications were taken and processed, resulting in 137 additional Food Stamp households.

For FY 2005, efforts will continue to focus on nutrition education, the expansion of summer nutrition programs, and other outreach activities. The effectiveness of the Mobile Van will be evaluated.

Supplemental Security Income (SSI) Advocacy

Through the General Assistance (GA) Bureau's SSI Advocacy Program, Social Workers who are knowledgeable about disabilities and Social Security regulations assist disabled GA and CalWORKs recipients to apply for and be approved, or appeal

Federal SSI benefits. The transition from the county-funded General Assistance Program to the Federal/State-funded SSI approval means a larger monthly benefit, as well as Medi-Cal coverage for the recipients.

County Executive's Recommendation

Reduce the net cost in the Department of Employment and Benefit Services (DEBS) by \$4,423,186 in staff net cost, \$413,405 in Categorical Aid payments, and increase CalWORK Incentive spending and revenue by \$763,505. A total of 18 vacant codes are being recommended for deletion, along with unfunding 40 Eligibility Worker positions. The department focused its reduction on eliminating administrative positions through consolidation of offices; organizational restructuring; and the reduction of CalWORKs eligibility activities. The General Assistance sanction saving programs were eliminated for a savings of \$330,023.

The following recommendations reflect efforts by the department to consolidate programs and processes, to broaden spans of control, to examine and reduce the level of services in non-reimbursed or partially reimbursed areas, as per the Board's budget strategy.

Delete Vacant DEBS Administrative Positions through Consolidation and Reorganization

Recommendation: Delete six (6) management and administrative support positions from the Benefits program under DEBS, for a total budget reduction of \$566,760.

FTE	Code	Class Description	Vacant Filled
1.0	Y32	Social Services Program Manager I	Vacant
1.0	Y31	Social Services Program Manager II	Vacant
1.0	Y30	Social Services Program Manager III	Vacant
1.0	C76	Office Management Coordinator	Vacant
1.0	C60	Administrative Assistant	Vacant
1.0	E44	Eligibility Worker Supervisor	Vacant
6.0	Total		

Impact on Services: This recommendation deletes six (6) vacant management and administrative support positions from the North County District Office, the Programs Bureau of DEBS, and the Mission City/VMC District Offices. These deletions can be made without significant service impact due to consolidation efforts in the North County District Office and the Programs Bureau, as well as the reorganization of the Mission City and VMC District Offices.

Total Ongoing Net County Reduction: (\$443,632)

Delete Vacant Positions due to Office Closure

Recommendation: Delete six (6) management and clerical support positions from the Benefits program under DEBS for a total budget reduction of \$397,584.

FTE	Code	Class Description	Vacant Filled
1.0	Y32	Social Services Program Manager I	Vacant
1.0	C76	Office Management Coordinator	Vacant
1.0	C60	Administrative Assistant	Vacant
1.0	D49	Office Specialist II	Vacant
2.0	D72	Customer Service Technician	Vacant
6.0	Total		

Impact on Services: The opening of the new Medi-Cal Service Center in the beginning of fiscal year 2005 will create further opportunities for facility and service consolidation, allowing the closure of one DEBS district office. This recommendation deletes six (6) vacant positions that will become surplus as a result of that consolidation effort.

Total Ongoing Net County Reduction: (\$397,584)



Service Reduction and Associated Position Deletion for General Fund Cost Savings

Recommendation: Delete six (6) positions from the Income Eligibility Verification System (IEVS) Units. The total budget reduction amounts to \$468,480.

FTE	Code	Class Description	Vacant Filled
4.0	E44	Eligibility Examiner	Vacant
2.0	D49	Office Specialist II	Vacant
6.0	Total		

Impact on Services: IEVS is one of a few areas in DEBS where the county has some discretion over the level of services provided. It is anticipated that these deletions will make it more difficult to analyze, review, and compute overpayments for all impacted cases. The level of income discrepancy will be increased.

Total Ongoing Net County Reduction: (\$468,480)

DEBS Attrition Plan

Recommendation: Unfund forty (40) Eligibility Worker and Eligibility Worker Supervisor positions without deleting the codes, to realize a total salary cost savings of \$3,113,490.

Impact on Services: This recommendation will reduce salary funding behind a total of forty (40) Eligibility Worker and Eligibility Worker Supervisor positions, all anticipated to be vacated through attrition between now and early FY 2005. This strategy will create the necessary cost savings to meet the budget reduction amount, while reducing staffing levels to match anticipated state funding levels. The codes will not be deleted however, to allow DEBS the flexibility to promptly hire additional staff in case of caseload and/or state funding increases.

Total Ongoing Net County Reduction: (\$3,113,490)

Shift Funding Source to Non-General Fund

Recommendation: Change the funding source for the Emergency Assistance Network and Housing Authority contracts from the General Fund to the CalWORKs Incentive fund, for a total county savings of \$600,000.

Impact on Services: This recommendation will shift the funding source for a number of Emergency Assistance Network and Housing Authority contracts worth \$600,000 total from the General Fund to the CalWORKs Incentive Fund. This strategy helps preserve valuable housing search assistance and emergency assistance services for families in the community, while creating budget savings for the County.

Total One-Time Net County Reduction: (\$600,000)

Using Incentive Fund to Mitigate Cuts in General Fund Contracts

Recommendation: Increase CalWORKs Incentive expenditures and revenues by \$163,505 to mitigate the reduction in general fund contracts.

Impact on Services: This recommendation will use funds from the CalWORKs Incentive Fund to backfill part of the general fund reduction in a number of Community Based Organization (CBO) contracts and preserve valuable community services, while create necessary general fund savings to meet the budget reduction target.

Total One-Time Net County Impact: \$0

Reduction to the General Assistance Program

Recommendation: Reduce \$98,247 in General Assistance grant payment funds and eliminate the General Assistance sanction savings program worth \$330,023, for a total General Fund savings of \$428,270.

Impact on Services: This recommendation will reduce the General Assistance grant payment fund by \$98,247 to more accurately align grant payment levels with updated caseload data. In addition, it is recommended that a number of General Assistance special services previously funded with Board-approved sanction saving dollars be eliminated. While those services provide enhancement to the General Assistance program, it is necessary to discontinue them in order to bridge the county budget gap.

Total Ongoing Net County Reduction: (\$428,270)

Increase to the CalWORKs Grant Program

Recommendation: Increase the appropriation and revenue for the CalWORKs Grant Program by \$594,623, with net county share of \$14,866. Revenue of \$579,757 will be realized.

Impact on Services: Due to a 13% caseload growth from the same time last year, it is recommended that the CalWORKs Grant Program be augmented by a total of \$594,623. The mandated cost of 2.5% share to the General Fund is only \$14,866.

Total Ongoing Net County Cost: \$14,866

FY 2005 Employment and Benefit Services and Aid Programs

Employment and Benefits Programs	Total \$	County \$	County%
CalLEARN Program	\$423,000	\$0	0.0%
CalWORKs Child Care Programs	\$16,816,874	\$0	0.0%
CalWORKs Eligibility	\$21,909,562	\$4,086,144	0.0%
CalWORKs Employment (WtW)	\$33,227,517	\$0	0.0%
CalWORKs Substance Abuse Program	\$3,021,328	\$0	0.0%
Cash Assistance Program For Immigrants (CAPI)	\$943,452	\$0	0.0%
County Maintenance of Effort	\$0	\$4,729,127	100.0%
Food Stamp Employment and Training Program	\$1,003,082	\$205,553	20.5%
Food Stamps	\$27,753,007	\$4,947,830	17.8%
General Assistance Eligibility	\$2,309,999	\$2,309,999	100.0%
General Assistance Vocational Services	\$305,936	\$305,936	100.0%
Incentives Program	\$3,699,224	\$0	0.0%
Medi-Cal Program	\$70,248,458	\$3,206,462	4.6%
Refugee Employment Services	\$820,800	\$0	0.0%
Refugee Programs Eligibility	\$233,175	\$0	0.0%
SSI Advocacy Program	\$2,213,597	\$1,106,798	50.0%
Statewide Automation Welfare System Project (CalWIN)	\$9,018,930	\$0	0.0%
Targeted Assistance Program	\$660,053	\$0	0.0%
Employment and Benefits Program Total	\$194,910,375	\$20,897,850	10.7%
BU 504 DEBS Categorical Aid	\$108,749,265	\$8,477,956	7.8%
DEBS Total	\$303,659,640	\$29,375,806	9.7%

The table above lists the programs administered by the Department of Employment and Benefit Services, the total FY 2005 Recommended Budget cost for those programs, and the County's share of the total cost.

established by law and are the basic safety net programs for our society. Financial assistance is available for families, children and adults based on federal and state law and county policy (General Assistance).

Categorical Aids (BU504) to DEBS Clients

The table below illustrates the programs administered by DEBS. These programs are all direct financial assistance payments to clients. The county shares are

The following table itemizes the total costs and the County's contributions to each of the Categorical Aids programs serving DEBS clients.

FY 2005 Categorical Aid Payment Programs for DEBS Clients

DEBS Categorical Aids Programs	Total \$	County \$	County%
CalWORKs	\$92,880,609	\$1,618,979	1.7%
Cash Assistance Program For Immigrants (CAPI)	\$8,342,156	\$0	0.0%
General Assistance	\$6,858,976	\$6,858,976	100.0%
Refugee	\$667,522	\$0	0.0%
Net Subtotal	\$108,749,263	\$8,477,955	7.8%



FY 2005 Categorical Aid Payment Programs for DEBS Clients

DEBS Categorical Aids Programs	Total \$	County \$	County%
Welfare Reform Reserve	\$0	\$0	100.0%
DEBS Categorical Aids Total	\$108,749,263	\$8,477,955	7.8%

Summary of Employment and Benefit Services Position Deletions

Description	FTEs	Position Title
	-2.0	Administrative Assistant (C60)
	-2.0	Office Management Coordinator (C76)
	-3.0	Office Specialist II (D49)
	-2.0	Client Services Technician (D72)
	-1.0	Eligibility Work Supervisor (E44)
	-4.0	Eligibility Examiner (E50)
	-1.0	Social Services Program Manager III (Y30)
	-1.0	Social Services Program Manager II (Y31)
	-2.0	Social Services Program Manager I (Y32)
DEBS Department Total	-18.0	

Department of Employment and Benefit Services — Budget Unit 504 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
50401	DEBS Admin Fund 0001	\$ 9,895,035	\$ 10,993,146	\$ 11,101,203	\$ 10,709,800	\$ (283,346)	-2.6%
50402	DEBS Program Svcs Fund 0001	92,874,132	94,026,593	95,457,463	103,129,718	9,103,125	9.7%
50403	DEBS Program Spt Fund 0001	11,393,267	12,202,791	12,375,455	13,045,789	842,998	6.9%
50404	DEBS Trainees Fund 0001	593,917	3,175,030	3,175,030	822,939	(2,352,091)	-74.1%
50405	DEBS Benefit Payments	161,298,622	196,981,782	102,986,934	108,749,265	(88,232,517)	-44.8%
	Total Net Expenditures	\$ 276,054,973	\$ 317,379,342	\$ 225,096,085	\$ 236,457,511	\$ (80,921,831)	-25.5%

Department of Employment and Benefit Services — Budget Unit 504 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
50401	DEBS Admin Fund 0001	\$ 9,895,035	\$ 10,993,146	\$ 11,101,203	\$ 10,709,800	\$ (283,346)	-2.6%
50402	DEBS Program Svcs Fund 0001	92,874,132	94,026,593	95,457,463	103,129,718	9,103,125	9.7%
50403	DEBS Program Spt Fund 0001	11,393,267	12,202,791	12,375,455	13,045,789	842,998	6.9%
50404	DEBS Trainees Fund 0001	593,917	3,175,030	3,175,030	822,939	(2,352,091)	-74.1%
50405	DEBS Benefit Payments	161,298,622	196,981,782	102,986,934	108,749,265	(88,232,517)	-44.8%
	Total Gross Expenditures	\$ 276,054,973	\$ 317,379,342	\$ 225,096,085	\$ 236,457,511	\$ (80,921,831)	-25.5%



Department of Employment and Benefit Services — Budget Unit 504 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 80,824,986	\$ 88,099,115	\$ 89,810,706	\$ 93,240,652	\$ 5,141,537	5.8%
Services And Supplies	195,229,987	221,019,812	130,885,379	143,216,859	(77,802,953)	-35.2%
Reserves	—	8,260,415	4,400,000	—	(8,260,415)	-100.0%
Subtotal Expenditures	276,054,973	317,379,342	225,096,085	236,457,511	(80,921,831)	-25.5%
Total Net Expenditures	276,054,973	317,379,342	225,096,085	236,457,511	(80,921,831)	-25.5%

Department of Employment and Benefit Services — Budget Unit 504 Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
50401	DEBS Admin Fund 0001	\$ 73	\$ —	\$ —	\$ —	\$ —	—
50402	DEBS Program Svcs Fund 0001	11,710,571	6,911,753	6,911,753	8,201,406	1,289,653	18.7%
50403	DEBS Program Spt Fund 0001	1,913	—	—	—	—	—
50405	DEBS Benefit Payments	144,496,859	170,949,430	90,086,795	100,271,309	(70,678,121)	-41.3%
	Total Revenues	\$ 156,209,416	\$ 177,861,183	\$ 96,998,548	\$ 108,472,715	\$ (69,388,468)	-39.0%

DEBS Admin Fund 0001 — Cost Center 50401 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	136.0	\$ 10,993,146	\$ —
Board Approved Adjustments During FY 2004	-1.0	108,057	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	10.0	2,360,185	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	18,840	—
Subtotal (Current Level Budget)	145.0	\$ 13,480,228	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Benefits Program's Attrition Plan: Unfunding Vacant Positions	—	(1,596,831)	—
This action, in combination with another action described under Cost Center 5300 related to the Benefits Program's attrition plan, will unfund up to forty (40) vacant Eligibility Worker positions without deleting the codes. This approach will help the Department achieve the necessary savings in general fund costs, while providing the flexibility to staff up in case of caseload and funding increases.			
2. Delete Two Positions from North County District Office	-2.0	(172,992)	—
This action deletes one (1) vacant Social Services Program Manager I position and one (1) vacant Office Management Coordinator position from the North County District Office of DEBS. These reductions are made possible by consolidating the North County offices into one location. The duties of the deleted positions will be absorbed by the current manager and administrative staff.			
3. Delete Two (2) Positions from DEBS' Program Bureau	-2.0	(179,400)	—



DEBS Admin Fund 0001 — Cost Center 50401

Major Changes to the Budget

	Positions	Appropriations	Revenues
This action deletes one (1) vacant Social Service Program Manager II position and one (1) vacant Administrative Assistant position from the Department of Employment and Benefits' Program Bureau. These reductions can be made due to the consolidation of the Program Bureau and the Administrative Support Bureau into one. The duties of the deleted positions will be absorbed by the remaining manager and administrative staff.			
4. Delete Two Positions from the Mission City/VMC District Office	-2.0	(214,368)	—
This action deletes one (1) vacant Social Service Program Manager III (SSPM III) position and one (1) vacant Eligibility Worker Supervisor (EWS) position. The SSPM III formerly had oversight of the combined Mission City/VMC District Office, with the EWS functioning as her assistant. For better service delivery and control, that office is now split into two separate district offices, each with its own manager. The duties of the former SSPM III and the EWS were reassigned between the two current managers.			
5. Delete Three Administrative Positions due to District Office Closure	-3.0	(233,760)	—
This action deletes one (1) Social Service Program Manager position, one (1) Office Management Coordinator position, and one (1) Administrative Assistant position. All three positions are currently vacant and can be eliminated without significant service impact, due to the opening of the new Medi-Cal Service Center which leads to further consolidation and closure of one district office.			
6. Reduce Workers Compensation Expense	—	(166,148)	—
7. Reduce PERS Expense	—	(206,929)	—
Subtotal (Recommended Changes)	-9.0	\$ (2,770,428)	\$ —
Total Recommendation	136.0	\$ 10,709,800	\$ —

DEBS Program Svcs Fund 0001 — Cost Center 50402

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	751.0	\$ 94,026,593	\$ 6,911,753
Board Approved Adjustments During FY 2004	51.0	1,430,870	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	25.5	9,439,395	—
Internal Service Fund Adjustments	—	140,068	—
Other Required Adjustments	—	1,246,736	546,717
Subtotal (Current Level Budget)	827.5	\$ 106,283,662	\$ 7,458,470
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Maximize CalWORKS funding by transferring reimbursement from Mental Health Department to DADS	—	(48,909)	—
Maximize CalWORKS funding by transferring reimbursement from Mental Health Department to DADS	—	48,909	—
Decision Packages			
1. Delete Four Eligibility Examiner Positions from IEVS Unit in DEBS	-4.0	(357,504)	—
This action deletes four (4) vacant Eligibility Examiner positions from the Income and Eligibility Verification System (IEVS) Units under the Administrative Support Bureau of DEBS. These deletions are necessary to meet the budget reduction target and will lead to a decreased service level in the area of fraud investigation and recovery of overpayment funds.			
2. Benefits Program's Attrition Plan: Reduce Salary Budget	—	(1,516,659)	—



DEBS Program Svcs Fund 0001 — Cost Center 50402 Major Changes to the Budget

	Positions	Appropriations	Revenues
This action, in combination with another action described under Cost Center 5042 related to the Benefits Program's attrition plan, will recognize salary savings of Eligibility Worker (EW) positions that are currently filled, but will be vacated by July 2004 through attrition. It is anticipated that a total of forty (40) vacant EW codes will be accumulated by then, and will be unfunded to meet the budget reduction target. The codes will not be deleted however, allowing the Department the flexibility to staff up in case of caseload and funding increases.			
3. Use of Incentive Fund to Mitigate Cuts in General Fund Contracts	—	163,505	—
CALWORKS TANF Incentive funds for FY 2005 will be used to help mitigate a reduction in general fund community based contracts budgeted in Agency Office. These additional funds along with another \$150,000 in funds will restore \$313,505 in funds for general fund contracts.			
4. Reduce Workers Compensation Expense	—	(840,815)	—
5. Workers Compensation Reduction Revenues	—	—	(3,498)
6. SSA Revenues	—	—	751,691
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 it's revenue in Cost Center 4800, which reflects the revenue based on the costs of each program including staff, direct program costs and overhead reimbursement.			
7. DEBS Shift Funding Source to Non-General Fund	—	600,000	—
This action will move \$600,000 worth of contract services, currently funded with County General Fund, to CalWORKs Incentive funds. This change in funding source will create General Fund savings to meet the budget reduction target, while preserving valuable housing search assistance and emergency assistance services for CalWORKs families.			
8. Reduce PERS Expense	—	(1,202,471)	—
9. PERS Reduction Revenues	—	—	(5,257)
Subtotal (Recommended Changes)	-4.0	\$ (3,153,944)	\$ 742,936
Total Recommendation	823.5	\$ 103,129,718	\$ 8,201,406

DEBS Program Spt Fund 0001 — Cost Center 50403 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	208.5	\$ 12,202,791	\$ —
Board Approved Adjustments During FY 2004	10.0	172,664	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	1,316,760	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	216.5	\$ 13,692,215	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Delete Three Clerical Positions Due to District Office Closure	-3.0	(163,824)	—
This action deletes two (2) vacant Customer Services Technician positions and one (1) vacant Office Specialist position. These reductions are made possible due to the opening of the new Medi-Cal Service Center, which results in further consolidation and closure of one district office.			



DEBS Program Spt Fund 0001 — Cost Center 50403 Major Changes to the Budget

	Positions	Appropriations	Revenues
2. Delete Two Clerical Positions from the IEVS Unit	-2.0	(110,976)	—
This action deletes two (2) vacant Office Specialist positions from the Administrative Support Bureau of DEBS. These positions provide support to case carrying staff in the Income and Eligibility Verification System (IEVS) Units. Since the Department is proposing to reduce staff and services in these units, a proportionate reduction in clerical support is also being recommended here.			
3. Reduce Workers Compensation Expense	—	(153,419)	—
4. Reduce PERS Expense	—	(218,207)	—
Subtotal (Recommended Changes)	-5.0	\$ (646,426)	\$ —
Total Recommendation	211.5	\$ 13,045,789	\$ —

DEBS Trainees Fund 0001 — Cost Center 50404 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	51.5	\$ 3,175,030	\$ —
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-38.5	(2,327,716)	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	13.0	\$ 847,314	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Reduce Workers Compensation Expense	—	(9,893)	—
2. Reduce PERS Expense	—	(14,482)	—
Subtotal (Recommended Changes)	—	\$ (24,375)	\$ —
Total Recommendation	13.0	\$ 822,939	\$ —

DEBS Benefit Payments — Cost Center 50405 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	—	\$ 196,981,782	\$ 170,949,430
Board Approved Adjustments During FY 2004	—	(93,994,848)	(80,862,635)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	5,595,978	9,604,757
Subtotal (Current Level Budget)	—	\$ 108,582,912	\$ 99,691,552
Recommended Changes for FY 2005			

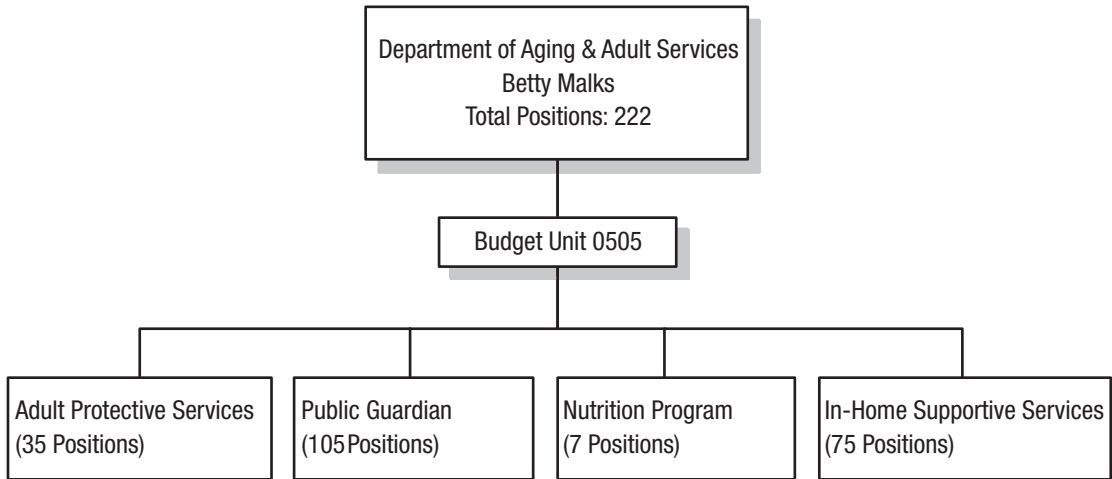


DEBS Benefit Payments — Cost Center 50405
Major Changes to the Budget

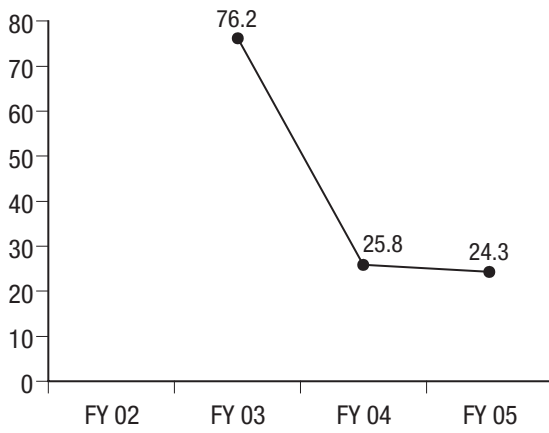
	Positions	Appropriations	Revenues
Internal Service Fund Adjustments			
Decision Packages			
1. Reduction to the General Assistance Program	—	(98,247)	—
This reduction is due to a recalculation of the current General Assistance caseload and continuing efforts to fully follow all existing General Assistance policies and procedures to insure that all grant payments are accurate.			
2. Increase to the CalWORKs FG-U Program	—	594,623	579,757
This increase is due to a caseload growth of 13% over last year at this time.			
3. Reduction to the General Assistance Program	—	(330,023)	—
This reduction eliminates a special General Assistance sanction savings program previously authorized by the Board of Supervisors.			
Subtotal (Recommended Changes)	—	\$ 166,353	\$ 579,757
Total Recommendation	—	\$ 108,749,265	\$ 100,271,309



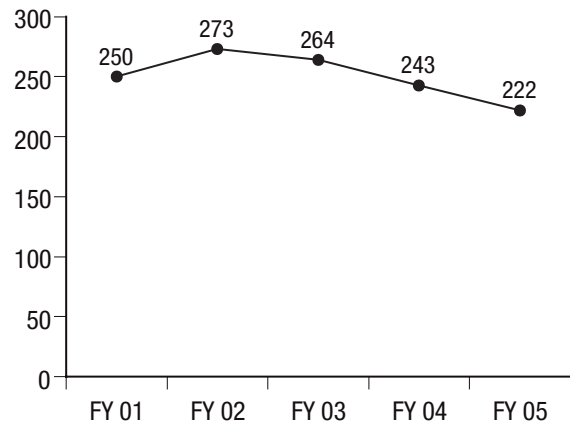
Department of Aging and Adult Services — Social Services Agency



Section 3: Children, Seniors and Families



Gross Appropriation Trend



Staffing Trend

In the FY 2005 document, gross appropriations replace net appropriations.



Public Purpose

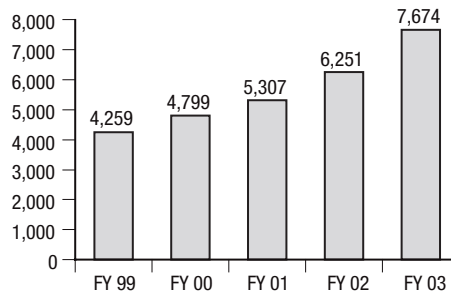
- **Supportive In-Home Services Delivered.**
- **Safe and Independent Life-style Promoted.**
- **Senior Nutrition Improved.**
- **Conservatee/Decedent Property Safeguarded.**



Desired Results

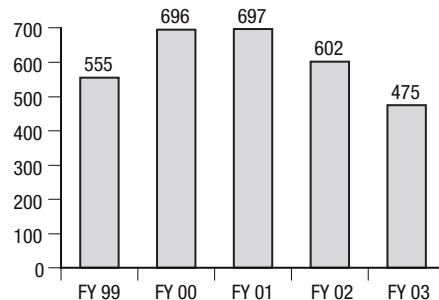
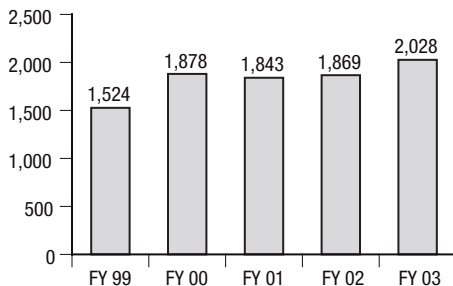
In FY 2005, emphasis will be placed on refining all performance measures in order to move toward more outcome driven measures that will more accurately define the effectiveness of attaining desired results.

Independent Adults 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.



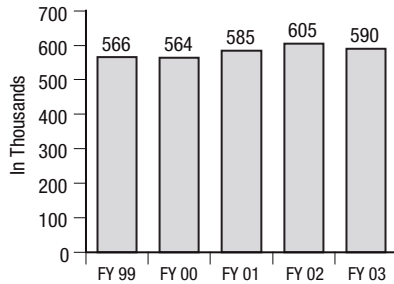
Number of Monthly In-Home Supportive Services (IHSS) Authorized Cases

Safe Seniors which this department promotes by 24-hour-a-day, 7-day-a-week intervention and case management in response to reports of elder physical, financial, psychological, and mental abuse.

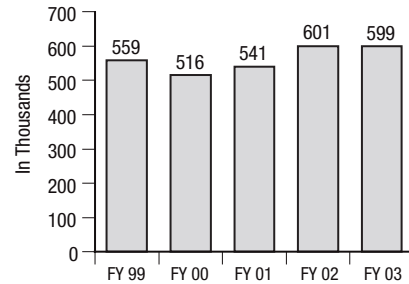


Safe Seniors which this department promotes by 24-hour-a-day, 7-day-a-week intervention and case management in response to reports of elder physical, financial, psychological, and mental abuse.

Annual Number of Adult Protective Services (APS) Reports

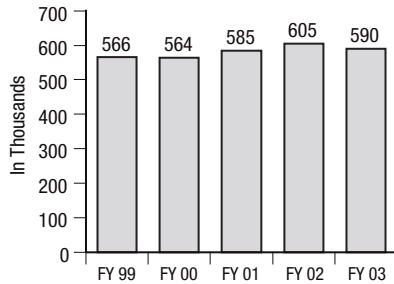


Average Monthly Number of Adult Protective Services (APS) Active Cases

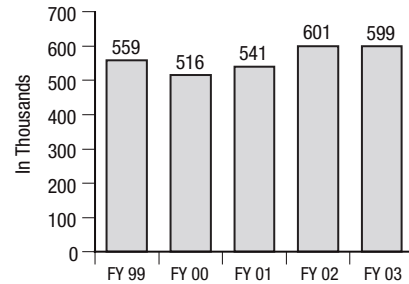


Quality Nutrition which this department promotes by ensuring that seniors in this County have access to daily congregate meals and weekly home delivered meals.

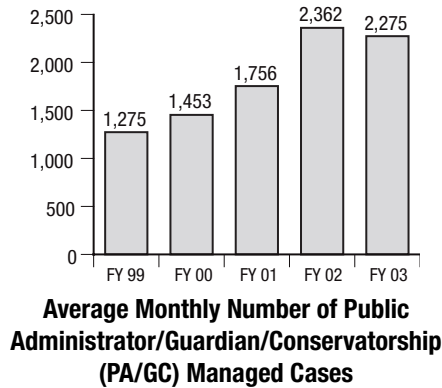
Senior Nutrition Program (SNP) — Annual Number of Congregate Meals Served (in Thousands)



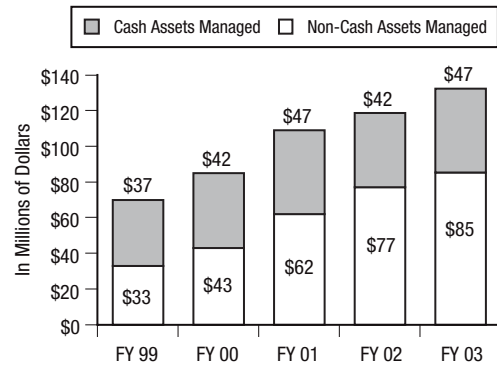
Senior Nutrition Program (SNP) — Annual Number of Home-Delivered Meals (in Thousands)



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.



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' Cash and Non-Cash Assets Managed in Conservatorship and Estate Administration (\$Millions)



Description of Major Services

In-Home Supportive Services (IHSS)

The In-Home Supportive Services (IHSS) program is an alternative to out-of-home care that provides domestic and personal care services to eligible aged, blind, and disabled individuals. These services are provided in an effort to allow individuals who require assistance to remain safely in their homes and prevent premature institutionalization. Seventy-seven percent of all cases are federally eligible. IHSS caseload growth has continued to escalate with an increase of 21% 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 continues to work closely with the Public Authority to enhance the services to both IHSS recipients and their providers. Since the conclusion of the contract mode of service as of June 30, 2003, IHSS and the Public Authority successfully transitioned 1,200 clients to the independent provider mode. Core service delivery mandates, including eligibility determination and service assessments of eligible recipients, will be maintained by existing staff. IHSS reductions will occur among non-case carrying staff.

Adult Protective Services (APS)

Adult Protective Services (APS) investigates reports of abuse and/or 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 or 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. As of January 2004, FAST has prevented the loss of, or recovered, \$106.1 million in assets.

In 2003, APS accepted a total of 1,921 reports of alleged abuse of elders and dependent adults. Although this number represents a small decrease in the number of

reports investigated the previous year, it should be noted that there was a 24% increase in the number of calls APS received for information and referral (I&R). The number of I&R calls received in 2002 totaled 1,974. In 2003, I&R calls totaled 2,438. These calls are in addition to the calls received that result in a report of alleged abuse and/or neglect requiring APS intervention and involvement.

Because of the significantly reduced number of APS staff, due to inability to hire additional social worker positions, APS has had to triage all reports received. Other callers are referred to available community agencies and resources for assistance in reducing the risk of potential clients so that APS may not become involved immediately.

Future plans include continued collaboration with the Financial Institutions Team (FIT), a multi-disciplinary team consisting of banks and financial institutions, APS, PA/G/C, DAAS, and County Counsel. This group is working together with the FAST team to train staff to identify at-risk clients. Work is continuing on completion of an FIT protocol for reporting abuse; ongoing implementation of, and procedural improvements for the Law Enforcement Protocol; and the formation of an Elder Death Review Team. This would include potential partners such as the District Attorney's Investigative staff, the Medical Examiner, and law enforcement staff. APS continues to work with existing public and private community partners in order to address all calls received. This will ensure that elders of our community are provided services to live independently, and enhance their well being.

APS reductions will occur among non-case carrying staff. Core service delivery mandates including follow-up on reports of imminent threat or life endangerment, needs assessment and short term case management will be maintained by existing staff.

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 33 congregate sites, three senior day centers and seven home delivered breakfasts and



seven frozen lunch/dinner entrees weekly to those seniors who, because of ill health or medical reasons, are unable to prepare their own meals.

The SNP is provided through the local partnership of the Social Services Agency (SSA), Department of Aging and Adult Services (DAAS) and the Council on Aging (COA) of Silicon Valley and is currently contracting with 20 community based organizations or municipalities to deliver these services. The mission of the SNP 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 supportive services are provided at senior 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.

Senior Nutrition proposes to meet its reduction amount by reducing personnel hours at the congregate sites and by consolidating job responsibilities, while maintaining the core services of producing and serving meals. The Home-Delivered Meals on Wheels Program that serves the County's most frail and elderly homebound population will be exempt from reduction in services.

Public Administrator/Guardian/Conservator (PA/G/C)

During Fiscal Year 2003/2004 the PA/G/C, in anticipation of resource reductions, has sharpened its focus on protecting and reducing risk of harm to those

gravely mentally ill and frail elderly residents who have been determined by Court order to require surrogate decision makers. Twin challenges - the reduction of community based mental health services and the rapidly growing elderly population at risk of neglect, abuse and financial exploitation - have guided the efforts. Strengthening partnerships through interagency collaboration, increasing reliance on self-sufficiency planning, and engaging in business process reengineering will enable PA/G/C to continue to deliver high quality core mission services. Our endeavor is to protect the most vulnerable and comply with statutory requirements.

Core services for the PA/G/C include conservatorships of severely mentally ill individuals and aged and frail adults suffering diminished capacity due to Alzheimer's disease or other dementias, as well as a limited responsibility to administer decedent estates of indigents and individuals with no one to act as their administrator.

The PA/G/C is preparing for the likelihood of significant staff reductions by structurally reorganizing its management team, creating self-managed work teams, by developing and administering risk and safety assessments to better target limited resources on high risk individuals, while seeking less restrictive alternatives to conservatorship for lower risk individuals and reducing or eliminating labor intensive, non-value added tasks. The purpose of this work is to ensure safety and protection for Santa Clara County's most vulnerable adults through prudent management of reduced resources.

County Executive's Recommendation

Reduce the Department of Aging and Adult Services (DAAS) staff cost by \$1,481,633, nutrition and protective services costs by \$489,000, and legal services provided by County Counsel by \$503,880. There is a loss of \$31,750 in revenue. This equates to a net savings of \$2,442,763. There are 23 positions recommended for deletion, of which nine (9) are filled and fourteen (14) are vacant.

The Department of Aging and Adult Services (DAAS) has focused its plan for reduction on the Public Administrator Guardian's (PA/G/C) Office and the

Senior Nutrition Program (SNP). The County undertook a comprehensive review and analysis of legal mandates related to all of the programs that the County administers. As a result of the findings of this review, and a careful assessment of the span of control, significant staff reductions in the Public Administrator Guardian (PA/G/C), and a reduction in congregate site labor and contract costs in Senior Nutrition Program (SNP) are being recommended. Portions of these two programs are included as discretionary programs in the Management Auditor's Study.

In terms of the other two programs in DAAS: Adult Protective Services (APS) is at basic operational expenditure levels already, and the In-Home Supportive Services (IHSS) Administration program is currently fully funded by the state because of significant annual caseload increases.

While the state and county budget crisis has made it necessary to reduce specific programs' funding, the Department still strives to achieve its desired results of Independent Adults, which this department promotes by providing supportive services to the county's blind, disabled, mentally ill, at-risk, and frail elderly. The department also strives to provide access to healthy nutrition for all seniors in the county. These measures help to ensure that the clients can remain independent in their homes and in control of their lives to the greatest possible degree.

Deletion of Administrative Positions in Public Administrator/Guardian/Conservator's Office

Recommendation: Delete eight (8) positions from the Public Administrator Guardian/Conservator's fiscal and administrative functions.

FTE	Code	Class Description	Vacant Filled
2.0	D77	Income Tax Specialists	Filled
1.0	C76	Office Management Coordinator	Filled
1.0	C60	Administrative Assistant	Filled
1.0	D09	Office Specialist III	Filled
1.0	B87	Trust & Fiduciary Account Manager	Filled
1.0	D97	Account Clerk II	Vacant
1.0	D49	Office Specialist II	Filled
8.0		Total	

Impact on Services: Deleting the position of Trust and Fiduciary Accounting Manager will eliminate a management layer and increase the span of control. It will initially cause functional delays in posting, reporting, reconciling accounts and monitoring the processing of payables and receivables. Remaining staff will take on additional duties, client's bills may not be paid promptly, and payments to Residential Care providers may be delayed. Accountings, which are ordered by the Superior Court, may not be completed in compliance with court timelines.

Total Ongoing Net County Reduction: (\$507,761)

Deletion of Caseworker Positions in Public Administrator Guardian (PA/G)

Recommendation: Delete seven (7) caseworker positions in the office of the Public Administrator/Guardian/Conservator.

FTE	Code	Class Description	Vacant Filled
2.0	V49	Deputy Public Guardian	Vacant
5.0	V62	Deputy Public Guardian Investigators	Vacant
7.0		Total	

Impact on Services: Clients will be seen less frequently and client placements will not be reviewed as frequently, possibly resulting in individuals remaining in more restrictive, higher cost placements for extended periods of time. Larger caseloads may mean that fewer clients will be able to be maintained independently, as supporting clients in their home environment is a more staff-intensive activity. To achieve the transition to concentration on core, legally mandated services will require that the entire process be phased in gradually. Since the PA/G is the court ordered surrogate decision maker for conserved clients, the cases cannot be closed without judicial review. Petitions will need to be drafted and court orders obtained. Other services affected by these budget reductions will include a reduction in support to the Financial Abuse Specialist Team (FAST). These reductions will reduce PAG's ability to investigate and prosecute individuals accused of financial abuse and provide resources to support FAST where rapid response is the key to success.

Total Ongoing Net County Reduction: (\$514,663)

Reduce Administrative and Casework Staff in Public Guardian Estate Administration

Recommendation: Reduce staff by four (4) Property Technicians, and two (2) administrative positions in Estate Administration.

FTE	Code	Class Description	Vacant Filled
1.0	V37	Estate Administrator	Vacant
1.0	V38	Estate Administrator Assistant	Vacant
2.0	V42	Estate Property Technicians	Vacant
2.0	V42	Estate Property Technicians	Filled
6.0		Total	



Impact on Services: The reduction of the Property unit by 50% of allocated positions will result in greater time from the notification of a need for completion of property searches until the completion of inventories. Client assets will be left at risk. Property sales and management of estates will be delayed, potentially resulting in surcharges and a loss of PAG revenue.

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. The department is diligently working to minimize the effects on client services related to these reductions.

Total Ongoing Net County Reduction: (\$384,267)

Reduce Clerical Staff in IHSS and APS

Recommendation: Delete two (2) Office Specialist positions, one in IHSS and the other in APS.

FTE	Code	Class Description	Vacant Filled
1.0	D09	Office Specialist III	Vacant
1.0	D49	Office Specialist II	Vacant
2.0		Total	

Impact on Services: These positions were held vacant as a result of the county wide hiring freeze. Every effort is being made to minimize the effects of these position deletions on services to clients.

Total Ongoing Net County Reduction: (\$74,942)

Reduce Costs for Legal Services for PA/G/C

Recommendation: Reduce the intra-county charges by \$775,200 for legal services charged to the Social Services Agency by County Counsel on behalf of clients at the Public Administrator/Guardian's (PA/G/C) Office.

Impact on Services: County Counsel will reduce attorney and paralegal staff to accommodate this reduction. The amount is based on a calculation which equates to five (5) Attorneys and four (4) Paralegals, with an offset for fees of \$640,000 collected from clients, of which

\$200,000 is for FAST cases. The reduced expenditure amount will be a total of \$775,200 of which \$503,880 is net county general fund expenditure reduction.

Total Ongoing Net County Reduction: (\$503,880)

Reduce DAAS Service and Supply Account

Recommendation: Reduce the DAAS services and supply account for consultant services. This will result in a reduction in spending of \$90,000.

Impact on Services: This account will no longer be available for the purchasing of consultant services. In the past, these services were used to provide operational improvement studies and auditing services for the department.

Total Ongoing Net County Reduction: (\$90,000)

Increase Senior Nutrition Program (SNP) Cost Savings

Recommendation: Reduce the budgeted expenditures in the Senior Nutrition Program (SNP) by \$399,000.

Impact on Services: Fifteen nutrition site contract positions will be deleted to meet this reduction. This reduction will allow the sites to maintain production and serve meals and will require remaining site staff to assume overlapping job responsibilities. The congregate sites will be required to rely more on volunteer resources for supplemental activities.

Total Ongoing Net County Reduction: (\$399,000)

Adjust Revenue in the Public Administrator/Guardian Office

Recommendation: Reduce revenue in the Public Administrator/Guardian Office by \$31,750.

Impact on Services: Anticipated revenue shifts are recognized. Revenue is reduced to account for the effect of continuing lower residual interest disbursements because of historically low market interest rates for savings, and the change in the department's approach to tax preparation services for clients. Partially offsetting revenue augmentations are due to the increases in fees for client services in the Public

Administrator/Public Guardian Office. The net effect of these factors on overall PA/PG revenue is a reduction of \$31,750.

Total Ongoing Revenue Reduction: (\$31,750)

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 2005 Recommended Budget costs, and the County's share of costs.

FY 2005 Aging and Adult Services Programs

Program	Total \$	County \$	County %
Adult Protective Services	\$5,729,264	\$3,179,402	55.5%
Council On Aging (COA) Contract for Title III Match	\$176,502	\$176,502	100.0%
Estate Administration	\$1,542,448	\$242,448	16.4%
In-Home Supportive Services (IHSS) Administration	\$7,750,419	\$1,161,739	15.0%
PA/G/C Health Related Services	\$5,845,861	\$2,646,461	45.3%
PA/G/C Non-Health Related Services	\$2,785,020	\$1,318,055	47.3%
DAAS Subtotal	\$23,829,513	\$8,734,607	36.7%
Senior Nutrition	\$5,286,160	\$2,281,353	43.2%
DAAS Total	\$29,115,673	\$11,015,960	37.8%

Summary of Aging and Adult Services Position Deletions

Description	FTEs	Position Title
Adult Protective/In-Home Supportive Services	-1.0	Office Specialist III (D09)
	-1.0	Office Specialist II (D49)
Public Guardian	-1.0	Trust and Fiduciary Accounting Manager (B87)
	-1.0	Administrative Assistant (C60)
	-1.0	Office Management Coordinator (C76)
	-1.0	Office Specialist III (D09)
	-1.0	Office Specialist II (D49)
	-2.0	Income Tax Specialist (D77)
	-1.0	Account Clerk II (D97)
	-1.0	Estate Administrator (V37)
	-1.0	Estate Administrator Assistant (V38)
	-4.0	Estate Property Technician (V42)
	-2.0	Deputy Public Guardian (V49)
	-5.0	Deputy Public Guardian Investigator (V62)
DAAS Department Total	-23.0	

Department of Aging and Adult Services — Budget Unit 505 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
50501	DAAS Admin Fund 0001	\$ 6,107,807	\$ 6,470,599	\$ 6,470,599	\$ 5,837,332	\$ (633,267)	-9.8%
50502	DAAS Program Svcs Fund 0001	31,766,784	11,946,375	12,032,023	11,561,697	(384,678)	-3.2%
50503	DAAS Program Spt Fund 0001	1,529,827	1,564,512	1,624,380	1,641,588	77,076	4.9%
50504	Senior Nutrition Fund 0001	5,532,179	5,835,337	5,665,144	5,286,160	(549,177)	-9.4%
	Total Net Expenditures	\$ 44,936,597	\$ 25,816,823	\$ 25,792,146	\$ 24,326,777	\$ (1,490,046)	-5.8%



Department of Aging and Adult Services — Budget Unit 505

Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
50501	DAAS Admin Fund 0001	\$ 6,107,807	\$ 6,470,599	\$ 6,470,599	\$ 5,837,332	\$ (633,267)	-9.8%
50502	DAAS Program Svcs Fund 0001	31,766,784	11,946,375	12,032,023	11,561,697	(384,678)	-3.2%
50503	DAAS Program Spt Fund 0001	1,529,827	1,564,512	1,624,380	1,641,588	77,076	4.9%
50504	Senior Nutrition Fund 0001	5,532,179	5,835,337	5,665,144	5,286,160	(549,177)	-9.4%
Total Gross Expenditures		\$ 44,936,597	\$ 25,816,823	\$ 25,792,146	\$ 24,326,777	\$ (1,490,046)	-5.8%

Department of Aging and Adult Services — Budget Unit 505

Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 18,661,189	\$ 19,612,744	\$ 19,756,722	\$ 18,889,190	\$ (723,554)	-3.7%
Services And Supplies	26,087,945	6,204,079	6,035,424	5,437,587	(766,492)	-12.4%
Fixed Assets	187,463	—	—	—	—	—
Subtotal Expenditures	44,936,597	25,816,823	25,792,146	24,326,777	(1,490,046)	-5.8%
Total Net Expenditures	44,936,597	25,816,823	25,792,146	24,326,777	(1,490,046)	-5.8%

Department of Aging and Adult Services — Budget Unit 505

Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
50501	DAAS Admin Fund 0001	\$ 1,856,494	\$ 1,850,000	\$ 2,184,475	\$ 2,151,000	\$ 301,000	16.3%
50502	DAAS Program Svcs Fund 0001	4,523,525	215,000	367,275	369,000	154,000	71.6%
50504	Senior Nutrition Fund 0001	3,135,049	3,004,807	3,004,807	3,004,807	—	—
Total Revenues		\$ 9,515,068	\$ 5,069,807	\$ 5,556,557	\$ 5,524,807	\$ 455,000	9.0%

DAAS Admin Fund 0001 — Cost Center 50501

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	82.0	\$ 6,470,599	\$ 1,850,000
Board Approved Adjustments During FY 2004	—	—	334,475
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	665,888	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	83.0	\$ 7,136,487	\$ 2,184,475
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			



DAAS Admin Fund 0001 — Cost Center 50501

Major Changes to the Budget

	Positions	Appropriations	Revenues
1. Decrease Public Administrator/Guardian Fiscal and Administrative Staff by Eight Positions	-8.0	(611,760)	—
<p>This action will eliminate one (1) filled Trust and Fiduciary Accounting Manager, one (1) filled Office Management Coordinator, one (1) vacant Account Clerk position, two (2) filled Income Tax Specialists, one (1) filled Administrative Assistant, one (1) filled Office Specialist II, and one (1) filled Office Specialist III position from the Public Administrator/Guardian/Conservatorship (PA/G/C) Financial Services and Clerical Units.</p> <p>This recommendation will eliminate a management layer and increase the span of control, but significantly reduce administrative resources. The PA/G/C is preparing for the likelihood of significant staff reductions by structurally reorganizing its management team. Initially, the reduction in administrative staff will probably cause functional delays in reporting, posting, monitoring and reconciling accounts for payables and receivables. Remaining duties will be distributed among existing staff resources.</p>			
2. Delete Two Estate Administrator and Four Property Technicians in Estate Administration	-6.0	(462,972)	—
<p>This action will delete one (1) vacant Estate Administrator, one (1) vacant Estate Administrator Assistant, two (2) vacant Estate Property Technicians, and two (2) filled Estate Property Technicians.</p> <p>This represents a 50% reduction in staff for the Property Unit. There will likely be delays incurred between our notification and our completion of property searches and inventories. Property sales and management of estates will be delayed, potentially resulting in surcharges and loss of county revenue. A greater risk for client assets will be the result.</p>			
3. Reduce Workers Compensation Expense	—	(90,776)	—
4. Adjust PA/PG Revenue Budget	—	—	(37,500)
<p>Revenue is reduced to reflect the lower residual interest disbursements and the effect of the elimination of the tax preparation specialists. Revenue is augmented to reflect the increases in the estate fees structure.</p>			
5. Revenue Changes in PA/PG	—	—	4,025
<p>This action recognizes additional revenue from the higher fees established in the Probate Conservatorship function, and the reduction in tax preparation fees revenue. The effect on overall PA/PG revenue is negligible.</p>			
6. Reduce PERS Expense	—	(133,647)	—
Subtotal (Recommended Changes)	-14.0	\$ (1,299,155)	\$ (33,475)
Total Recommendation	69.0	\$ 5,837,332	\$ 2,151,000

DAAS Program Svcs Fund 0001 — Cost Center 50502

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	127.5	\$ 11,946,375	\$ 215,000
Board Approved Adjustments During FY 2004	1.0	85,648	152,275
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	694,298	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(87,542)	—
Subtotal (Current Level Budget)	126.5	\$ 12,638,779	\$ 367,275
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Reduce Seven Case Carrying Worker Positions in the Conservatorship Division	-7.0	(620,076)	—



DAAS Program Svcs Fund 0001 — Cost Center 50502

Major Changes to the Budget

	Positions	Appropriations	Revenues
<p>This action will delete five (5) vacant Deputy Public Guardian Investigators and (2) vacant Deputy Public Guardian positions. There will be a deterioration in the efficiency with which the department can address clients' needs. This is because clients will be seen less often and there will be less frequent client placement reviews. This will possibly result in individuals remaining in higher cost, more restrictive placements for longer periods of time.</p> <p>Since supporting clients in their home environment is a more staff-intensive activity, these larger caseloads may mean that fewer of our individuals will be able to be maintained independently. Also, since PA/G/C is the court ordered surrogate decision maker, waiting lists for new referrals are likely. Concentration on core, legally mandated services will require that activities such as the drafting of petitions and obtaining court orders, will have to be phased in over time.</p>			
2. Reduce Budget for Direct Client Costs in APS	—	(90,000)	—
<p>This action reduces DAAS services and supply account by \$90,000. This will impact the ability to purchase consultant services that in the past were used to provide operational improvement studies and auditing services.</p>			
3. Reduce Workers Compensation Expense	—	(149,074)	—
4. Revenue Budget Adjustments in PA/PG	—	—	1,725
<p>Anticipated revenue shifts are recognized because of the change in tax preparation directions, and the increases in fees for services in the Public Administrator/Public Guardian Office.</p>			
5. Reduce PERS Expense	—	(217,932)	—
Subtotal (Recommended Changes)	-7.0	\$ (1,077,082)	\$ 1,725
Total Recommendation	119.5	\$ 11,561,697	\$ 369,000

DAAS Program Spt Fund 0001 — Cost Center 50503

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	26.5	\$ 1,564,512	\$ —
Board Approved Adjustments During FY 2004	1.0	59,868	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	185,119	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	28.5	\$ 1,809,499	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Delete One Office Specialist in IHSS	-1.0	(59,808)	—
<p>This action will delete one (1) vacant Office Specialist II in the In-Home Supportive Services Program. The duties of this position will be shifted to other administrative staff in the unit. There is no expectation of any negative effect on client services due to this reduction.</p>			
2. Delete One Office Specialist in Adult Protective Services	-1.0	(55,488)	—
<p>This action will delete one (1) vacant Office Specialist III in the Adult Protective Services Program. Residual office functions will be absorbed by other staff in the program. No effect on client services is anticipated.</p>			
3. Reduce Workers Compensation Expense	—	(21,613)	—
4. Reduce PERS Expense	—	(31,002)	—
Subtotal (Recommended Changes)	-2.0	\$ (167,911)	\$ —
Total Recommendation	26.5	\$ 1,641,588	\$ —



Senior Nutrition Fund 0001 — Cost Center 50504
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	7.0	\$ 5,835,337	\$ 3,004,807
Board Approved Adjustments During FY 2004	—	(170,193)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	59,987	—
Internal Service Fund Adjustments	—	(23,809)	—
Other Required Adjustments	—	215	—
Subtotal (Current Level Budget)	7.0	\$ 5,701,537	\$ 3,004,807
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	2,357	—
Printing Rate/Service Change	—	(58)	—
Decision Packages			
1. Reduce Contracts Paid Labor Costs in Senior Nutrition	—	(399,000)	—
Reduce contract expenditures in the Senior Nutrition Program. This reduction will eliminate some paid staff in the congregate meal sites and reduce hours of paid staff in other sites. For supplemental activities, the congregate sites will need to rely more on volunteers.			
2. Reduce Workers Compensation Expense	—	(5,852)	—
3. Reduce PERS Expense	—	(12,824)	—
Subtotal (Recommended Changes)	—	\$ (415,377)	\$ —
Total Recommendation	7.0	\$ 5,286,160	\$ 3,004,807



Section 4: Santa Clara Valley Health & Hospital System

Section 4: Santa Clara Valley
Health & Hospital System



Santa Clara Valley Health & Hospital System

Mission

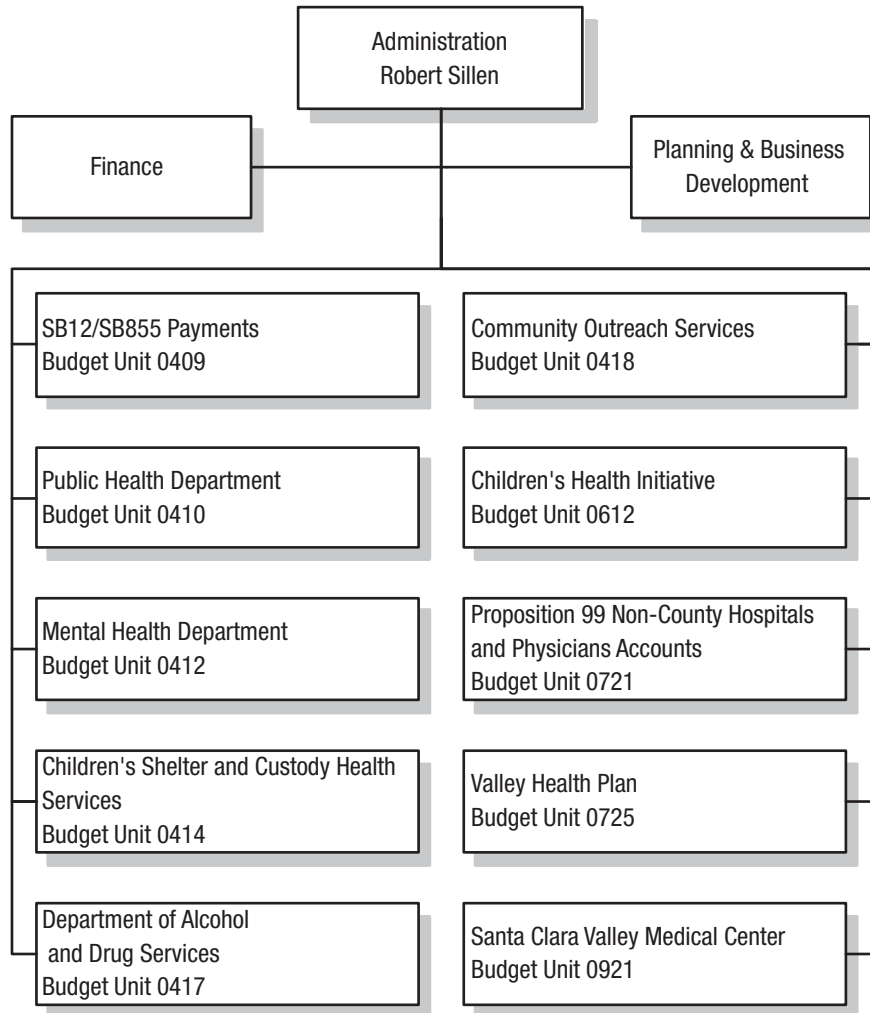
The Santa Clara Valley Health and Hospital System provides leadership in developing and promoting a healthy community through a planned, integrated health care delivery system which offers prevention, education and treatment programs to all residents of Santa Clara County, regardless of ability to pay.



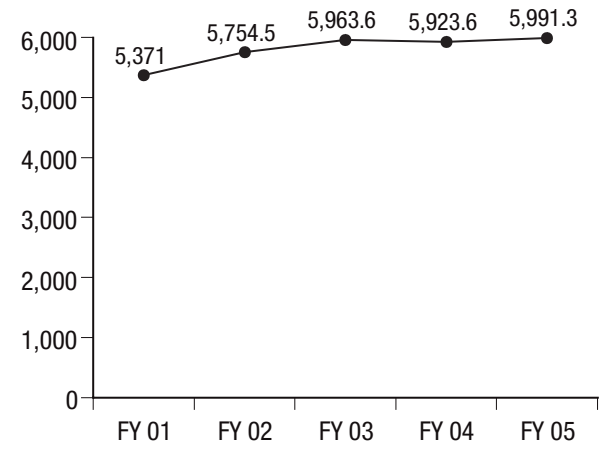
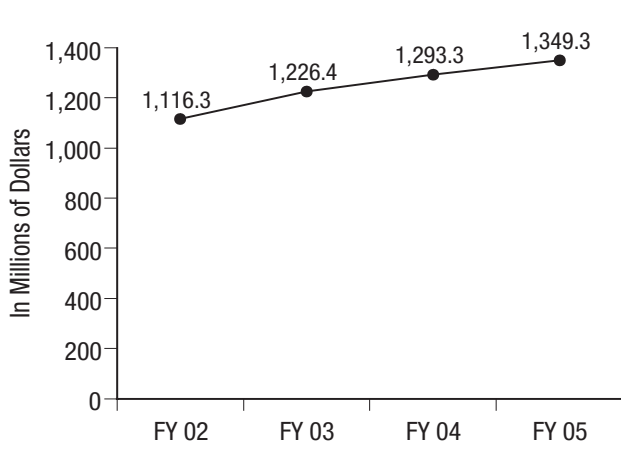
Departments

- 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



In the FY 2005 document, gross appropriations replace net appropriations.



Net Expenditures By Department

BU	Department Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
409	SB12/SB855 Funds	\$ 102,058,709	\$ 122,250,000	\$ 122,250,000	\$ 123,550,000	\$ 1,300,000	1.1%
410	Public Health	87,573,156	90,877,520	90,719,114	89,772,828	(1,104,692)	-1.2%
412	Mental Health Department	192,275,674	181,214,548	184,874,372	180,586,442	(628,106)	-0.3%
414	Children's Shelter & Custody Health Svcs	832,311	700,000	2,885,348	—	(700,000)	-100.0%
417	Department Of Alcohol And Drug Programs	39,531,742	40,466,442	41,693,228	38,621,558	(1,844,884)	-4.6%
418	Community Outreach Services	6,766,226	8,573,318	8,806,562	8,400,530	(172,788)	-2.0%
612	Healthy Children	4,799,316	3,000,000	3,000,000	3,000,000	—	—
721	CHIPS - AB 75	1,528,870	1,746,000	1,746,000	1,750,000	4,000	0.2%
725	SCVMC-Valley Health Plan	67,638,422	71,849,335	80,460,921	86,216,283	14,366,948	20.0%
921	Santa Clara Valley Medical Center	793,990,186	715,065,287	716,189,178	756,100,765	41,035,478	5.7%
Total Net Expenditures		\$ 1,296,994,612	\$ 1,235,742,450	\$ 1,252,624,723	\$ 1,287,998,406	\$ 52,255,956	4.2%

Gross Expenditures By Department

BU	Department Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
409	SB12/SB855 Funds	\$ 102,058,709	\$ 122,250,000	\$ 122,250,000	\$ 123,550,000	\$ 1,300,000	1.1%
410	Public Health	89,399,159	93,539,717	93,244,794	92,212,195	(1,327,522)	-1.4%
412	Mental Health Department	194,240,341	183,132,670	186,811,144	182,762,930	(369,740)	-0.2%
414	Children's Shelter & Custody Health Svcs	31,618,611	32,132,688	34,077,016	32,153,923	21,235	0.1%
417	Department Of Alcohol And Drug Programs	42,409,621	43,592,108	44,818,894	41,679,923	(1,912,185)	-4.4%
418	Community Outreach Services	6,766,226	8,573,318	8,384,452	8,400,530	(172,788)	-2.0%
612	Healthy Children	4,799,316	3,000,000	3,000,000	3,000,000	—	—
721	CHIPS - AB 75	1,528,870	1,746,000	1,746,000	1,750,000	4,000	0.2%
725	SCVMC-Valley Health Plan	67,638,422	71,849,335	80,460,921	86,216,283	14,366,948	20.0%
921	Santa Clara Valley Medical Center	812,138,750	733,533,861	734,734,704	777,618,221	44,084,360	6.0%
Total Gross Expenditures		\$ 1,352,598,025	\$ 1,293,349,697	\$ 1,309,527,925	\$ 1,349,344,005	\$ 55,994,308	4.3%

Revenues By Department

BU	Department Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
409	SB12/SB855 Funds	\$ 99,197,619	\$ 122,250,000	\$ 122,250,000	\$ 123,550,000	\$ 1,300,000	1.1%
410	Public Health	45,776,990	45,903,804	47,245,636	48,460,169	2,556,365	5.6%
412	Mental Health Department	125,964,614	118,636,601	132,548,035	126,074,383	7,437,782	6.3%
414	Children's Shelter & Custody Health Svcs	140,528	—	—	—	—	—
417	Department Of Alcohol And Drug Programs	24,239,541	22,770,581	23,742,565	21,404,170	(1,366,411)	-6.0%



Revenues By Department

BU	Department Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
418	Community Outreach Services	1,031,657	1,655,387	1,655,387	1,921,884	266,497	16.1%
612	Healthy Children	3,041,470	3,000,000	3,000,000	3,000,000	—	—
721	CHIPS - AB 75	1,528,870	1,746,000	1,746,000	1,750,000	4,000	0.2%
725	SCVMC-Valley Health Plan	68,760,246	71,920,407	80,420,407	86,366,205	14,445,798	20.1%
921	Santa Clara Valley Medical Center	875,980,667	708,384,536	711,347,031	749,420,014	41,035,478	5.8%
Total Revenues		\$ 1,245,662,202	\$ 1,096,267,316	\$ 1,123,955,061	\$ 1,161,946,825	\$ 65,679,509	6.0%



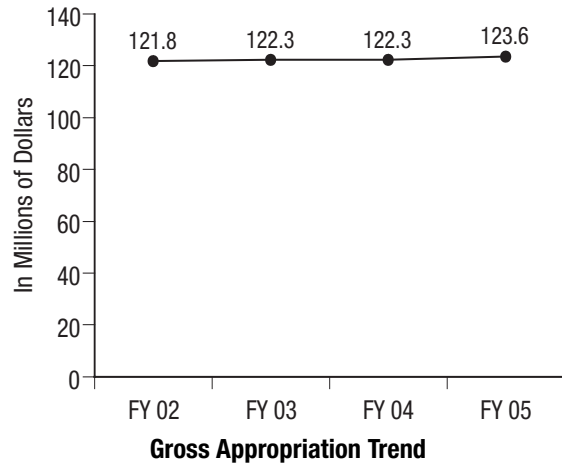
Health SB12 / SB855 Payments

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 current budgeted amount of \$123,550,000 reflects estimated actuals for FY 2005.



In the FY 2005 document, gross appropriations replace net appropriations.

SB12/SB855 Funds — Budget Unit 409 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
4322	SB 12 Payments Fund 0018	\$ 3,527,904	\$ 2,250,000	\$ 2,250,000	\$ 3,550,000	\$ 1,300,000	57.8%
4324	SB 855 Fund 0001	98,530,805	120,000,000	120,000,000	120,000,000	—	—
Total Net Expenditures		\$ 102,058,709	\$ 122,250,000	\$ 122,250,000	\$ 123,550,000	\$ 1,300,000	1.1%

SB12/SB855 Funds — Budget Unit 409 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
4322	SB 12 Payments Fund 0018	\$ 3,527,904	\$ 2,250,000	\$ 2,250,000	\$ 3,550,000	\$ 1,300,000	57.8%
4324	SB 855 Fund 0001	98,530,805	120,000,000	120,000,000	120,000,000	—	—
Total Gross Expenditures		\$ 102,058,709	\$ 122,250,000	\$ 122,250,000	\$ 123,550,000	\$ 1,300,000	1.1%



SB12/SB855 Funds — Budget Unit 409 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Services And Supplies	102,058,709	122,250,000	122,250,000	123,550,000	1,300,000	1.1%
Subtotal Expenditures	102,058,709	122,250,000	122,250,000	123,550,000	1,300,000	1.1%
Total Net Expenditures	102,058,709	122,250,000	122,250,000	123,550,000	1,300,000	1.1%

SB12/SB855 Funds — Budget Unit 409 Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
4322	SB 12 Payments Fund 0018	\$ 666,814	\$ 2,250,000	\$ 2,250,000	\$ 3,550,000	\$ 1,300,000	57.8%
4324	SB 855 Fund 0001	98,530,805	120,000,000	120,000,000	120,000,000	—	—
	Total Revenues	\$ 99,197,619	\$ 122,250,000	\$ 122,250,000	\$ 123,550,000	\$ 1,300,000	1.1%

SB 12 Payments Fund 0018 — Cost Center 4322 Major Changes to the Budget

	Positions	Appropriations	Revenues
SB-12 Tobacco Tax Payments (Fund Number 0018)			
FY 2004 Approved Budget	—	\$ 2,250,000	\$ 2,250,000
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	1,300,000	1,300,000
Subtotal (Current Level Budget)	—	\$ 3,550,000	\$ 3,550,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 3,550,000	\$ 3,550,000

SB 855 Fund 0001 — Cost Center 4324 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	—	\$ 120,000,000	\$ 120,000,000
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 120,000,000	\$ 120,000,000

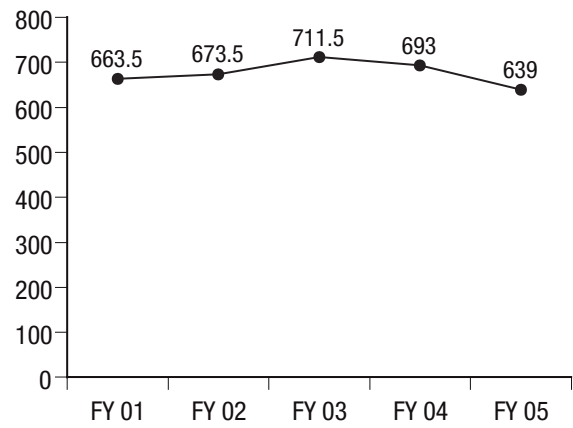
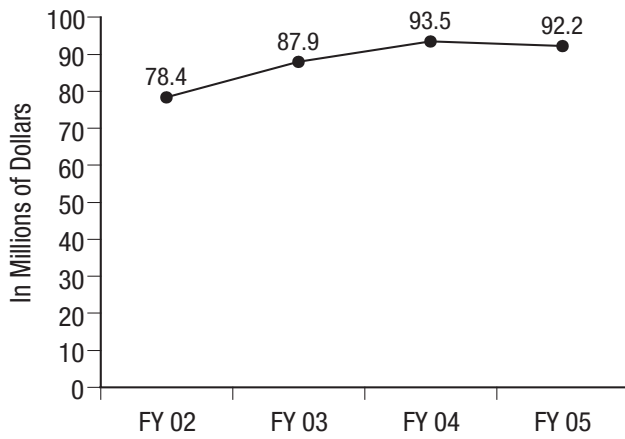
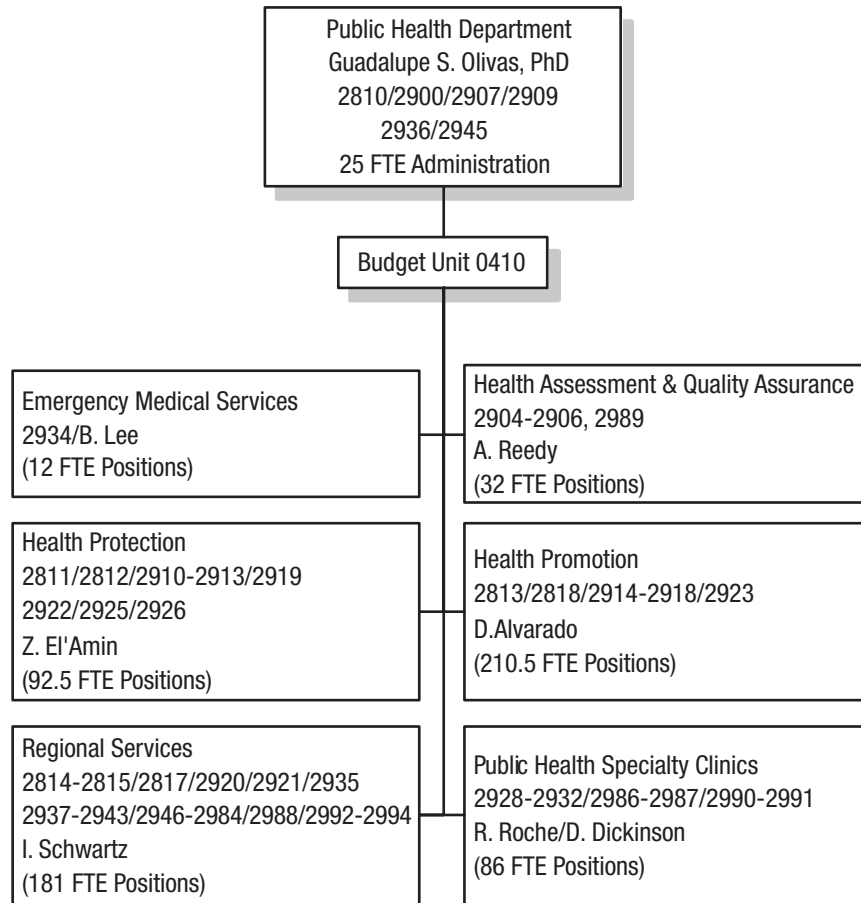


SB 855 Fund 0001 — Cost Center 4324
Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 120,000,000	\$ 120,000,000



Public Health Department



In the FY 2005 document, gross appropriations replace net appropriations.

Section 4: Santa Clara Valley Health & Hospital System



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.

The following data are not representative of all Public Health Department programs, but are presented as examples of the many diverse programs provided by the Department.

Operational Data: The Public Health Department monitored 10 categories of diseases, health conditions, and mortality as depicted in the following table.

Disease and Health Status Monitoring

Disease/Condition Type	Year			
	2000	2001	2002	2003
Leading Communicable Diseases (9 diseases)	10,043	10,225	10,293	NA
Leading Sexually Transmitted Diseases (Chlamydia and Gonorrhea)	4,353	4,644	4,862	NA
Leading Hospitalizations (11 Diseases/Conditions)	156,041	160,381	NA	NA
Teen Births	1,793	1,174	1,484	NA
AIDS Cases	119	118	120	82
Leading Causes of Death (10 Causes)	8,269	9,059	7,718	NA
All Deaths	8,687	9,884	8,142	NA
Adolescents Surveyed for Behavioral Risk Factors	-	15,984	NA	Scheduled for 2004
Adults Surveyed for Behavioral Risk Factors	2,500	-	NA	2,500 target
Hospitals Involved with Bioterrorism Syndromal Surveillance	-	-	12 (2-3 shifts/day)	12 (2-3 shifts/day)

NA = Data not available until Summer 2004.

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.

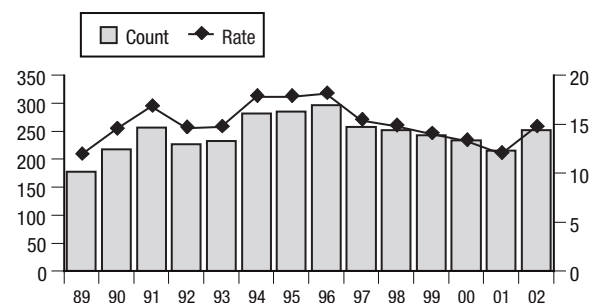
The following data are not representative of all Public Health Department programs, but are presented as examples of the many diverse programs provided by the Department.

Operational data: The number and type of epidemiologic investigations conducted in FY 2002 and FY 2003.

Epidemiologic Investigations Conducted in FY 2003

Type of Investigation	Number of Investigations		
	2001	2002	2003
Sexually Transmitted Diseases	0	1,154	1,164
Foodborne Diseases	614	44	485
Vaccine-preventable diseases	123	95	64
Respiratory disease	17	14	28
Vector-borne disease	22	37	33
Other Communicable diseases	26	NA	28
Tuberculosis Source Case Investigations	472	542	NA
Tuberculosis Contact Investigations	278	139	165

Results data: Decline in Tuberculosis Rates



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.

The following data are not representative of all Public Health Department programs, but are presented as examples of the many diverse programs provided by the Department.

Operational data: Number of people receiving health education services by public health content area in FY 2002 and FY 2003.

Results data: Number of communicable disease outbreaks investigated with control measures in place: 22. (The definition of an outbreak is "more disease observed than expected" in a given population.)

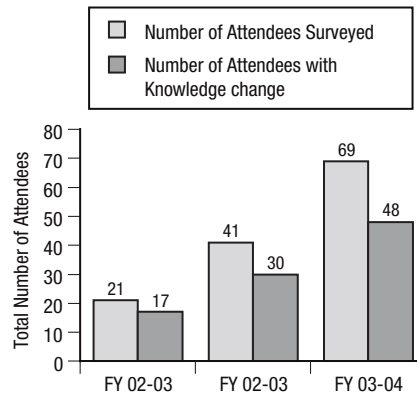
Health Education Content	Health Education Method	Quantity	
		2002	2003
Public Health awareness	Media campaign (radio)	570,000 (listeners)	Not Available
Maternal and child health	Individual health education	2,906	500
	Group presentations and trainings	4,512	2,300
	Media campaign	300,000 (media exposures)	300,000 (media exposures)
Tobacco prevention	Individual health education	27,004	24,290
Childhood lead prevention	Individual health education	3,445	3,248



Results data: Number of communicable disease outbreaks investigated with control measures in place: 22.
(The definition of an outbreak is "more disease observed than expected" in a given population.)

Health Education Content	Health Education Method	Quantity	
		2002	2003
Violence prevention	Theater slides	130,830 (media exposures)	13,860 (media exposures)
	Outdoor bus shelters	2,415,000 (media exposures)	Not Done
Communicable diseases (includes HIV, STDs and TB)	Individual health education	14,683 HIV, STDs & TB	9,941 HIV & STDs
Bioterrorism/Disaster Preparedness	Health alerts to physicians	3,400	26,600
	Individual health education	NA	180
	Group presentations and trainings	NA	129
	Emergency preparedness pocket guides	NA	279,616
	Media campaign	NA	2,241,000 (media exposures)

Results data: Number and percentage of event attendees with measured health knowledge or behavior change in FY 2002 and FY 2003.



Number and Percentage of Attendees in the Lead Program with Measured Health Knowledge or Behavior Change

Link people to services by assuring effective entry for persons with unmet healthcare 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"; and targeted health education, promotion and disease prevention to high risk population groups.

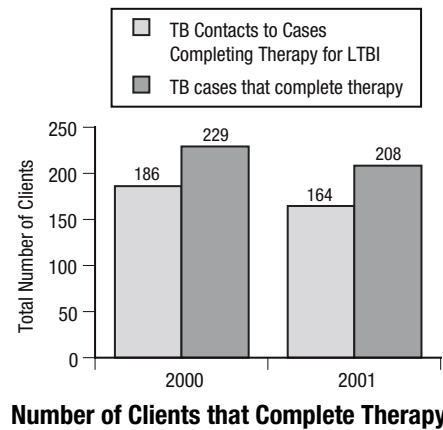
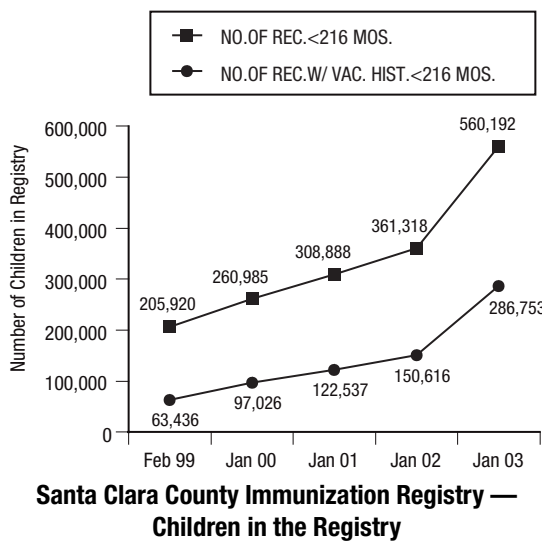
The following data are not representative of all Public Health Department programs, but are presented as examples of the many diverse programs provided by the Department.

Operational data: Number of clients provided case management, care coordination, and clinical health services in FY 2002 and FY 2003.

Clients Linked to Public Health Services

Public Health Area	Service Method	Quantity	
		2002	2003
Maternal and child health	Regional case management	11,256	6,225 (Unduplicated counts)
	Nutritional case management	14,150	15,311 (Average unduplicated client count)
	Adolescent pregnancy and pregnancy prevention case management	1,341	1,046
	Black infant health case management	106	190
	California Children's Services (CCS) clinical services	7,663	8,499
	Childhood Lead Prevention case management	42	104
	Medically Vulnerable Infant Program case management	96	130
	Family Planning clinical services	2,053	1,649
HIV	Case Management	90	798 (not unduplicated)
	PACE clinical services	821	907
	Needle Exchange	6,388 (not unduplicated)	5,246 (not unduplicated)
Tuberculosis	Case management	387	408
	Latent TB infection case management	1,400	3,161
	Clinical services	25,548 (total visits, not unduplicated clients)	25,415 (total visits, not unduplicated clients)
Communicable Diseases	Regional case management	861	494
Immunizations	Clinical services	62,978 vaccines given; 46,970 visits	59,546 vaccines given; 38,583 visits
Refugee Health	Clinical services	8,800 (total visits, not unduplicated clients)	8,684 (total visits, not unduplicated clients)

Results data: Number and percentage of clients achieving healthy outcomes. Immunization coverage rates in the Santa Clara County Immunization Registry. Contacts to TB cases and TB cases that completed therapy in calendar year 2000 and 2001.



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 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 through the Office of Disaster Medical Services, 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 Traffic Safe Communities and Violence Prevention.

Health Promotion Services

The desired results for these services are:

- informed people
- people linked to services

Health Promotion services focus on 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 Public Health Clinics, the Public Health Pharmacy, and Emergency Medical Services Agency. Public Health Clinics include those clinics operated by the Public Health Department 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.

Health Assessment and Quality Improvement 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 municipalities. 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.

Administrative Services

These services result in enhanced staff capacity and infrastructure to meet all of the desired results.

Administrative Services Division develops, implements and monitors systems in the following areas: finance and budget; personnel, grants and contracts administration; policies & procedures; general administration; compliance; and oversight of 18 Public Health facilities.

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 FY 2005 Budget Plan that meets the reduction amount of \$5,720,000, and the County Executive is recommending all proposed reductions.

The FY 2005 reduction proposal is developed using the following guidelines:

- Maximize revenue
- Maximize efficiencies in service and management
- Maximize productivity in services and management
- Address the greatest Public Health needs in the context of data and community demands and best practices
- Realignment of staffing with current workload and community needs
- Maintain balance between service quality and program elimination and/or enhancement, even with new revenue
- Improve Management Span of Control
- Improve Program Delivery and /or Management

Revenue Enhancement

Recommendation: Increase revenue collection in the following areas:

- Targeted Case Management (TCM) Revenue by \$507,087
- Medi-Cal Administrative Activities (MAA) Revenue by \$73,242
- Federal Financial Participation (FFP) Revenue for the Black Infant Health Program by \$22,000
- Lead Poisoning Prevention Program Revenue by \$27,622

Targeted Case Management: This revenue increase recommendation acknowledges current level of service and associated revenue, a recognition of level of service now in place, which exceeds the level of service anticipated.

MediCal Administrative Activities: This revenue increase will be achieved by adding more staff to the existing time study, and will increase the claim for work that is reimbursable.

Federal Financial Participation: The FFP matching claim and revenue for the Black Infant Health Program will be increased by changing the claiming status of the Health Educator from 'non-enhanced' to 'enhanced'.

Lead Poisoning Prevention: Increase revenue to meet the current allocation level from the State for the Lead Program.

Impact on Services: The revenue increases do not have negative impact on direct client services.

Total Ongoing Revenue: \$629,951

Restructuring of Refugee Clinic

Recommendation: Redirect the following resources for Refugee Clinic from the Public Health Department to Valley Medical Center:

FTE	Code	Class Description	Filled/Vacant
1.0	C60	Administrative Assistant	Vacant
0.5	P08	Physician	Vacant
1.0	B5X	Health Care Analyst II	Filled
1.0	D1E	Sr. Health Service Representative	Filled
2.0	D2E	Health Service Representative	Filled
1.0	J26	Health Education Specialist	Filled
1.0	J69	Hospital Information Clerk	Filled
1.0	S11	Assistant Nurse Manager	Filled
3.0	S75	Clinical Nurse III	Vacant
1.0	S85	Licensed Vocational Nurse	Filled
1.0	S46	Physician Assistant	Filled
13.5		Total Deletions	9.0 Filled

- \$731,000 in Revenue
- \$356,467 in funding for Services and Supplies

Background: As the number of refugees have declined, the clinic has reduced specialized refugee services and broadened its focus to become a primary health care center. Valley Health Center at Silver Creek and Chaboya (SKC) will be relocated to the newly constructed Valley Health Center at Tully in September



2004. Clinical services at the Refugee Clinic will move from the Lenzen site to this newly vacated Silver Creek location. The relocation will provide adequate space for refugee clinical primary care services. This move will also allow additional services such as comprehensive perinatal services program (CPSP) to be provided. Additional reimbursement will be generated by billing as an FQHC service provider in the new configuration. Relocation of the Refugee Clinic affords the opportunity to change the staffing mix to better meet the increased service capacity and offering. In the new SKC location, there will be 18.95 FTEs to staff the clinic. 8.0 FTE will be reassigned to SKC and 5.5 FTE will be deleted (3.0 Clinical Nurse, 1.0 Health Care Analyst, 1.0 Administrative Assistant and 0.5 Physician positions).

Impact on Services: This recommendation does not anticipate any negative impact to direct client services.

Total Ongoing Reduction: (\$1,011,260)
Refer to BU921 for augmented resources in SKC Clinic

Augment Appropriations for Bioterrorism (BT) Program

Recommendation: Replace General Fund dollars with Bioterrorism (BT) Funding by reassigning appropriate duties from existing programs to be covered by the Bioterrorism allocation.

Background: This recommendation reduces non-reimbursed services by redirecting activity to grant-funded services:

- Management Analyst from Office of Disaster Medical Services for bioterrorism grant funded activities
- Health Program Specialist from Health Assessment and Quality Improvement for BT preparedness and response planning
- Public Health Nurse from Regional Services for disease control grant funded BT response
- Health Education Specialist from Tobacco Control Program for training for BT response

- Health Care Program Manager from Violence Prevention Program to coordinate Countywide Medical Response System for BT response
- Health Care Program Analyst II from HIV/AIDS program for BT grant activities and projects.

Impact on Services: Activities currently performed by the reassigned positions will be absorbed by other staff in the programs. Some program activities may be delayed, but will continue at a reduced pace with minimal client impact.

Total Ongoing Reduction: (\$671,742)

Reduce Appropriations for HIV/AIDS Programs

Recommendation:

Eliminate the following resources for Crane Center:

- Lease costs of \$92,523
- 1.0 Public Health Community Specialist position (Filled)
- 1.0 Licensed Vocational Nurse position (Filled)

Eliminate the following resources for HIV/AIDS community outreach services:

- 1.0 Assistant Nurse Manager position (Vacant)
- 1.0 Public Health Assistant position (Vacant)
- 1.0 Health Education Associate position (Filled)
- 1.0 Public Health Community Specialist position (Vacant)

Background: The Crane Center recommendation will reduce costs associated with operation of the Crane Center which provides HIV and STD testing services and the Crane Center will be relocated to County owned property, saving \$92,523 in lease cost, and to realign staffing program expenditures with the decrease in client demand of these services. The Assistant Nurse Manager, Public Health Assistant and Health Education Associate provide education and prevention services, and the Public Health Community Specialist provides community outreach services.

Impact on Services: The recommended staffing level is sufficient to meet the current demand for HIV and STD testing and counseling services. The current level of service will be maintained or increased by remaining staff, but a minor impact is expected due to the change in location.

Total Ongoing Reduction: (\$578,891)

Total One-Time Cost: \$50,117

To cover one-time lease payment from July 2004 to February 2005

Reduce Resources for Emergency Medical Services (EMS)

Recommendation:

- Direct \$115,942 in funding from Fines & Penalties Trust Fund to cover portion of personnel costs
- Reduce \$150,000 in contract services
- Eliminate 1.0 Sr. Health Care Program Manager position (Vacant).

Background: Expenses associated with oversight and compliance with contract monitoring and personnel cost can be covered by funds from the Fines and Penalties Trust Fund. EMS staff are able to carry out technical support services now provided by contractors, for a reduction of \$150,000.

Impact on Services: No impact on direct client services. Duties of the deleted vacant position will be covered by the Medical Director, Health Care Program Manager II and the EMS Administrator.

Total Ongoing Revenue: \$115,942

Total Ongoing Reduction: (\$281,100)

Adjust Resources for Immunization Program

Recommendation:

- Generate new revenue of \$22,000 by increasing client fees for flu vaccination
- Generate new revenue of \$41,000 for increasing vaccine administrative fees

- Eliminate 1.0 Health Services Representative position (Vacant)
- Eliminate 1.0 Health Education Specialist position (Filled)

Background: The vaccination fee will be increased from \$8 to \$15 per vaccine, childhood immunization clinic fee will be increased from \$5 to \$12.5 per visit and adult clinic fees from \$10 to \$17.50 per visit.

Impact on Services: The recommended flu vaccine fee is below market rate, therefore no reduction in client volume is anticipated. A fee waiver will be available for clients under 18 who are unable to afford to pay for the increased vaccine administrative fee. The service impact of the Health Service Representative elimination will be minimal to clients, as other providers of Immunization services are available in Lenzen and East Valley which will remain fully staffed. Deletion of the Health Education Specialist position has no impact to client services as duties will be assigned to remaining staff in the program.

Total Ongoing Reduction: (\$224,508)

Reduce Appropriations for Regional Services

Recommendation: Eliminate the following positions from the different regional offices:

- 1.0 Medical Social Worker position (Vacant) in Downtown Regional Office
- 1.0 Medical Social Worker position (Vacant) in West Valley Regional Office
- 0.5 Medical Social Worker position (Vacant) in Narvaez Regional Office
- 1.0 Public Health Nurse position (Vacant) for School Linked Services.

Background: The Medical Social Workers assist clients in the regional offices with accessing benefits and eligibility for other programs. The Public Health Nurse for School Linked Services provides support for adolescent health services provided through the Mobile Medical Unit.

Impact on Services: Deletion of the Social Worker positions will affect about 188 clients who will be referred to other service providers, depending on the apparent need. With this reduction, clients will have to depend on referrals to other social services agencies for this activity, or receive such assistance for these services provided by Public Health Nurses in the Regional Offices. The other remaining Public Health Nurses for School Linked Services will be utilized to support remaining services.

Total Ongoing Reduction: (\$352,266)

Reduce Appropriations for California Children's Services (CCS)

Recommendation: Eliminate 3.0 Social Worker positions (Vacant).

Background: The CCS redesign is addressing the essential services previously provided by these positions. The program has created a process in which clients are enrolled in the program more efficiently. Previously Social Workers were performing these duties, but the State determined the process too costly and performed at too high a level. Roles and functions of the positions as previously defined are no longer reimbursed by the State.

Impact on Services: There is no impact to current level of client services, as the positions have been vacant. Three additional Public Health Assistants have been reassigned from other programs to perform client enrollment activities.

Total Ongoing Reduction: (\$249,982)

Reduce Appropriations for Health Assessment and Quality Improvement Services

Recommendation:

- Reduce \$74,054 in professional services funding
- Eliminate 1.0 Health Education Specialist position (Vacant) for department wide support services
- Eliminate 1.0 Administrative Assistant position (Vacant) for administrative support.

Impact on Services: Reducing professional services funding will decrease evaluation services such as training and technical assistance. However, staff has developed necessary expertise so the evaluation consultants are no longer necessary. Deletion of the vacant positions have no impact to direct client services, but there will be a decrease of technical assistance to individual programs, resulting in an increased evaluation and planning workload for program managers.

Total Ongoing Reduction: (\$239,582)

Reduce Appropriations for Public Health Administration

Recommendation: Eliminate the following positions:

- 0.5 Health Educational Specialist position (Vacant) for provision of cultural competency training
- 1.0 Health Program Specialist position (Vacant) for provision of marketing and communication planning services
- 1.0 Office Management Coordinator position (Vacant) for management support services.

Impact on Services: No impact to direct client services. Positions have been vacant and duties have been assigned to other staff in Administration.

Total Ongoing Reduction: (\$229,704)

Adjust Resources for Maternal, Child and Adolescent Health (MCAH) Program

Recommendation:

- Increase Federal Financial Participation Program Revenue by \$59,300
- Eliminate 0.5 Office Specialist III position (Vacant) for clerical support services
- Eliminate 1.0 Health Education Specialist position (Vacant) for health education services.

Background: The recommendation will increase revenue by restructuring staff responsibilities to include more MediCal-approved activities.

Impact on Services: More low income MediCal eligible clients will be served, resulting in less services to others in the perinatal population who do not qualify for MediCal. Deletion of the vacant positions has no impact to current level of services as positions have been vacant and functions have been redirected to other staff in the program.

Total Ongoing Revenue: \$59,300

Total Ongoing Reduction: (\$137,064)

Reduce Appropriations for Adolescent Pregnancy Prevention Network (APPN)

Recommendation:

- Reduce \$69,059 in funding for services and supplies
- Eliminate 1.0 Employment Technician position (Vacant)
- Eliminate 1.0 Social Worker position (Vacant)

Impact on Services: There is no impact to direct client services as a result of this recommendation. Deletion of the vacant positions have no impact on current level of services as positions have been vacant and functions have been redirected to other staff in the programs. Duties of the deleted Social Worker position have been transferred to a Social Work Supervisor.

Total Ongoing Reduction:(\$212,451)

Reduce Appropriations for Adolescent Family Life Planning (AFLP) Program

Recommendation: Eliminate 2.0 Employment Technician positions (Vacant) for clerical support services.

Impact on Services: No impact to direct client services. Clerical support functions have been transferred to other staff.

Total Ongoing Reduction: (\$124,824)

Adjust Resources for Women, Infants and Children (WIC) Program

Recommendation: Increase \$100,000 in new revenue, and eliminate 1.0 Health Services Representative position (Vacant).

Background: The additional revenue from the Department of Health Services results from an increased WIC caseload in the County. Deletion of the vacant position is due to increased efficiency. The program's objectives have changed to increase nutrition education to client services and the program utilizes more staff time of Public Health Nutritionist with each client. As a result, clerical and registration support staff time can be reduced.

Impact on Services: Deletion of the vacant position has no impact to direct client services. The same number of clients will continue to receive vouchers and additional nutrition information.

Total Ongoing Revenue: \$100,000

Total Ongoing Reduction: (\$56,748)

Reduce Appropriations for Violence Prevention (VP) Program

Background: Reduce \$150,000 in funding for contract services.

Background: This recommendation will reduce the amount of awards or the number of awards received by Community Based Organizations through an established competitive process. To accommodate this reduction, management of the reduced Violence Prevention Program will be consolidated with Tobacco Control and Traffic Safety. This strategy concurrently addresses the span of control issues in these three programs. This reduction preserves violence prevention services targeted to schools through the PeaceBuilders program.

Impact on Services: Funding available through the usual competitive process will be decreased by half, and fewer services will be provided to the community.

Total Ongoing Reduction: (\$150,000)

Reduce Appropriations for Disease Control and Prevention Program

Recommendation: Eliminate 0.5 Health Education Specialist position (Vacant) for health education services and 1.0 Office Management Coordinator (OMC) position (Filled) for facilities management functions.

Background: The Health Education Specialist position is responsible for providing Hepatitis C education to the community, but funding for the Hepatitis C project that supports the position will expire in June 2004, thus when funding ends there will be no service in this area. Deletion of the OMC position will eliminate a layer of management, and broadens the span of control in the program.

Impact on Services: Clients will no longer receive Hepatitis C education services. Non-supervisory work of the deleted OMC will be assigned to the Management Aide in the program.

Total Ongoing Reduction: (\$141,588)

Reduce Appropriations for Tobacco Control Program

Recommendation: Eliminate 1.0 Health Education Specialist position (Filled) in Narvaez for community health education services.

Background: This recommendation reduces the level of service in a partially-reimbursed area. Five health education positions will remain in the program and the Health Care Program Manager will review the annual work plan and allocate work assignments among the remaining staff.

Impact on Services: Services will be reduced because of the reduction of staff. The Health Care Program Manager will review current work plans and determine how to implement specific services, along with community input and consideration of outside funding.

Total Ongoing Reduction: (\$104,760)

Reduce Appropriations for TB Program

Recommendation: Eliminate 1.0 Health Education Associate position (Filled) responsible for staffing the local TB Coalition and Prevention Partnership.

Impact on Services: This recommendation will reduce program resources for specific language and cultural knowledge thus making reaching certain clients more difficult. Deletion of the position will affect about 1,200 clients who require culturally specific education and prevention messages.

Total Ongoing Reduction: (\$87,780)

Adjust Resources for TB Clinic

Recommendation:

- Eliminate 1.0 Public Health Assistant (PHA) position (Vacant)
- Eliminate 0.5 Public Health Physician position (Filled)
- Increase \$86,383 in funding for medical services provided by Valley Medical Center

Background: The vacant PHA position is intended to provide Vietnamese language capability and provide Directly Observed Therapy. The 0.5 Public Health Physician will be moved from Public Health to Valley Medical Center but provide services back to TB Clinic.

Impact on Services: Loss of the PHA position will result in increased use of VMC Language Services and increased waiting time for patients during clinic visits.

Total Ongoing Reduction: (\$60,780)

Reduce Appropriations for Child Health and Disability Prevention (CHDP) Program

Recommendation: Eliminate 1.0 Dietician position (Vacant) for nutrition consultation services.

Impact on Services: There will be a minimum impact on the scope of services provided but not the number of clients served.

Total Ongoing Reduction: (\$74,544)

Reduce Appropriations for Medically Vulnerable Infant Program

Recommendation: Eliminate 1.0 Health Services Representative position (Vacant) for clerical support services.

Impact on Services: Deletion of the vacant position will have no impact to direct client services. Clerical duties will be assigned to the clerical staff in the West Valley Office.

Total Ongoing Reduction: (\$56,748)

Reduce Appropriations for Family Planning Clinic

Recommendation: Eliminate 1.0 Clinical Nurse position (Vacant).

Background: The deleted position provides family planning services, including Hepatitis B counseling and immunizations, and also assists the physician with certain procedures. These duties will be reassigned to the nurse practitioners and PH assistants as appropriate.

Impact on Services: There is sufficient provider capacity in the clinic to absorb this position's work, so there will be minimal direct client service impact from deletion of this position.

Total Ongoing Reduction: (\$131,520)

Reduce Appropriations for Nursing Services

Recommendation: Eliminate 1.0 Nurse Practitioner position (Vacant).

Background: Consolidate staffing for homeless services in the newly created Homeless Cost Center in Valley Medical Center by deleting the vacant Nurse Practitioner position in Public Health designated for the homeless shelter, and transfer the savings to fund one Nurse Practitioner position in the Homeless Cost Center in Valley Medical Center.

Impact on Services: This recommendation has no impact on services as this recommendation consolidates positions and centralizes funds available for serving the homeless at Valley Medical Center.

Total Ongoing Reduction: (\$129,012)

Adjust Appropriations in PACE Clinic

Recommendation: Eliminate 1.0 vacant Public Health Nurse Practitioner in PACE Clinic and use the savings to fund one Physician position in Valley Medical Center.

Background: Utilizing savings from the deletion of a vacant Nurse Practitioner position in PACE Clinic as well as new revenues, a Physician position will be created within VMC Ambulatory Care. This position will be assigned to the PACE Clinic and the expenses for the position will be charged to the PACE clinic.

Total Ongoing Reduction: \$0

Savings of (\$131,520) and reimbursement adjustment of (\$135,453) will be used to fund the medical charges of \$266,973

Reduce Appropriations due to Expired Grant

Recommendation: Eliminate 1.0 Sr. Health Care Program Analyst position (Vacant) and reduce \$36,920 in funding for Services and Supplies.

Background: The Partnership for Public Health Grant Award will expire in September 1, 2004. This loss of \$134,000 in revenue will be offset by the deletion of the Sr. Health Care Program Analyst position and Service and Supplies funding reductions.

Impact on Services: Loss of this funding will result in the elimination of community health improvement planning and implementation in North County and Southeast San Jose. Remaining Health Assessment and Quality Improvement staff will provide minimal ongoing support services.

Total Ongoing Reduction: \$0

Loss of Ongoing Revenue of \$134,000 will be offset by reduction of Ongoing Expenses of \$134,000

Public Health — Budget Unit 410
Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
41011	Administration Fund 0001	\$ 21,029,130	\$ 20,374,668	\$ 20,275,237	\$ 19,789,856	\$ (584,812)	-2.9%
41012	Central Services Fund 0001	32,483,424	35,376,614	35,685,935	35,311,903	(64,711)	-0.2%
41013	Support Services Fund 0001	3,716,336	3,999,829	3,974,829	4,234,275	234,446	5.9%
41014	Ambulatory Care Fund 0001	12,766,711	13,339,533	13,121,439	12,204,922	(1,134,611)	-8.5%
41015	Emergency Medical Services Fund 0001	3,092,617	3,246,540	3,486,203	3,068,229	(178,311)	-5.5%
41016	Region #1 Fund 0001	1,498,369	1,330,800	1,330,800	1,475,504	144,704	10.9%
41017	Region #2 Fund 0001	3,726,218	3,581,886	3,581,886	3,863,715	281,829	7.9%
41018	Region #3 Fund 0001	2,662,643	3,288,625	3,030,692	2,699,740	(588,885)	-17.9%
41019	Region #4 Fund 0001	1,623,206	1,313,958	1,313,958	1,658,323	344,365	26.2%
41020	Region #5 Fund 0001	3,584,983	3,567,148	3,567,148	3,928,873	361,725	10.1%
41021	Region #6 Fund 0001	1,389,519	1,457,919	1,350,987	1,537,488	79,569	5.5%
Total Net Expenditures		\$ 87,573,156	\$ 90,877,520	\$ 90,719,114	\$ 89,772,828	\$ (1,104,692)	-1.2%

Public Health — Budget Unit 410
Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
41011	Administration Fund 0001	\$ 21,229,133	\$ 20,988,157	\$ 20,888,726	\$ 20,216,645	\$ (771,512)	-3.7%
41012	Central Services Fund 0001	33,117,989	35,607,438	35,983,761	35,676,729	69,291	0.2%
41013	Support Services Fund 0001	3,716,336	3,999,829	3,999,829	4,259,275	259,446	6.5%
41014	Ambulatory Care Fund 0001	13,671,710	15,070,985	14,624,372	13,741,242	(1,329,743)	-8.8%
41015	Emergency Medical Services Fund 0001	3,092,617	3,246,540	3,486,203	3,068,229	(178,311)	-5.5%
41016	Region #1 Fund 0001	1,498,369	1,330,800	1,330,800	1,475,504	144,704	10.9%
41017	Region #2 Fund 0001	3,726,218	3,581,886	3,581,886	3,863,715	281,829	7.9%
41018	Region #3 Fund 0001	2,662,643	3,288,625	3,030,692	2,699,740	(588,885)	-17.9%
41019	Region #4 Fund 0001	1,709,642	1,400,390	1,400,390	1,744,755	344,365	24.6%
41020	Region #5 Fund 0001	3,584,983	3,567,148	3,567,148	3,928,873	361,725	10.1%
41021	Region #6 Fund 0001	1,389,519	1,457,919	1,350,987	1,537,488	79,569	5.5%
Total Gross Expenditures		\$ 89,399,159	\$ 93,539,717	\$ 93,244,794	\$ 92,212,195	\$ (1,327,522)	-1.4%



Public Health — Budget Unit 410 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 53,679,666	\$ 56,881,679	\$ 56,484,487	\$ 56,350,398	\$ (531,281)	-0.9%
Services And Supplies	35,411,526	36,658,038	36,701,402	35,861,797	(796,241)	-2.2%
Fixed Assets	194,967	—	58,905	—	—	—
Operating/Equity Transfers	113,000	—	—	—	—	—
Subtotal Expenditures	89,399,159	93,539,717	93,244,794	92,212,195	(1,327,522)	-1.4%
Expenditure Transfers	(1,826,003)	(2,662,197)	(2,525,680)	(2,439,367)	222,830	-8.4%
Total Net Expenditures	87,573,156	90,877,520	90,719,114	89,772,828	(1,104,692)	-1.2%

Public Health — Budget Unit 410 Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
41011	Administration Fund 0001	\$ 5,159,522	\$ 5,289,830	\$ 5,289,830	\$ 5,431,692	\$ 141,862	2.7%
41012	Central Services Fund 0001	30,119,912	29,597,763	30,536,565	31,295,489	1,697,726	5.7%
41013	Support Services Fund 0001	2,300,821	2,600,843	2,600,843	2,528,403	(72,440)	-2.8%
41014	Ambulatory Care Fund 0001	5,348,530	6,039,277	6,144,352	5,926,321	(112,956)	-1.9%
41015	Emergency Medical Services Fund 0001	2,320,228	2,161,091	2,459,046	3,063,264	902,173	41.7%
41016	Region #1 Fund 0001	105,515	—	—	—	—	—
41017	Region #2 Fund 0001	6,558	—	—	—	—	—
41018	Region #3 Fund 0001	8,844	—	—	—	—	—
41019	Region #4 Fund 0001	1,261	—	—	—	—	—
41020	Region #5 Fund 0001	140,016	215,000	215,000	215,000	—	—
41021	Region #6 Fund 0001	265,783	—	—	—	—	—
Total Revenues		\$ 45,776,990	\$ 45,903,804	\$ 47,245,636	\$ 48,460,169	\$ 2,556,365	5.6%

Administration Fund 0001 — Cost Center 41011 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	56.0	\$ 20,374,668	\$ 5,289,830
Board Approved Adjustments During FY 2004	-3.5	(99,431)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-4.0	687,926	—
Internal Service Fund Adjustments	—	2,217,400	—
Other Required Adjustments	—	(697,058)	275,862
Subtotal (Current Level Budget)	48.5	\$ 22,483,505	\$ 5,565,692
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Eliminate ongoing costs for leased property at 105 N Bascom, Ste. 101	—	(92,523)	—
Fleet service rate change	—	1,029	—



Administration Fund 0001 — Cost Center 41011

Major Changes to the Budget

	Positions	Appropriations	Revenues
One time funds needed to pay partial year lease payments at 105 N. Bascom, Ste. 101	—	50,117	—
Decision Packages			
1. Reduce Contract Services for Evaluation Program	—	(74,054)	—
2. Eliminate 1.0 FTE (V) Employment Technician position for Adolescent Pregnancy Prevention Program	-1.0	(62,412)	—
3. Eliminate 1.0 FTE (V) Health Education Specialist position from Planning Program	-1.0	(104,760)	—
4. Eliminate 0.5 FTE (V) Health Education Specialist position for Cultural Competency Activities Services	-0.5	(52,380)	—
5. Eliminate 1.0 FTE (V) Administrative Assistant position for the Epidemiology and Data Management Program	-1.0	(60,768)	—
6. Loss of Revenue and Costs due to Grant Expiration	-1.0	(134,000)	(134,000)
Eliminate revenue and costs due to Partnership for Public Health Grant expiring in September 2004:			
◆ 1.0 FTE (F) Sr. Health Care Program Analyst position for (\$104,360)			
◆ \$39,640 in Services and Supplies			
◆ \$134,000 in Revenue			
7. Recognize Savings Related to Copier Leases	—	(7,179)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.			
8. Reduce Workers Compensation Expenses	—	(781,005)	—
9. Eliminate 2 positions in Public Health Administration:	-2.0	(177,324)	—
◆ 1.0 FTE (V) Health Program Specialist position for (\$101,952)			
◆ 1.0 FTE (V) Office Management Coordinator position for (\$75,372)			
10. Reduce Retirement Expenditures	—	(1,198,390)	—
Subtotal (Recommended Changes)	-6.5	\$ (2,693,649)	\$ (134,000)
Total Recommendation	42.0	\$ 19,789,856	\$ 5,431,692

Central Services Fund 0001 — Cost Center 41012

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	324.0	\$ 35,376,614	\$ 29,597,763
Board Approved Adjustments During FY 2004	3.0	309,321	938,802
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	4.5	2,998,482	—
Internal Service Fund Adjustments	—	(465,496)	—
Other Required Adjustments	—	(1,029,758)	(93,327)
Subtotal (Current Level Budget)	331.5	\$ 37,189,163	\$ 30,443,238



Central Services Fund 0001 — Cost Center 41012
Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	4,868	—
Increase reimbursement from HIV/AIDS services to PACE Clinic for medical services	—	135,453	—
Service Cost Reduction due to ISD Reductions	—	(256)	—
Decision Packages			
1. Increase Flu Vaccine Fee for Immunization Program	—	—	22,000
2. Increase Vaccine Administration Fee for Immunization Program	—	—	41,000
3. Increase Federal Financial Participation Program Revenue for Black Infant Health Program	—	—	22,000
4. Increase Federal Financial Participation Revenue for Maternal, Children and Adolescent Program	—	—	59,300
5. Increase Revenue for Women, Infant and Children Program	—	—	100,000
6. Increase Medi-Cal Administrative Activities Revenue	—	—	73,242
7. Increase Targeted Case Management Revenue	—	—	507,087
8. Increase Revenue for Lead Poisoning Prevention Program	—	—	27,622
9. Eliminate 3.0 FTE (V) Social Worker II positions for California Children's Services Program	-3.0	(249,982)	—
10. Reduce Contract Services for Violence Prevention Program	—	(150,000)	—
11. Reduce Contract Services for Adolescent Pregnancy Prevention Program	—	(65,059)	—
12. Eliminate 1.0 FTE (V) Social Worker I position for Adolescent Pregnancy Prevention Program	-1.0	(84,980)	—
13. Eliminate 2.0 FTE (V) Employment Technician positions for the Adolescent Family Life Planning Program	-2.0	(124,824)	—
14. Eliminate 2 position for Maternal, Child and Adolescent Health Program:	-1.5	(137,064)	—
◆ 0.5 FTE (V) Office Specialist III position for (\$32,304)			
◆ 1.0 FTE (V) Health Education Specialist position for (\$104,760)			
15. Eliminate 1.0 FTE (V) Health Service Representative position for Women Infant Child Program	-1.0	(56,748)	—
16. Eliminate 1.0 FTE (V) Dietician position for the Child Health and Disability Program	-1.0	(74,544)	—



Central Services Fund 0001 — Cost Center 41012

Major Changes to the Budget

	Positions	Appropriations	Revenues
17. Eliminate 2 positions for Immunization Program:	-2.0	(161,508)	—
◆ 1.0 FTE (V) Health Service Representative position for (\$56,748)			
◆ 1.0 FTE (F) Health Education Specialist position for (\$104,760)			
18. Eliminate 1.0 FTE (V) Health Service Representative position for the Medically Vulnerable Infant Program	-1.0	(56,748)	—
19. Eliminate 2 positions for Disease Control Program:	-1.5	(141,588)	—
◆ 0.5 FTE (V) Health Education Specialist position for (\$52,380)			
◆ 1.0 FTE (F) Office Management Coordinator position for (\$89,208)			
20. Eliminate 1.0 FTE (F) Health Education Associate for the TB Prevention Program	-1.0	(87,780)	—
21. Reduce Resources in HIV/AIDS to fund Pace Clinic Medical Services	—	(135,453)	—
22. Eliminate 1.0 FTE (F) Health Education Associate position for the HIV/AIDS Program	-1.0	(74,544)	—
23. Eliminate positions for HIV/AIDS Services:	-5.0	(411,824)	—
◆ 1.0 FTE (V) Assistant Nurse Manager position for (\$120,320)			
◆ 1.0 FTE (V) Public Health Community Specialist position for (\$67,476)			
◆ 1.0 FTE (F) Public Health Community Specialist position for (\$76,020)			
◆ 1.0 FTE (F) Licensed Vocational Nurse position for (\$76,980)			
◆ 1.0 FTE (V) Public Health Assistant position for (\$71,028)			
Subtotal (Recommended Changes)	-21.0	\$ (1,872,581)	\$ 852,251
Total Recommendation	310.5	\$ 35,311,903	\$ 31,295,489

Support Services Fund 0001 — Cost Center 41013

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	21.5	\$ 3,999,829	\$ 2,600,843
Board Approved Adjustments During FY 2004	—	(25,000)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	0.5	259,660	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	(72,440)
Subtotal (Current Level Budget)	22.0	\$ 4,234,489	\$ 2,528,403
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	22.0	\$ 4,234,275	\$ 2,528,403



Ambulatory Care Fund 0001 — Cost Center 41014

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	104.5	\$ 13,339,533	\$ 6,039,277
Board Approved Adjustments During FY 2004	-3.5	(218,094)	105,075
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	850,835	—
Internal Service Fund Adjustments	—	290,996	—
Other Required Adjustments	—	(117,646)	512,969
Subtotal (Current Level Budget)	103.0	\$ 14,145,624	\$ 6,657,321
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Increase reimbursement from HIV/AIDS services to PACE Clinic for medical services	—	(135,453)	—
Fleet service rate change	—	(5,271)	—
Move Fleet Charges for Refugee Program to Silver Creek and Chaboya Clinic	—	(7,786)	—
Savings from Deletion of 1.0 FTE (V) Public Health Assistant in TB Clinic to Fund 0.5 FTE Physician Services From SCVMC	—	86,383	—
Savings from deletion of 1.0 FTE (V) Public Health Nurse Practitioner in PACE Clinic to fund Physician services from SCVMC	—	160,000	—
Decision Packages			
1. Eliminate 1.0 FTE (V) Public Health Assistant position in TB Clinic	-1.0	(60,780)	—
2. Eliminate 1.0 FTE (V) Clinical Nurse III position for the Family Planning Clinic	-1.0	(131,520)	—
3. Reduce Services and Supplies to fund Medical Services	—	(50,000)	—
4. Adjust Resources in PACE Clinic	-1.0	(25,021)	—
◆ Eliminate 1.0 FTE (V) Nursing Practitioner position for (\$131,520)			
◆ Increase \$106,499 for Medical Services			
5. Eliminate 0.5 FTE (F) Public Health Physician position to augment Medical Services provided by VMC	-0.5	(86,383)	—
6. Relocate Refugee Clinic	-13.5	(1,684,474)	(731,000)
Move Refugee Program from current Refugee Clinic to Silver Creek and Chaboya Clinic and transfer the following revenue and cost for the program out from Public Health Budget:			
◆ 13.5 FTE positions totalling \$1,385,793			
◆ \$298,681 in Services and Supplies			
◆ \$731,000 in Revenue			
Refer to Valley Medical Center Budget for revenue and cost being transferred to Silver Creek and Chaboya Clinic for this program.			
Subtotal (Recommended Changes)	-17.0	\$ (1,940,305)	\$ (731,000)
Total Recommendation	86.0	\$ 12,204,922	\$ 5,926,321



Emergency Medical Services Fund 0001 — Cost Center 41015

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	17.0	\$ 3,246,540	\$ 2,161,091
Board Approved Adjustments During FY 2004	—	239,663	297,955
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	3.0	213,765	—
Internal Service Fund Adjustments	—	19,419	—
Other Required Adjustments	—	(362,800)	(183,466)
Subtotal (Current Level Budget)	20.0	\$ 3,356,587	\$ 2,275,580
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	(7,258)	—
Decision Packages			
1. Reduce Resources for Emergency Medical Services:	-1.0	(281,100)	115,942
◆ Reduce \$150,000 in funding for contract services			
◆ Eliminate 1.0 FTE (V) Sr. Health Care Program Manager position for (\$131,100)			
◆ Direct \$115,942 in funding from Fines and Penalties Trust Fund to cover personnel cost			
2. Reassign Staff to Bioterrorism Services	—	—	671,742
Recognize increased revenue from Bioterrorism funding by reassigning appropriate staff and duties from existing programs to grant-funded services. This action maximizes grant funding by redirecting activities performed by the following staff to grant-funded services:			
◆ Management Analyst - Office of Disaster Medical Services			
◆ Health Program Specialist - Health Assessment and Quality Improvement			
◆ Public Health Nurse - Regional Services			
◆ Health Education Specialist - Tobacco Control Program			
◆ Health Care Program Manager - Violence Prevention Program			
◆ Health Care Program Analyst II - HIV/AIDS			
Subtotal (Recommended Changes)	-1.0	\$ (288,358)	\$ 787,684
Total Recommendation	19.0	\$ 3,068,229	\$ 3,063,264

Region #1 Fund 0001 — Cost Center 41016

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	15.5	\$ 1,330,800	\$ —
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	144,386	—
Internal Service Fund Adjustments	—	1,608	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	15.5	\$ 1,476,794	\$ —
Recommended Changes for FY 2005			



Region #1 Fund 0001 — Cost Center 41016 Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments			
Fleet service rate change	—	(1,290)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (1,290)	\$ —
Total Recommendation	15.5	\$ 1,475,504	\$ —

Region #2 Fund 0001 — Cost Center 41017 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	41.5	\$ 3,581,886	\$ —
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	397,449	—
Internal Service Fund Adjustments	—	36	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	41.5	\$ 3,979,371	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service adjustment	—	(36)	—
Decision Packages			
1. Eliminate 1.0 FTE (V) Public Health Nurse position for School Linked Services	-1.0	(115,620)	—
Subtotal (Recommended Changes)	-1.0	\$ (115,656)	\$ —
Total Recommendation	40.5	\$ 3,863,715	\$ —

Region #3 Fund 0001 — Cost Center 41018 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	40.5	\$ 3,288,625	\$ —
Board Approved Adjustments During FY 2004	—	(257,933)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-10.0	(149,727)	—
Internal Service Fund Adjustments	—	3,443	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	30.5	\$ 2,884,408	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	2,340	—
Decision Packages			
1. Eliminate 1.0 FTE (V) Medical Social Worker II position in West Valley Regional Office	-1.0	(93,188)	—



Region #3 Fund 0001 — Cost Center 41018 Major Changes to the Budget

	Positions	Appropriations	Revenues
2. Eliminate 1.0 FTE (V) Medical Social Worker I position in Downtown Regional Office	-1.0	(92,770)	—
Subtotal (Recommended Changes)	-2.0	\$ (183,618)	\$ —
Total Recommendation	28.5	\$ 2,699,740	\$ —

Region #4 Fund 0001 — Cost Center 41019 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	16.5	\$ 1,313,958	\$ —
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	347,582	—
Internal Service Fund Adjustments	—	(5,536)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	18.5	\$ 1,656,004	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	2,319	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 2,319	\$ —
Total Recommendation	18.5	\$ 1,658,323	\$ —

Region #5 Fund 0001 — Cost Center 41020 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	40.0	\$ 3,567,148	\$ 215,000
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	3.5	640,744	—
Internal Service Fund Adjustments	—	(294,966)	—
Other Required Adjustments	—	298,175	—
Subtotal (Current Level Budget)	43.5	\$ 4,211,101	\$ 215,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	2,232	—
Decision Packages			
1. Eliminate 0.5 FTE (V) Medical Social Worker II position in Narvaez Regional Office	-0.5	(50,688)	—
2. Eliminate 1.0 FTE (F) Health Education Specialist position for the Tobacco Control Program	-1.0	(104,760)	—



Region #5 Fund 0001 — Cost Center 41020
Major Changes to the Budget

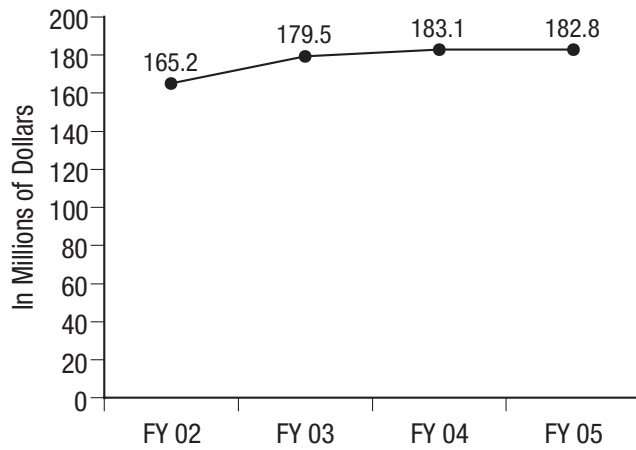
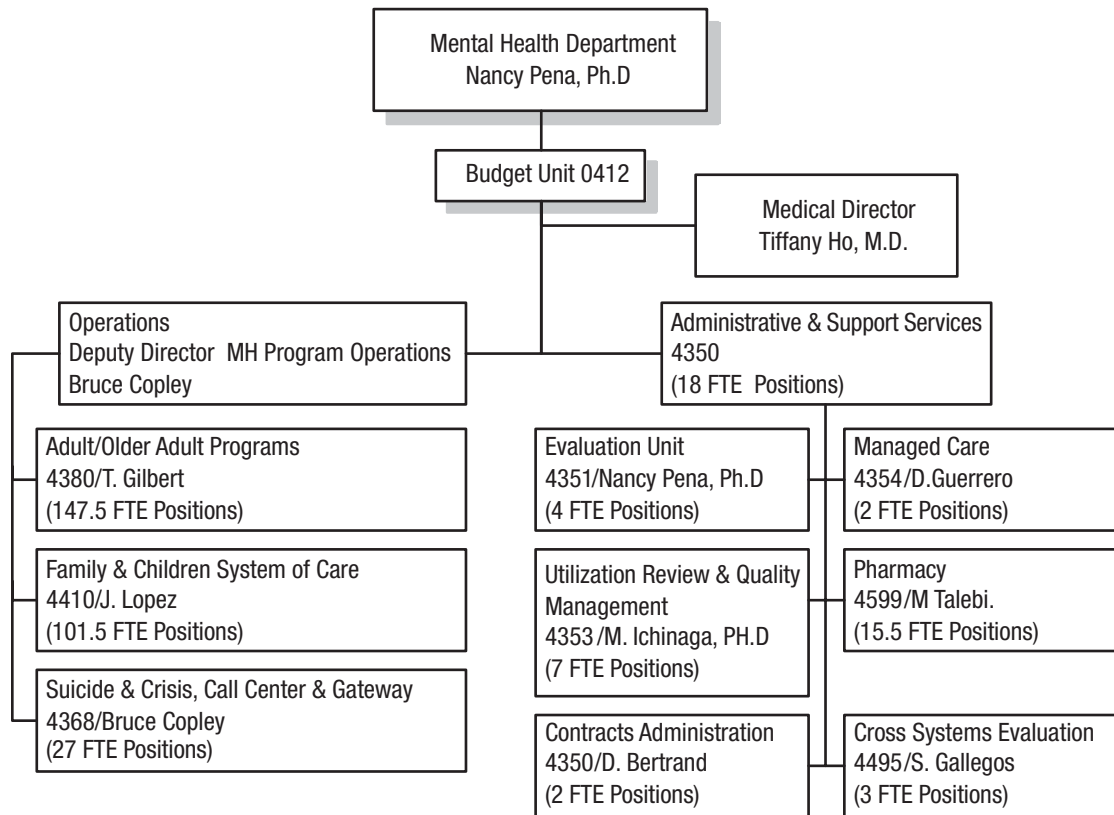
	Positions	Appropriations	Revenues
3. Eliminate 1.0 FTE (V) Public Health Nurse Practitioner for Nursing Services	-1.0	(129,012)	—
Subtotal (Recommended Changes)	-2.5	\$ (282,228)	\$ —
Total Recommendation	41.0	\$ 3,928,873	\$ 215,000

Region #6 Fund 0001 — Cost Center 41021
Major Changes to the Budget

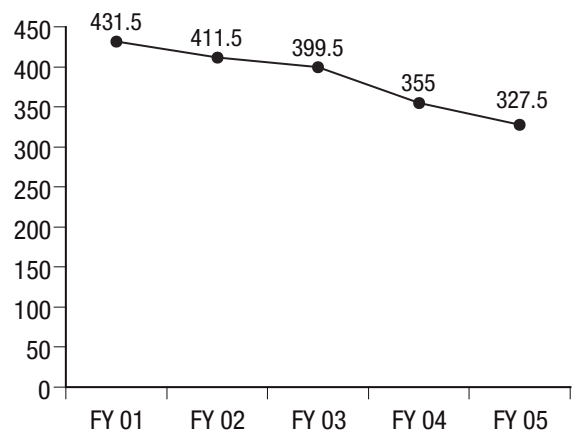
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	16.0	\$ 1,457,919	\$ —
Board Approved Adjustments During FY 2004	—	(106,932)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-0.5	181,476	—
Internal Service Fund Adjustments	—	3,378	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	15.5	\$ 1,535,841	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	1,647	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 1,647	\$ —
Total Recommendation	15.5	\$ 1,537,488	\$ —



Mental Health Department



Gross Appropriation Trend



Staffing Trend

In the FY 2005 document, gross appropriations replace net appropriations.



Public Purpose

- **Healthy Community**
- **Individual Well-being and Achievement of Personal Goals**
- **Safe Community**



Performance-based Budget Information

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:

Background: The Mental Health Department serves an estimated 22,000 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. In 2003, the MHD opened 3 consumer-run Self Help Centers that provide activities to facilitate recovery and decrease reliance on the treatment system.

The Department's services are designed to accomplish the following goals:

- ◆ Improve childrens' 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

The following 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; only data through 2003 is considered reliable. All data has been updated since this report was last submitted; comparison with the previous submission will reflect these updates. 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.

Performance-based Budget Information

Service Area: Health and Hospital System

Department: Mental Health

Workload	FY 2000 Actual	FY 2001 Actual	FY 2002 Actual	FY 2003 Actual
Clients Served (w/duplicated episodes) 18+ Years of Age by Type of Service:				
24 Hour Total	3,516	3,417	3,850	4,239
Community Total	14,184	14,044	15,395	16,711
Criminal Justice Total	1,365	2,116	3,503	3,342
EPS Total	6,498	7,342	8,264	7,264

Analysis: This is a measure of system utilization trends by type of care. Overall, the demand for mental health services has increased for all modes of care. Although services to the criminal justice system showed the highest percentage increase, community services had the largest absolute (numerical) increase. Relatively small increases also occurred in emergency services and 24 hour care. The increased use of community services most likely contained the growth of both EPS and 24 hour care.

Percentage of Clients 18+ Years of Age in 24 hour care

Clients in 24 Hr Care as a % of Total Clients (w/Duplicate Episodes)	16.5%	16.0%	15.0%	15.3%
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Analysis: 24 hour care includes acute, skilled nursing, State hospital, IMD and residential care facilities. Clients in 24 hour care as a percent of total clients served shows an overall decrease between 2000 and 2003 as a result of intensive efforts to place IMD and State Hospital clients in less restrictive community settings. MHD has successfully placed over 140 IMD clients in community settings. The flattening of the decline in 24 hour care in 2003 is likely due to the growing census in residential care facilities and other community settings. MHD will be reducing its support to residential care and supported housing in FY 2005 in order to maximize its resources for outpatient care.

	FY 2000 Actual	FY 2001 Actual	FY 2002 Actual	FY 2003 Actual
Trend in Emergency Psychiatric Services Episodes:				
Open Clients with Unduplicated Episodes	7,163	8,186	9,101	7,852
Readmissions	3,498	3,855	2,841	3,422
Readmission Percent	48.8%	47.1%	31.2%	43.6%

Analysis: There was a decline in emergency episodes in FY2003, reversing the trend of the previous three year. Readmissions between FY 2001 and 2002 showed a downward trend, possibly indicating more clients are receiving appropriate outpatient or other community care.

	FY 2000 Actual	FY 2001 Actual	FY 2002 Actual	FY2003 Actual
Percentage of Foster Children Receiving Mental Health Services				
Children in Foster Placement	2,544	2,461	2,426	2,248
Foster Children Receiving Mental Health Services	361	413	525	551
Sample data for November for 3 consecutive years	14.2%	16.8%	21.6%	24.5%

Analysis: The data shows improved access to appropriate services to enhance client coping skills. The number and percent of foster children receiving mental health services increased in the past three years. These figures have been updated from the FY 2003 submission to show a full year rather than a one month sample. The trend and reliability are significantly better when using full year data.

Program Performance

Child and Adolescent Client Satisfaction:	FY 2001 Actual	FY 2002 Actual	FY 2003 Actual
Received Desired Service	87.5%	94.7%	94.1%
Programs Has Met Needs	64.3%	65.0%	50.1%

Analysis: Self Reporting on CSQ-8 Instrument. Percent of Clients indicating Positive Response to receiving service they wanted and they needed. Clients indicated high positive correlation with services they wanted, but showed declining satisfaction with the extent to which those services met their needs. To some degree this change may be related to improved reporting which could be producing a more representative sample than in previous years.

Adult/Older Adult Client Satisfaction:	FY 2001 Actual	FY 2002 Actual	FY 2003 Actual
Received Desired Services	74.0%	81.6%	79.5%
Liked Services Received	86.6%	87.7%	86.5%

Analysis: Self Reporting on MHSIP. Percent of clients indicating positive response to receiving service they wanted and they needed. Clients indicated a consistently high positive correlation with services they wanted, and showed a small decline between 2002 and 2003 in satisfaction with services perceived as needed. However, the three year trend in satisfaction is still positive.



Performance-based Budget Information

Service Area: Health and Hospital System **Department:** Mental Health

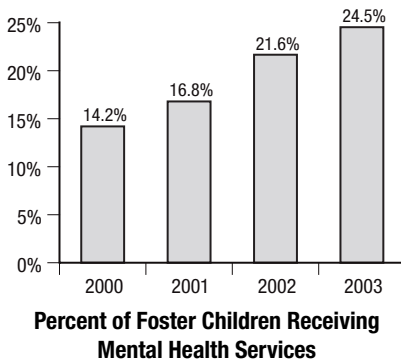
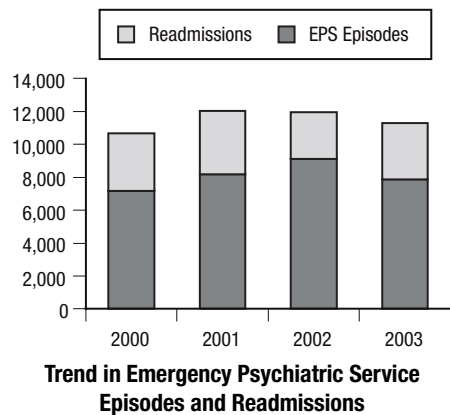
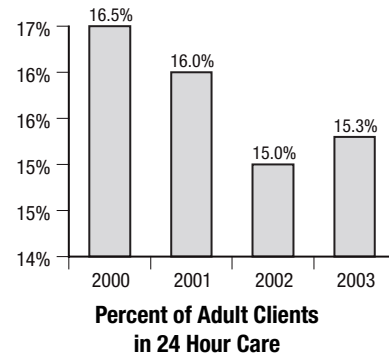
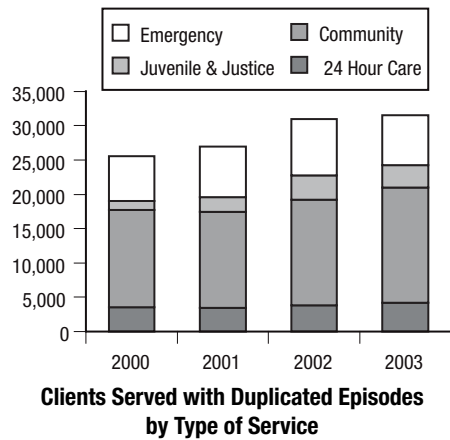
Outcome Measures

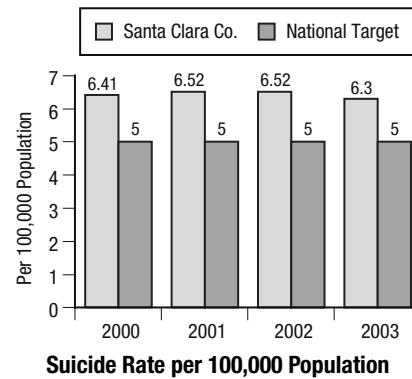
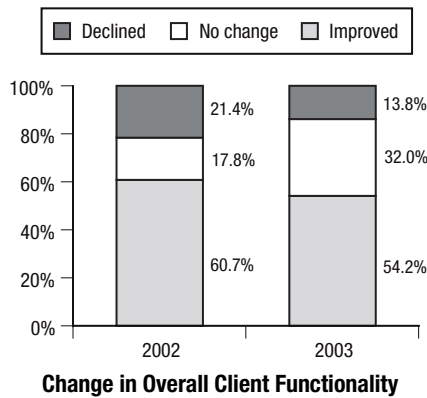
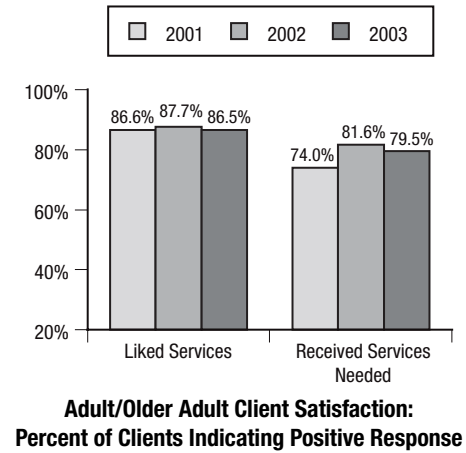
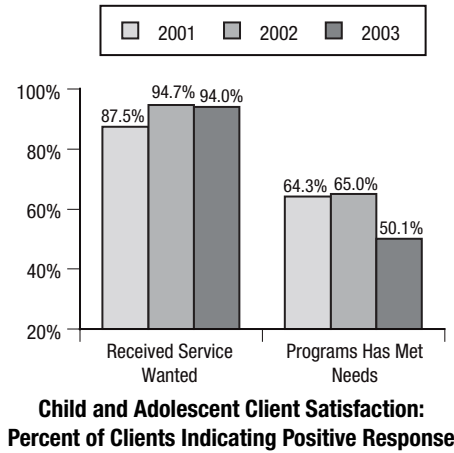
Percentage of Clients experiencing improved functionality	FY 2002 Actual	FY 2003 Actual
Clients showed improvement in functionality	60.7%	54.2%
Clients showed no change	17.8%	32.0%
Clients declined in functionality	21.4%	13.8%

Analysis: Therapists' entries on Functional Assessment Scale (FAS). The FAS contains 11 questions, and data are presented as a composite score of all 11 questions to measure client improvement, and then for change in family/support system functioning. Data measures the change from score at intake to score at the end of one year. Two reliable sets of data points were available: change in client scores between FY 2001-2002 and FY 2002-2003. The FY 2001-2002 data were based on 79 valid data sets; in FY 2002-2003 this increased to 181. While it appears that fewer clients showed improvement in functionality in the second time period, it also appears that more achieved stability, as there was a large decrease in the percentage of clients who declined in functionality, and a significant increase in those showing no change, i.e. remaining stable.

Suicide Rate per 100,000 Population:	FY 2000 Actual	FY 2001 Actual	FY 2002 Actual	FY 2003 Actual
Santa Clara County Rate/100,000	6.41	6.52	6.52	6.3
National Target	5	5	5	5

Analysis: The suicide rate for Santa Clara County declined between 2002 and 2003, but still remains above the national target for 2010. The MHD will convene a task force of appropriate individuals to develop effective strategies to continue this downward trend.





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: outpatient services located on school sites, providing crisis evaluation, consultation, and brief therapy.
- Wraparound Services: 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, 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: 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 17 and 24 to cope with the stresses related to the responsibilities of life in an adult world.
- ❑ 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.

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.
- ❑ 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.
- ❑ 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: 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.
- (CORE) function serves as the entry point for the Mental Health System and manages the entry to the Department of Drug & Alcohol Services. General services in the CORE functional area 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: 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.

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

Other Services

The following services are highly specialized and innovative and are organized under the Department's administrative services:

- ❑ Self Help Centers: The Self Help program is designed to provide recovery-focused activities which educate, empower, promote wellness, provide consumers with information pertinent to their interests, and give them access to others sharing similar life experiences. The Self Help centers are essential in meeting the system's intent to support recovery and wellness by providing low-cost consumer-run centers where consumers can develop and provide activities and functions that facilitate recovery and decrease reliance on the treatment system. Run primarily by a small group of hourly paid consumer staff, the centers facilitate activities and peer support groups that are attended by over 2,000 duplicated clients.
- ❑ Critical Incident and Crisis Management: These services include critical incident debriefings, coordination of the mental health response to disasters and emergencies in the community, and provision of training and consultation in crisis management.
- ❑ Pharmacy: The Mental Health Department provides comprehensive pharmacy services at two locations. In addition to dispensing medications and counseling patients, pharmacists provide patient education programs at Barbara Arons Pavilion and Crestwood Manor IMD. In addition, pharmacists review charts for county and contract outpatient programs, and provide continuing education programs for Mental Health staff.
- ❑ Managed Care/Fee-for-Service: Santa Clara County provides both traditional and managed Medi-Cal services. The Mental Health Department is responsible for negotiating and executing contracts with community physicians, psychologists, clinical social workers and other licensed therapists for fee-for-service care for Medi-Cal and non-Medi-Cal clients. These agreements cover care for the seriously mentally ill (SMI) as well as episodic/non-SMI clients as a means of bringing all clients into a single system of care.

County Executive's Recommendation

The Mental Health Department has submitted a FY 2005 Budget Plan that meets the reduction amount of \$12,930,000, and the County Executive is recommending all the proposed reductions except the followings:

- ❑ Reduce \$1,147,756 in funds for Adult/Older Adult Outpatient Contract Services
- ❑ Reduce \$1,389,584 in funds for Family and Children Outpatient Contract Services
- ❑ Elimination of 5.0 Rehabilitation Counselors and 5.0 Psychiatric Social Worker/Marriage Family Therapist positions in five County Clinics for Adult Outpatient Services
- ❑ Elimination of 6.0 Psychiatric Social Worker/Marriage Family Therapist positions in five County service locations for Family and Children Outpatient Services
- ❑ Elimination of Drug Treatment Court Team
- ❑ Elimination of 1.0 Community Worker position for 24-Hour Care Services

- ❑ Elimination of 1.0 Clerical Office Supervisor position for Crisis, Outreach, Referral & Education (CORE) Administration Services

Revenue Enhancement

Recommendation: Generate \$150,000 in new revenue by charging clients a small monthly administrative fee for Rep Payee services.

Background: This recommendation will fully implement the recommendation of the Management Audit that Rep Payee clients pay a small monthly administrative fee for Rep Payee services. There are approximately 800 clients who receive Rep Payee services. These clients will be charged a standard fee of \$15 per month for the generation of up to three checks, \$25 for four to six checks and \$30 for more than six checks generated for them each month.

Impact on Services: It is anticipated that this charge will not adversely affect the finances of clients. Hardship waivers will be available.

Total Ongoing Revenue: \$150,000



Reduce Appropriations for Institutions of Mental Disease (IMD) and Skilled Nursing Facilities (SNF)

Recommendation: Reduce IMD/SNF Beds from 225 to 197.5.

Background: This recommendation will reduce client bed days by 10,038 annually. Current census as of the end of February 2004 is 206. The Department determined that IMD/SNF utilization can further be reduced. The successful reduction to date in IMD/SNF clients has not resulted in significantly higher use of Acute Psychiatric or Emergency Psychiatric services due to several factors: a more precise assessment and the appropriate diversion of clients to lower levels of care, and the implementation of treatment strategies that stabilize clients at IMD/SNF in a shorter period of time, thus allowing for a larger number of clients to be served in a smaller number of overall beds.

Impact on Services: None.

Total Ongoing Reduction: (\$1,531,935)

Reduce Appropriations for Supplemental Residential Care Facilities (RCF)

Recommendation: Reduce \$953,693 in funding for Supplemental RCF Beds.

Background: This recommendation will reduce the general fund supplemental patch paid to board and care homes (residential care facilities) for mentally ill clients by 61% from the FY 2004 level. RCF residents will be reviewed by the 24 Hour Care Team to determine their level of need, and match them with the appropriate levels of service. Those not receiving social rehabilitation at their RCF will either be able to function independently, or will be directed to day rehabilitation in a community-based program. This reduction could adversely impact adult clients placed in the RCF facilities who need a high level support at the RCF.

Impact on Services: The recommendation will reduce the number of clients served from 260 to 88, affecting 172 clients per year.

Total On going Reduction: (\$953,693)

Reduce Appropriations for Short Doyle Medi-Cal Contract Services

Recommendation: Reduce \$1,660,988 in funding for outpatient contract services.

Background: Adult and Older Adult (A/OA) outpatient services provided by contract agencies will be reduced by \$749,885 and Families and Children outpatient services by \$911,103, severely restricting the Mental Health Department's capacity to serve those adult and youth clients who do not meet criteria for mandated outpatient service.

Impact on Services: The proposed reduction will eliminate service capacity for about 302 to 422 adult clients and 180 to 210 youth clients per year. This reduction, when combined with other reductions across county and contract outpatient programs, will result in reduced services to unsponsored clients. The impact could most likely result in clients seeking or requiring higher level crisis or emergency services, due to lack of access to outpatient services.

Total Ongoing Reduction: (\$1,660,988)

Reduce Appropriations for Supported Housing Services

Recommendations: Reduce \$100,000 in funding for Supported Housing Services.

Impact on Services: Eliminates about 50% of County-funded discretionary Supported Housing services at Emergency Housing Consortium and Community Solutions. The reduction will eliminate service capacity for 44 clients.

Total Ongoing Reduction: (\$100,000)

Acute Psychiatric and Emergency Psychiatric Services

Recommendation: Increase \$92,000 in Medicare revenues and reduce \$268,725 in funding for 1.0 Nurse Manager position (Filled), in Barbara Arons Pavilion and 1.0 Staff Developer position (Vacant) in Psychiatric Administration.

Impact on Services: The additional revenue will be generated by more aggressively billing Medicare for professional fees. There is no client impact on reducing the positions.

Total Ongoing Savings: \$360,725
 Increased Ongoing Revenue \$92,000
 Reduction of: (\$268,725)

Reduce Appropriations for Wraparound Services

Recommendation: Reduce \$269,038 in funding for intensive wraparound services.

Background: Reduce services of intensive wraparound program that serves primarily Special Education and Social Services' seriously-emotionally-disturbed children, who would otherwise require intensive out-of-home placement. The reduction will restrict access to only those clients that meet mandated criteria.

Impact on Services: This recommendation will eliminate services to 7 unsponsored clients per year. For the youth clients that do not meet mandated criteria, the placing agency will be responsible for paying service costs.

Total Ongoing Reduction: (\$269,038)

Reduce Appropriations for Gateway/CalWORKS Program

Recommendation: Reduce \$308,020 in funding for the related Gateway/CalWORKS programs by reducing staff and reimbursements so as to reduce General Fund support for the CalWORKS Program.

Reduce the following staff and reimbursements:

- Reduced staff by 2.5 FTEs in CalWORKS/Gateway:
 - (0.5) Rehabilitation Counselor position (Vacant)
 - (1.0) Health Services Representative position (Filled)
 - Transfer 1.0 Prevention Analyst out from CalWORKS/Gateway into Gateway
- Staff modifications in Gateway Program for a net addition of the 1.0 FTE transferred from CalWORKS (referred to above), and:

- Reduce 2.0 Rehabilitation Counselor positions (1.0 Vacant and 1.0 Filled)

Impact on Services: This recommendation will delete a net of 1.0 Rehabilitation Counselor (RC) from the Gateway operation out of a total of 9.5 clinical FTEs who provide alcohol and drug screenings and referral to treatment, as well as respond to requests for information and referral and occasional crisis calls. 3 FTE Rehabilitation Counselors currently work from 1-10p.m. One FTE RC currently scheduled for the 1-10p.m. shift will be redirected to the 8a.m.-5p.m shift. Evening services will be limited to detox screenings, response to crisis calls and limited information and referral services.

Total Ongoing Reduction: (\$317,123)

Reduce Appropriations for Suicide and Crisis Services (SACS)

Recommendation: Eliminate the following positions in the SACS programs:

Suicide Hotline:

- 0.5 Office Specialist III position (Filled) for clerical functions
- 0.5 Health Services Representative position (Filled) for support functions.

Suicide Prevention:

- 1.0 Prevention Analyst I position (Filled) for discretionary school-based prevention activities
- 0.5 Prevention Analyst I position (Filled) for administrative support services.

Background: This recommendation is part of Mental Health Department restructuring which will result in the elimination of the Crisis, Outreach, Referral & Education (CORE) Division, though the functions will remain. Clerical functions will be managed by staff from other programs who will be reassigned to perform clerical duties at the SACS. Volunteers will continue to provide phone coverage until the recommendations of the Suicide Prevention Task Force are formulated and implemented.



Impact on Services: Specific prevention activities to be eliminated include school presentations, training of adult mentors, parent education, support groups and consultation. Intervention with family and other survivors of suicide (post-vention) will be performed by other staff. Remaining staff will report to the Call Center/Gateway Manager.

Total Ongoing Reduction: (\$211,644)

Reduce Appropriations for Call Center

Recommendation: Eliminate 1.0 Marriage Family Therapist position (Filled) providing screening and referral services to callers seeking mental health services.

Impact on Services: The recommendation may increase call response time. However, Call Center functions are being redesigned in the new Utilization Management System (UMS) and it is expected that increased staff efficiency will be achieved through the implementation of standardized and streamlined screening protocols.

Total Ongoing Reduction: (\$104,760)

Reduce Appropriations for CORE Division

Recommendation: Eliminate 1.0 Mental Health Program Supervisor position (Filled) and eliminate Core Division.

Background: With the deletion of the position of the Mental Health Program Supervisor who serves as the CORE Division Director, the CORE Division will be eliminated. In the past three years, this division has reduced staff. In addition, service functions have been reorganized as a result of the Management Audit recommendations and UMS planning. The remaining functions do not warrant this level of management relative to span of control considerations. Services and functions remaining in CORE (Call Center, Gateway, and Suicide Prevention Services) will be reassigned to other divisions and senior managers in the department.

Impact on Services: This recommendation will not affect clients or the services they are provided. It will eliminate an organizational division and consolidate

the operations with the remaining two divisions. Services provided in CORE will be assigned to Division Directors who report directly to the Deputy Director.

Total Ongoing Reduction: (\$146,604)

Reduce Appropriations for Quality Improvement Services

Recommendation: Eliminate the Quality Improvement and Research Division by deleting the following positions:

- 1.0 Quality Improvement (QI) Manager position (Filled)
- 1.0 Sr. Health Care Program Analyst (Sr. HCPA) position (Filled)
- 1.0 Office Specialist III (OS III) position (Filled)

Background: This recommendation supports the strategy of eliminating discretionary support functions. The Sr. HCPA is responsible for evaluation functions and the OS III supports contract performance evaluation functions. The QI Manager, whose position serves as the Research Division Director, will be eliminated, as the remaining functions do not warrant this level of management relative to span of control considerations. Services and functions remaining in the QI & Research Division (QI and Evaluation) will be reassigned to other managers in the Department.

Impact on Services: This reduction will not affect clients or their services. It will reduce the scope of the Evaluation function to mandated activities, eliminating discretionary studies and initiatives. The Department will work on a revised performance evaluation model that can be implemented with the remaining Research and Evaluation staff. A Sr. Mental Health Program Specialist position will be redirected to manage the Evaluation Unit and to assume evaluation responsibilities, mitigating the loss of the Sr. HCPA. A second OS III will be reassigned to support contract administrative functions. QI will be reassigned to the Utilization Manager reporting to the Director, and the Evaluation Manager will report to the Deputy Director.

Total Ongoing Reduction: (\$319,956)

Reduce Appropriations for Self Help Centers

Recommendation: Reduce \$100,000 in funding for the Services and Supplies Budget for the Self Help Centers, and transfer \$79,753 to Salaries and Benefits to cover the cost of a staff person.

Impact on Services: This 20% reduction in services and supplies will cover the cost of an Associate Management Analyst transferred from Mental Health Administration, and also reduce operating expenses by \$100,000. More volunteers will be necessary to minimize client impact. Three self-help centers will need to emphasize coordination and governance to make the best use of the remaining funds.

The direct impact of this proposed reduction on client service will be minimal if the efforts to recruit and retain volunteer support is successful.

Total Ongoing Reduction: (\$179,753)

Reduce Appropriations for Adult/Older Adult Administration Services:

Recommendation: Reduce 1.0 Psychiatric Social Worker position (Filled) for case management and clinical services for older adults.

Impact on Services: This recommendation will result in lost service capacity for about 90 older adult clients per year, which will be mitigated by the transfer of staff from the 24 Hour Team to support the Older Adult case management function.

Total Ongoing Reduction: (\$96,264)

Reduce Appropriations in Mental Health Centers

South County Center

- 1.0 Health Care Program Manager (HCPM) position (Filled)

Downtown

- 1.0 Clerical Office Supervisor (COS) position (Filled)

Bascom Clinic

- 1.0 Clerical Office Supervisor position (Filled)

Fairoaks Clinic

- 2.0 Psychiatric Social Worker/Marriage Family Therapist (PSW/MFT) positions (1.0 Vacant and 1.0 Filled)

Impact on Services: Deletion of the HCPM and COS positions has no impact on direct client services. The reduction in the number of supervisors will increase the span of control and the staff-to-supervisor ratio in this area. The deletion of the two PSW/MFT positions will reduce the Department's service capacity by 200 youth clients.

Total Ongoing Reduction: (\$466,104)

Reduce Appropriations for Children's Shelter

Recommendation: Eliminate 1.0 Rehabilitation Counselor position (Filled) and \$101,710 in expenses to reimburse DADS for 1.0 Psychiatric Social Worker/Marriage Family Therapist position.

Impact on Service: The recommendation reduces the department's ability to provide outpatient screening, crisis intervention, counseling, and linkage services to youth in Shelter custody. Service will be maintained at the Children's Shelter at a reduced level.

Total Ongoing Reduction: (\$197,182)

Reduce Appropriations for Pharmacy Services

Recommendation: Reduce \$958,638 in pharmacy expenses and use \$67,716 of the savings to add 1.0 Pharmacy Technician.

Background: Reduce \$958,638 in drug costs through changes in program operations and cost saving strategies, including maximization of enrollment of indigent clients in pharmaceutical company indigent care programs, reduction of indigent clients and development of practice guidelines for clinic psychiatrists. The process of enrolling clients in programs with Pharmaceutical companies will require the addition of 1.0 FTE Pharmacy Technician position.

Impact on Services: recommendation will not negatively impact clients remaining in the system. The Department's pharmacy plans to enroll unsponsored clients as many as possible to indigent care programs.

Total Ongoing Reduction: (\$890,922)

Reduce Appropriations for Mental Health Administration

Recommendation: Eliminating 1.0 Associate Management Analyst A position (Filled).

Background: This deletion will reduce the contracts administration staff by one position, reducing one third management level resource for technical administration of Department Personal Service Agreements and provider contract file management.

Impact on Services: No impact to direct client services. The loss of this position will be offset by reassignment of clerical staff to support the remaining two analysts who will assume higher level functions of the deleted position.

Total Ongoing Reduction: (\$77,940)

Special Education Local Plan Area II Program (SELPA II)

Recommendation: Eliminate Special Education Local Plan Area II Program and Funding.

Background: This recommendation will recognize reduced School District revenue, therefore requiring deletion of 5.0 Psychiatric Social Worker/Marriage Family Therapist (PSW/MFT) positions (Filled). This reduction will eliminate the SELPA II program at Fairoaks due to the termination of the funding from the Fremont Unified School District. SELPA II funding has been transferred to a community based organization that will provide school-based services, thereby minimizing the impact on children served.

Impact on Services: This recommendation will reduce the County's capacity to serve up to 280 SELPA clients, some of whom will continue to require services through other Mental Health Department children's clinics.

Total Ongoing Revenue: (\$500,000)

Total Ongoing Reduction: (\$494,364)

ITEC Project - PROMISE - The Enterprise Data Warehouse

Recommendation: One-time funding to operate the Enterprise Data Warehouse in FY 2005.

Background: Under a one-time funded project in FY 2001, a data warehouse application named PROMISE was created. This system served the County's information needs by collecting data from several departments into a single, accessible information repository. Data was loaded from Probation, Mental Health, and Social Services, representing 31 programs. The collected information was to be used as a management tool for evaluating program effectiveness.

The annual cost to support PROMISE was approximately \$800,000 and had been carried in Information Services Department (ISD) overhead after the completion of the project. The customers of this application were asked to pay an equal share out of their current level budget to continue to support this application; however, current budget reduction targets prevented the customers ability to fund PROMISE for FY 2005. The project was considered for cancellation.

The Mental Health Department's Cross Systems Evaluation Program, working closely with ISD's Project Support Services, extensively analyzed both the value and expense of operating PROMISE. This evaluation determined the benefit of operating the system at the lowest possible cost for at least one more year, which this funding accomplishes. The system will be reevaluated at the end of FY 2005 for continued funding.

Impact on Services: The Enterprise Data Warehouse is the only system that facilitates decision making based on diverse, yet related, data from numerous

departments. With this information, management will be able to determine the most effective services provided by the participating departments.

Total One-Time Cost: \$391,093

**Mental Health Department — Budget Unit 412
Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
41201	MH Department Admin Fund 0001	\$ 19,487,404	\$ 24,082,706	\$ 28,357,672	\$ 20,108,138	\$ (3,974,568)	-16.5%
41202	Crisis, Outreach, Referral & Educ Div Fund 0001	2,482,982	2,629,578	2,576,963	2,198,064	(431,514)	-16.4%
41203	Adult/Older Adult Div Fund 0001	71,885,990	62,816,358	61,410,499	60,451,694	(2,364,664)	-3.8%
41204	Family & Children's Svcs Div Fund 0001	52,814,862	46,902,662	43,123,825	46,355,156	(547,506)	-1.2%
41205	Other Mental Health Svcs Fund 0001	45,604,436	44,783,244	49,405,413	51,473,390	6,690,146	14.9%
Total Net Expenditures		\$ 192,275,674	\$ 181,214,548	\$ 184,874,372	\$ 180,586,442	\$ (628,106)	-0.3%

**Mental Health Department — Budget Unit 412
Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
41201	MH Department Admin Fund 0001	\$ 19,487,404	\$ 24,082,706	\$ 28,357,672	\$ 20,108,138	\$ (3,974,568)	-16.5%
41202	Crisis, Outreach, Referral & Educ Div Fund 0001	3,295,453	3,349,219	3,296,604	3,088,926	(260,293)	-7.8%
41203	Adult/Older Adult Div Fund 0001	71,891,824	62,844,257	61,438,398	60,507,492	(2,336,765)	-3.7%
41204	Family & Children's Svcs Div Fund 0001	53,961,168	48,073,244	44,313,057	47,584,984	(488,260)	-1.0%
41205	Other Mental Health Svcs Fund 0001	45,604,492	44,783,244	49,405,413	51,473,390	6,690,146	14.9%
Total Gross Expenditures		\$ 194,240,341	\$ 183,132,670	\$ 186,811,144	\$ 182,762,930	\$ (369,740)	-0.2%



Mental Health Department — Budget Unit 412 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 33,366,453	\$ 31,454,499	\$ 31,256,541	\$ 30,834,078	\$ (620,421)	-2.0%
Services And Supplies	160,491,696	150,878,171	154,854,603	151,928,852	1,050,681	0.7%
Fixed Assets	382,192	800,000	700,000	—	(800,000)	-100.0%
Subtotal Expenditures	194,240,341	183,132,670	186,811,144	182,762,930	(369,740)	-0.2%
Expenditure Transfers	(1,964,667)	(1,918,122)	(1,936,772)	(2,176,488)	(258,366)	13.5%
Total Net Expenditures	192,275,674	181,214,548	184,874,372	180,586,442	(628,106)	-0.3%

Mental Health Department — Budget Unit 412 Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
41201	MH Department Admin Fund 0001	\$ 125,812,406	\$ 118,401,481	\$ 132,188,606	\$ 125,581,469	\$ 7,179,988	6.1%
41202	Crisis, Outreach, Referral & Educ Div Fund 0001	5,624	—	—	—	—	—
41203	Adult/Older Adult Div Fund 0001	57,271	—	—	—	—	—
41204	Family & Children's Svcs Div Fund 0001	95,444	235,120	359,429	492,914	257,794	109.6%
41205	Other Mental Health Svcs Fund 0001	(6,131)	—	—	—	—	—
Total Revenues		\$ 125,964,614	\$ 118,636,601	\$ 132,548,035	\$ 126,074,383	\$ 7,437,782	6.3%

MH Department Admin Fund 0001 — Cost Center 41201 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	33.5	\$ 24,082,706	\$ 118,401,481
Board Approved Adjustments During FY 2004	2.0	4,274,966	13,787,125
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	4.0	909,429	—
Internal Service Fund Adjustments	—	(1,072,326)	—
Other Required Adjustments	—	(5,178,501)	(6,349,137)
Subtotal (Current Level Budget)	39.5	\$ 23,016,274	\$ 125,839,469
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	(16)	—
One-Time Funding for the Enterprise Data Warehouse	—	394,213	—
Printing Rate/Service Change	—	(5,536)	—
Service Cost Reduction due to ISD Reductions	—	(3,120)	—
Decision Packages			
1. Increase Revenue for Rep Payee Client Services	—	—	150,000



MH Department Admin Fund 0001 — Cost Center 41201 Major Changes to the Budget

	Positions	Appropriations	Revenues
2. Eliminate 1.0 FTE (F) QI Manager position for QI Research Program	-1.0	(142,140)	—
3. Eliminate 1.0 FTE (F) Associate Management Analyst position in Administration	-1.0	(77,940)	—
4. Increase Inpatient Medicare Revenue for BAP	—	—	92,000
5. Reduce Short/Doyle Medi-Cal Contracts	—	(1,660,988)	—
6. Reduce Supported Housing Contracts	—	(100,000)	—
7. Reduce Revenue due to SELPA Grant Expiration	—	—	(500,000)
8. Recognise Savings Related to Copier Leases Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.	—	(14,945)	—
9. Expenditure offset due to loss of reimbursement from Probation Department for Juvenile Justice Crime Prevention Act Grant	—	(83,555)	—
10. Reduce Workers Compensation Expenses	—	(370,569)	—
11. Eliminate 2 positions for Program Evaluation Services: ◆ 1.0 FTE (F) Sr. Health Care Program Analyst position for (\$113,232) ◆ 1.0 FTE (F) Office Specialist position for (\$64,584)	-2.0	(177,816)	—
12. Reduce Retirement Expenditures	—	(665,724)	—
Subtotal (Recommended Changes)	-4.0	\$ (2,908,136)	\$ (258,000)
Total Recommendation	35.5	\$ 20,108,138	\$ 125,581,469

Crisis, Outreach, Referral & Educ Div Fund 0001 — Cost Center 41202 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	36.0	\$ 2,629,578	\$ —
Board Approved Adjustments During FY 2004	-1.0	(52,615)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.5	502,720	—
Internal Service Fund Adjustments	—	(79,059)	—
Other Required Adjustments	—	(84,794)	—
Subtotal (Current Level Budget)	36.5	\$ 2,915,830	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Increase reimbursement from DADS to Mental Health for transfer of Gateway Prevention Analyst position from CalWORKS Program	—	(102,840)	—



Crisis, Outreach, Referral & Educ Div Fund 0001 — Cost Center 41202

Major Changes to the Budget

	Positions	Appropriations	Revenues
Reduce reimbursement from DADS to Mental Health for deletion of Gateway Rehab Counselor position	—	95,472	—
Decision Packages			
1. Eliminate 1.5 FTE (F) Prevention Analyst positions for Suicide Prevention Program	-1.5	(152,076)	—
2. Reduce Services for Gateway/CalWORKS Program	-2.5	(214,800)	—
◆ Eliminate 0.5 FTE (V) Rehab Counselor position for (\$45,780)			
◆ Eliminate 1.0 FTE (F) Health Service Representative position for (\$66,180)			
◆ Transfer 1.0 FTE Prevention Analyst position from CalWORKS to Gateway Program for (\$102,840)			
3. Eliminate 1.0 FTE (F) Psychiatric Social Worker position in Call Center	-1.0	(104,760)	—
4. Eliminate 1.0 FTE (F) Mental Health Program Supervisor position for CORE Administration	-1.0	(146,604)	—
5. Reduce Services in Gateway Program	-1.0	(88,104)	—
◆ Eliminate 1.0 FTE (V) Rehabilitation Counselor position for (\$95,472)			
◆ Eliminate 1.0 FTE (F) Rehabilitation Counselor position for (\$95,472)			
◆ Transfer 1.0 FTE Prevention Analyst position from CalWORKS to Gateway Program for \$102,840			
Subtotal (Recommended Changes)	-7.0	\$ (713,712)	\$ —
Total Recommendation	29.5	\$ 2,198,064	\$ —

Adult/Older Adult Div Fund 0001 — Cost Center 41203

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	151.0	\$ 62,816,358	\$ —
Board Approved Adjustments During FY 2004	-2.5	(1,405,859)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	0.5	996,134	—
Internal Service Fund Adjustments	—	1,241	—
Other Required Adjustments	—	1,046,001	—
Subtotal (Current Level Budget)	149.0	\$ 63,453,875	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	20,156	—
Decision Packages			
1. Reduce IMD/SNF Census to 197.5	—	(1,531,935)	—
2. Reduce Supplemental Residential Care Facility Beds	—	(953,693)	—
3. Eliminate 0.5 FTE (F) Office Specialist III position for Suicide Hotline Services	-0.5	(27,744)	—



Adult/Older Adult Div Fund 0001 — Cost Center 41203 Major Changes to the Budget

	Positions	Appropriations	Revenues
4. Eliminate 0.5 FTE (F) Health Service Representative position for Suicide Hotline Services	-0.5	(31,824)	—
5. Eliminate 1.0 FTE (F) Clerical Office Supervisor position in Downtown Mental Health Center	-1.0	(78,264)	—
6. Eliminate 1.0 FTE (F) Health Care Program Manager position for South County Mental Health Center	-1.0	(120,996)	—
7. Eliminate 1.0 FTE (F) Psychiatric Social Worker position for Adult/Older Adult Administration	-1.0	(96,264)	—
8. Eliminate 1.0 FTE (V) Unfunded Mental Health Community Worker position	-1.0	—	—
9. Reduce Services and Supplies funding for Self Help Centers	—	(179,753)	—
◆ Reduce \$100,000 in operating expenses for Services and Supplies			
◆ Reduce \$79,753 to cover the salary transfer of the Associate Management Analyst A position currently assigned to Mental Health Administration			
Subtotal (Recommended Changes)	-5.0	\$ (3,000,317)	\$ —
Total Recommendation	144.0	\$ 60,451,694	\$ —

Family & Children's Svcs Div Fund 0001 — Cost Center 41204 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	120.0	\$ 46,902,662	\$ 235,120
Board Approved Adjustments During FY 2004	-2.5	(3,778,837)	124,309
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-5.5	370,326	—
Internal Service Fund Adjustments	—	(12,558)	—
Other Required Adjustments	—	4,194,823	133,485
Subtotal (Current Level Budget)	112.0	\$ 47,676,416	\$ 492,914
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
FY05 JJCPA Grant Reduction	—	(83,555)	—
Maximize CalWORKS funding by transferring reimbursement from Mental Health Department to DADS	—	48,909	—
Eliminate reimbursement from Mental Health to DADS for funding Marriage Family Therapist position in Children's Shelter	—	(101,710)	—
Fleet service rate change	—	3,536	—
Printing Rate/Service Change	—	(2,910)	—
Decision Packages			
1. Reduce Services and Supplies for CalWORKS Program	—	(55,760)	—



Family & Children's Svcs Div Fund 0001 — Cost Center 41204
Major Changes to the Budget

	Positions	Appropriations	Revenues
2. Eliminate 1.0 FTE (F) Clerical Office Supervisor position in Bascom Mental Health Center	-1.0	(78,264)	—
3. Reduce Wraparound Services	—	(269,038)	—
4. Eliminate 1.0 FTE (F) Rehab Counselor position in Children's Shelter	-1.0	(95,472)	—
5. Eliminate 1.0 FTE (V) Psychiatric Social Worker position in Fair Oaks Mental Health Center	-1.0	(92,316)	—
6. Eliminate 1.0 FTE (F) Psychiatric Social Worker position in Fair Oaks Mental Health Center	-1.0	(96,264)	—
7. Eliminate 1.0 FTE (F) Marriage Family Therapist II position due to SELPA Grant Expiration	-1.0	(104,760)	—
8. Eliminate 4 positions due to SELPA Grant Expiration:	-4.0	(389,604)	—
◆ 2.0 FTE (F) Psychiatric Social Worker I positions for (\$192,268)			
◆ 1.0 FTE (F) Marriage Family Therapist I position for (\$92,316)			
◆ 1.0 FTE (F) Marriage Family Therapist II position for (\$104,740)			
Subtotal (Recommended Changes)	-9.0	\$ (1,317,208)	\$ —
Total Recommendation	103.0	\$ 46,355,156	\$ 492,914

Other Mental Health Svcs Fund 0001 — Cost Center 41205
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	14.5	\$ 44,783,244	\$ —
Board Approved Adjustments During FY 2004	—	4,622,169	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	83,517	—
Internal Service Fund Adjustments	—	3,269,875	—
Other Required Adjustments	—	(156,278)	—
Subtotal (Current Level Budget)	14.5	\$ 52,602,527	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Adjust reimbursement for Custody Health mental health services	—	618,793	—
Adjust reimbursement from Mental Health to Custody Health for mental health services	—	(429,164)	—
Eliminate funding for 1.0 FTE (F) Nurse Manager and 1.0 FTE (V) Staff Developer for 24-Hour Care Services	—	(312,792)	—
Fleet service rate change	—	(2,903)	—
Decision Packages			

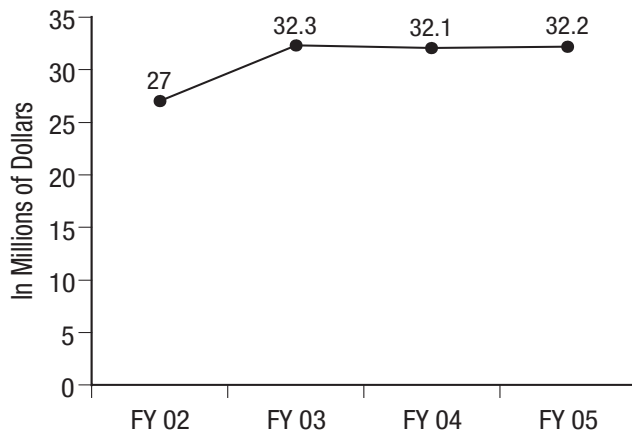
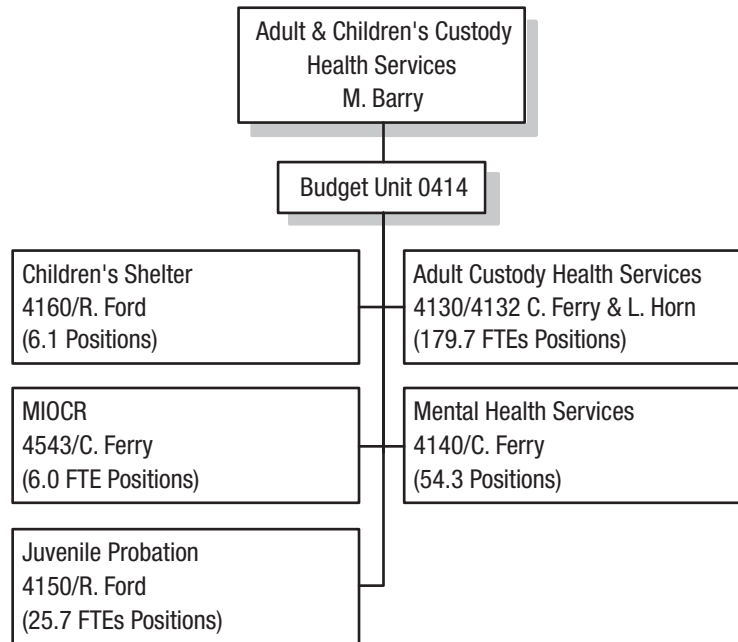


Other Mental Health Svcs Fund 0001 — Cost Center 41205
Major Changes to the Budget

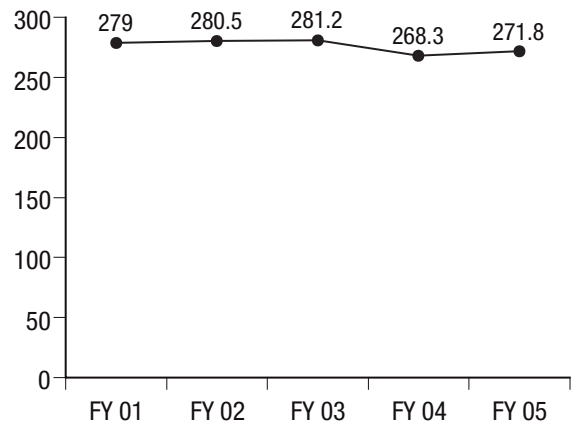
	Positions	Appropriations	Revenues
1. Reduce \$958,638 in funding for drug costs and use \$67,716 of savings to fund 1.0 FTE Pharmacy Technician position	1.0	(890,922)	—
2. Recognise one-time pharmaceutical savings due to negotiation of new contracts by Procurement Department Refer to Procurement Department Budget for savings details.	—	(112,149)	—
Subtotal (Recommended Changes)	1.0	\$ (1,129,137)	\$ —
Total Recommendation	15.5	\$ 51,473,390	\$ —



Children's Shelter and Custody Health



Gross Appropriation Trend



Staffing Trend

In the FY 2005 document, gross appropriations replace net appropriations.

Expenditures in this budget are 100% offset by reimbursements from the Probation Department, Mental Health Department, and Department of Correction.

Section 4: Santa Clara Valley Health & Hospital System



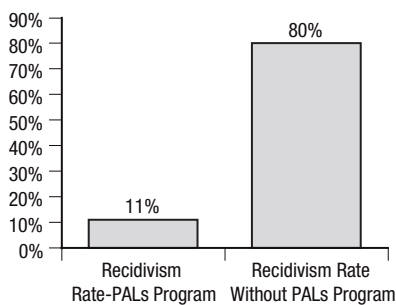
Public Purpose

- Humane Society Preserved
- Responsible Government

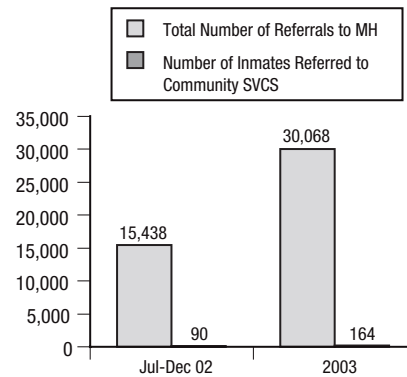


Desired Results

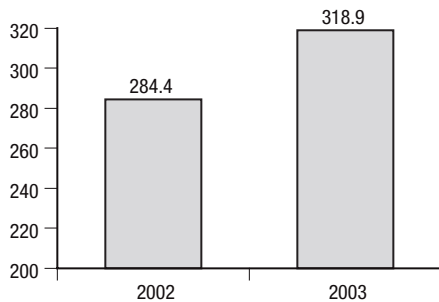
Optimal Mental Health Outcomes which this department promotes by improving the patient's mental functioning while in custody, and providing appropriate community referrals upon release from custody to ensure the safety and well being of the patients and the community to which they will be released.



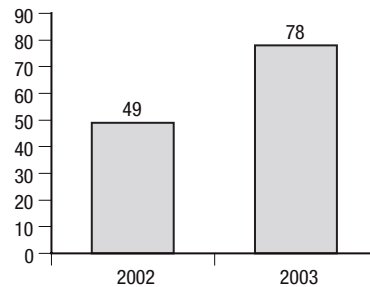
Percent of Decrease in Recidivism of Seriously Mentally Ill Patients



Number of Inmates for whom Mental Health Case Management Services were Provided — Referrals to Community Services Teams and Mental Health Treatment



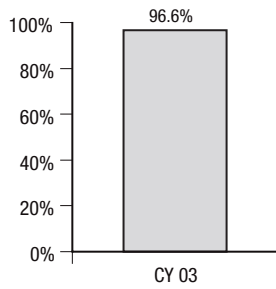
Number of Inmates for whom Acute Mental Health Treatment was Provided while Incarcerated



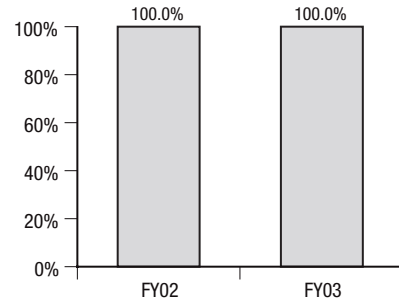
Number of Inmates who were Temporarily Conserved due to a Mental Illness while Incarcerated



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.

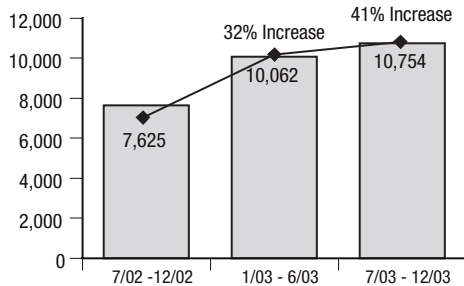


Percent of Tuberculin Skin Tests Read within Three Days for Which TST Standard Procedure Was Initiated (2003)

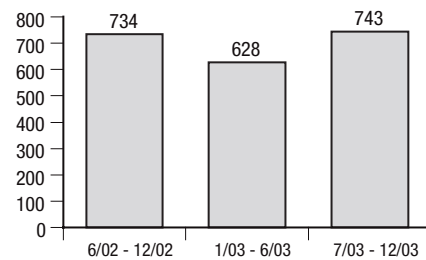


Percent of AIDS Patients Who Received patient Education and Were Referred to ADAP Program

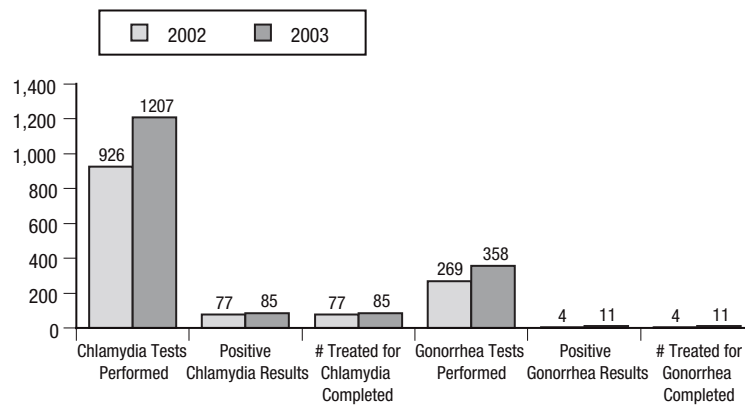
Delivery of Appropriate and Safe Patient care and Protection of the County from liability which this department promotes by adhering to guidelines and standards of care and safety set forth by the Department of Health, Center of Disease Control, Title 15, DEA, OSHA, and other regulatory agencies.



Percentage of Increase of Inmates Seen in Clinics Biannually

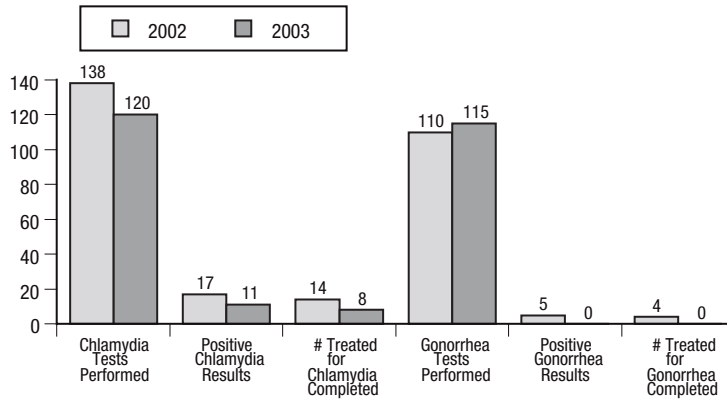


Number of Patient Emergency Department Transfers



Number at Juvenile Hall Testing for STDs, Treatment, and Completion of Treatment





Number at Children's Shelter Testing for STDs, Treatment, and Completion of Treatment

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 a variety of ancillary support personnel.

Medical and Mental Health Services provide court evaluations and other types of reports/evaluations to county organizations such as the county court system, the District Attorney, the Probation Department, and the Department of Correction.

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

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

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 countywide goals and initiatives directly impacting CSCHS.

Current Projects — CSCHS Computerized Electronic Medical Records Management System

The current medical records management system within CSCHS is entirely manual and paper-driven. The business processes include, but are not limited to the medical record, intake process (assessment, triage, internal and external referrals), medication administration (orders, transcription, administration), and appointment management. The lack of a Computerized Electronic Medical Records Management System creates redundancy and the inefficient use of clinical resources. Data is unavailable for analysis and clinical decision-making. A Computerized Electronic Medical Records Management System is being implemented to meet the business and clinical needs of CSCHS. The system will include:

- An integrated automated pharmacy system
- An electronic medical record
- An appointment management system
- An interface solution with the Department of Correction System to provide real-time tracking of inmate movement in order to locate patients for medical treatment, medication administration, and appointment management.

A cost-benefit analysis of this project revealed projected savings in the following areas:

- Productivity improvement
- Decrease in medication errors
- Improved discharge planning and treatment planning of medically and mentally compromised patients
- Decreased pharmacy costs

Currently, CSCHS has completed the analysis of its major business processes. The associated technology infrastructure has been designed, built and disseminated throughout each facility. The CSCHS Local Area Network (LAN), to include file and printer servers, is currently in the operation testing phase. Actual implementation of the Computerized Electronic Medical Records Management System will take place if/when funding for same is received by the County of Santa Clara.

Strategic Plan 2001-2005

The Children's Shelter and Custody Health Facilities (CSCHF) strategic plan identifies priorities for emphasis and action for fiscal years 2001 through 2005. The Department's priorities reflect the priorities of the Health and Hospital System (HHS) as well as the priorities of the County of Santa Clara. The CSCHF has established this strategic plan as a management tool for addressing the following priorities:

- Education and retention of staff to provide service to detainees in an environment that fosters participative management
- Continual performance improvement of business processes

- Meeting and exceeding regulatory requirements
- Reduction of costs
- Improvement of technology infrastructure
- Improvement of discharge planning
- Optimal medical and mental health outcomes for those in custody

The Department expects to face significant changes in the near future. A very significant challenge is to improve health care and business processes, the most significant of which is improving and upgrading technology to meet future demands.

County Executive's Recommendation

The Children's Shelter and Custody Health Department has submitted a FY 2005 Budget Plan that meets the reduction amount of \$1,627,000, and the County Executive is recommending all the proposed reductions except the following:

- Elimination of 1.0 Licensed Vocation Nurse position, for provision of medical services in Juvenile Ranches
- Elimination of 0.5 Physician position, for provision of medical services in the Juvenile Ranches
- Reducing hours for 1.0 Physician, to 0.5 position for provision of medical services in Juvenile Hall
- Elimination of all on-site medical services for the Children's Shelter

Pharmacy Services

Recommendation: Reduce \$416,027 in funding for drug expenses, and use a portion of the savings to fund 1.0 Pharmacy Technician.

Background: A tablet splitting initiative which will focus on the most frequently prescribed and typical antipsychotic medications. The project anticipates a savings of \$416,027, out of which \$67,716 is used to fund a Pharmacy Technician to support such activities.

Impact on Services: This recommendation has no impact on services.

Total Ongoing Reduction: (\$348,311)

Dental Services

Recommendation: Reduce \$13,010 in funding for extra help dental services in Elmwood and 0.5 Dentist position (Vacant) in Main Jail.

Background: Dental services for the Elmwood and Main Jail will be decreased from seventy-four hours to fifty-six hours a week. Physician staff will assume responsibility of initiating treatment for urgent dental problems.

Impact on Services: The loss of twenty-eight hours per week of dental services will increase the length of time by one week to obtain urgent dental appointments and initiate treatment. Time will increase from 1.5 weeks to 2.5 weeks.

Total Ongoing Reduction: (\$78,098)

Custody Health Services in Children's Shelter

Recommendation: Eliminate the following resources:

- 1.0 Night Shift Nurse Manager position (Filled)
- 1.0 Night Shift Clinic Nurse position (Filled)

- \$35,776 in Night Shift extra help funding.

Impact on Services: The 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 Ongoing Reduction: (\$316,520)

Custody Health Services in Main Jail

Recommendation: Eliminate 1.0 Office Specialist position (Filled), and convert 1.5 extra help Hospital Service Assistants to coded positions.

Impact on Services: Patient care services are not affected. The Office Specialist position is an indirect service, dedicated to filing documents in medical records of inmates who have been released from custody. The conversion of HSA hours will significantly reduce extra help utilization, and assist the organization in achieving targeted extra help hours.

Total Ongoing Reduction: (\$56,508)

Reduce Resources for MIOCR Program

Recommendation: With the expiration of the State Mentally Ill Criminal Offender Grant (MIOCR-budgeted in the Department of Correction):

- Eliminate 1.0 Medical Unit Clerk position (Vacant)
- Eliminate \$316,036 in program funding
- Remaining 1.0 Administrative Assistant position (Filled), 1.0 Community Worker position (Filled), and services and supplies will be funded by Mental Health Aftercare funds provided in FY 2004 for this purpose.

Impact on Services: This recommendation will not affect patient care services.

Total Ongoing Reduction: (\$382,216)

Children's Shelter & Custody Health Svcs — Budget Unit 414 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
41401	Adult Custody Med Svcs Fund 0001	\$ 657,733	\$ 700,000	\$ 2,345,818	\$ 416,027	\$ (283,973)	-40.6%
41402	Adult Custody Mental Health Svcs Fund 0001	173,562	—	590,786	(416,027)	(416,027)	—
4150	Juvenile Probation Med Svcs Fund 0001	1,017	—	21,158	—	—	—
4160	Children's Shelter Med Svcs Fund 0001	(1)	—	(72,414)	—	—	—
Total Net Expenditures		\$ 832,311	\$ 700,000	\$ 2,885,348	—	\$ (700,000)	-100.0%



Children's Shelter & Custody Health Svcs — Budget Unit 414 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
41401	Adult Custody Med Svcs Fund 0001	\$ 19,578,440	\$ 20,194,402	\$ 21,736,844	\$ 20,720,263	\$ 525,861	2.6%
41402	Adult Custody Mental Health Svcs Fund 0001	7,171,164	7,427,586	8,018,372	7,060,975	(366,611)	-4.9%
4150	Juvenile Probation Med Svcs Fund 0001	3,503,136	2,955,716	2,976,874	3,244,053	288,337	9.8%
4160	Children's Shelter Med Svcs Fund 0001	1,365,871	1,554,984	1,344,926	1,128,632	(426,352)	-27.4%
Total Gross Expenditures		\$ 31,618,611	\$ 32,132,688	\$ 34,077,016	\$ 32,153,923	\$ 21,235	0.1%

Children's Shelter & Custody Health Svcs — Budget Unit 414 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 26,471,916	\$ 26,795,389	\$ 26,455,154	\$ 27,605,068	\$ 809,679	3.0%
Services And Supplies	5,146,695	5,337,299	7,621,862	4,548,855	(788,444)	-14.8%
Subtotal Expenditures	31,618,611	32,132,688	34,077,016	32,153,923	21,235	0.1%
Expenditure Transfers	(30,786,300)	(31,432,688)	(31,191,668)	(32,153,923)	(721,235)	2.3%
Total Net Expenditures	832,311	700,000	2,885,348	—	(700,000)	-100.0%

Children's Shelter & Custody Health Svcs — Budget Unit 414 Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
41401	Adult Custody Med Svcs Fund 0001	\$ 119,359	\$ —	\$ —	\$ —	\$ —	—
41402	Adult Custody Mental Health Svcs Fund 0001	20,963	—	—	—	—	—
4150	Juvenile Probation Med Svcs Fund 0001	206	—	—	—	—	—
Total Revenues		\$ 140,528	\$ —	\$ —	\$ —	\$ —	—

Adult Custody Med Svcs Fund 0001 — Cost Center 41401 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	177.3	\$ 700,000	\$ —
Board Approved Adjustments During FY 2004	-0.5	1,645,818	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-37.1	1,891,015	—



Adult Custody Med Svcs Fund 0001 — Cost Center 41401

Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	(1,812,054)	—
Other Required Adjustments	0.0	(2,424,779)	—
Subtotal (Current Level Budget)	139.7	\$ —	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Adjust reimbursement due to reduction in retirement expenditures	—	517,594	—
Adjust reimbursement for Custody Health mental health services	—	(618,793)	—
Adjust reimbursement from DOC to Custody Health for medical services in Main Jail	—	884,586	—
Adjust reimbursement from DOC to Custody Health for medical services provided to Elmwood	—	79,869	—
Eliminate reimbursement from DOC to Custody Health due to Expiration of MIOCR Funding	—	435,800	—
Fleet service rate change	—	1,665	—
ISD Service Cost Adjustment	—	1,322	—
Service Cost Reduction due to ISD Reductions	—	(41,237)	—
Decision Packages			
1. Reduce Custody Services for Main Jail	—	(121,596)	—
◆ Eliminate 0.5 FTE (V) Dentist position for (\$65,088)			
◆ Eliminate 1.0 FTE (F) Office Specialist I position for (\$56,508)			
◆ Convert \$90,360 in Extra Help Cost to 1.5 FTE Hospital Service Assistant positions			
2. Reduce Extra Help Dental Services in Elmwood	—	(13,010)	—
3. Eliminate 1.0 FTE (V) Medical Unit Clerk position due to expiration of MIOCR Grant	-1.0	(66,180)	—
4. Adjust Resources for MIOCR Program	2.0	180,844	—
Move positions and costs from Mental Services to MIOCR Program:			
◆ 1.0 FTE Administrative Assistant position for \$60,768			
◆ 1.0 FTE Community Worker position for \$55,920			
◆ \$81,000 in Services and Supplies			
◆ Reduce \$16,844 in Transportation Expenses			
5. Recognize Savings Related to Copier Leases	—	(3,545)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.			
6. Reduce Workers Compensation Expenses	—	(344,935)	—
7. Reduce Retirement Expenditures	—	(476,357)	—
Subtotal (Recommended Changes)	1.0	\$ 416,027	\$ —
Total Recommendation	140.7	\$ 416,027	\$ —



Adult Custody Mental Health Svcs Fund 0001 — Cost Center 41402

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	53.4	\$ —	\$ —
Board Approved Adjustments During FY 2004	—	590,786	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	53.9	485,907	—
Internal Service Fund Adjustments	—	(427,197)	—
Other Required Adjustments	—	(649,496)	—
Subtotal (Current Level Budget)	107.3	\$ —	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Adjust reimbursement from Mental Health to Custody Health for mental health services	—	429,164	—
Decision Packages			
1. Reduce Pharmacy Expenses	1.0	(348,311)	—
Reduce \$416,027 in drug expenses and use \$67,716 of the savings to fund 1.0 FTE Pharmacy Technician position.			
2. Adjust Resoures for Mental Health Services	-2.0	(496,880)	—
Move positions and costs from Mental Health Services to MIOCR Program due to expiration of MIOCR Grant from Department of Corrections:			
◆ 1.0 FTE (F) Administrative Assistant position for (\$60,768)			
◆ 1.0 FTE (F) Community Worker Position for (\$55,920)			
◆ (\$81,000) in Services and Supplies			
◆ Reduce \$287,192 in Personnel Cost from Mental Health AfterCare Services funding and \$12,000 in Professional Services funding			
Subtotal (Recommended Changes)	-1.0	\$ (416,027)	\$ —
Total Recommendation	106.3	\$ (416,027)	\$ —

Juvenile Probation Med Svcs Fund 0001 — Cost Center 4150

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	23.0	\$ —	\$ —
Board Approved Adjustments During FY 2004	—	21,158	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-4.3	269,702	—
Internal Service Fund Adjustments	—	(290,860)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	18.7	\$ —	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Adjust reimbursement from Probation to Custody Health for reduction in Transportation Expenses	—	24	—
Fleet service rate change	—	(24)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	18.7	\$ —	\$ —

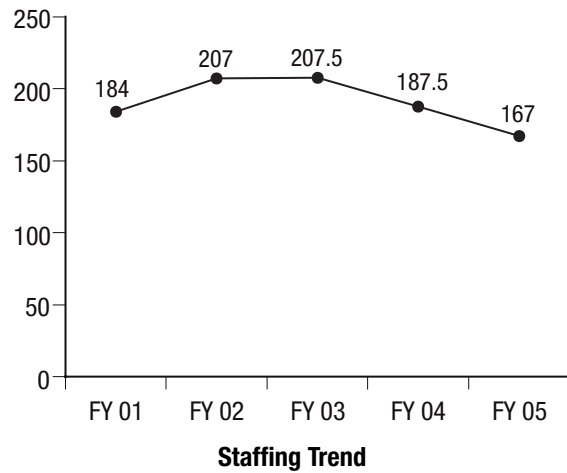
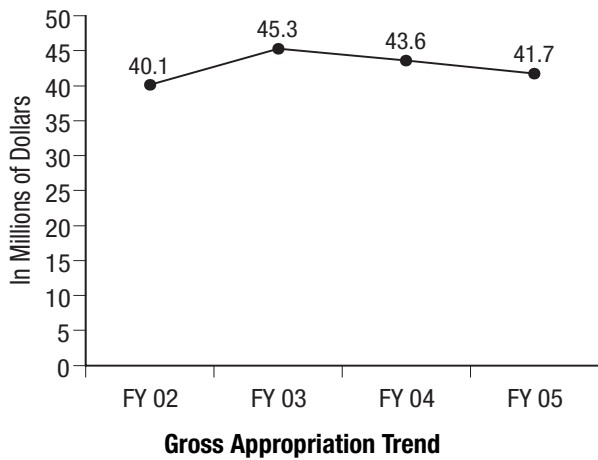
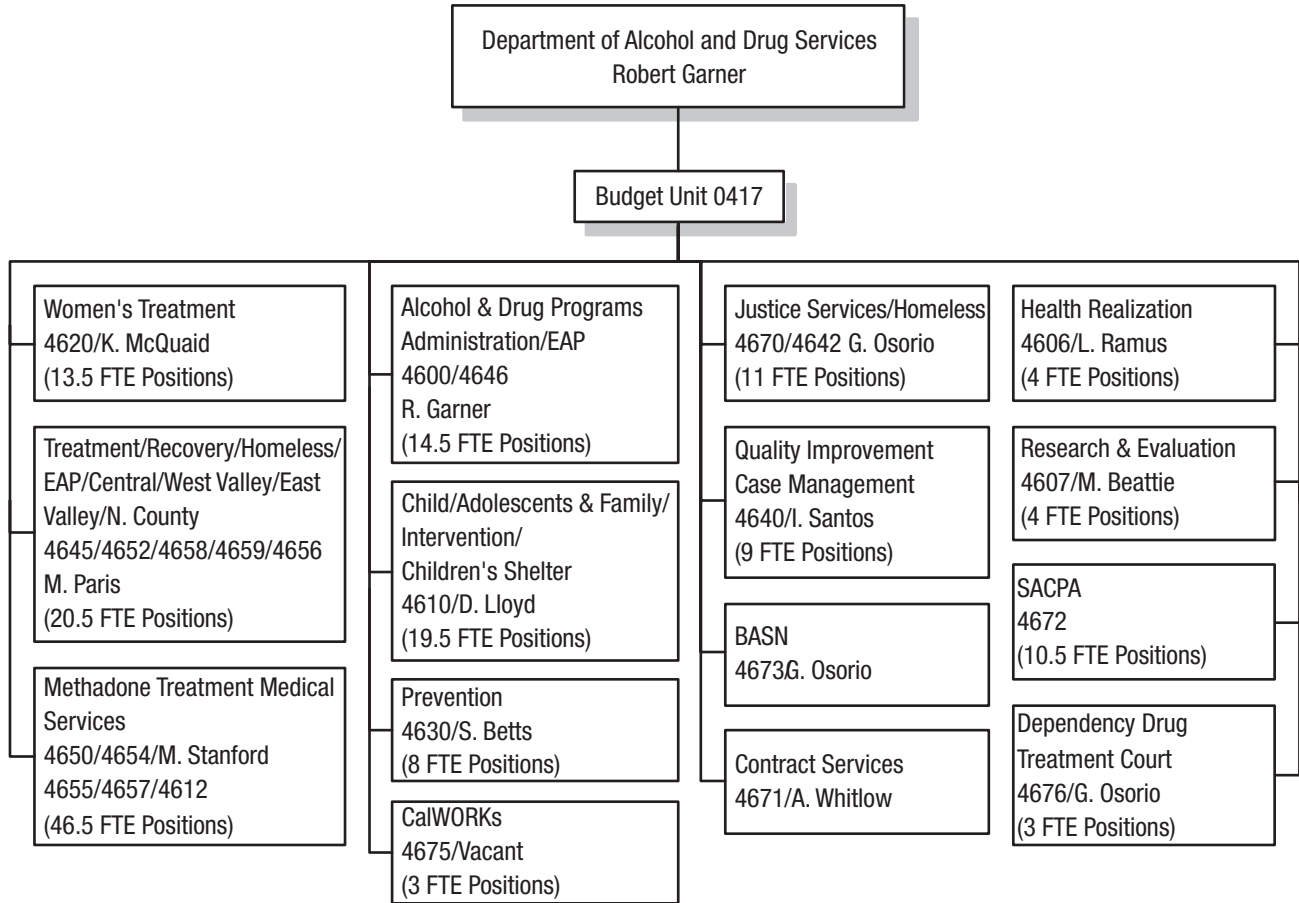


Children's Shelter Med Svcs Fund 0001 — Cost Center 4160
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	14.6	\$ —	\$ —
Board Approved Adjustments During FY 2004	-1.5	(72,414)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-5.0	61,364	—
Internal Service Fund Adjustments	—	162,466	—
Other Required Adjustments	—	(151,416)	—
Subtotal (Current Level Budget)	8.1	\$ —	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Reduce reimbursement from Social Services Agency to Custody Health for medical services reduction in Children's Shelter	—	318,457	—
Decision Packages			
1. Reduce On-Site Medical Services in Children's Shelter	-2.0	(316,520)	—
◆ Eliminate 1.0 FTE (F) Nurse Manager position for (\$154,956)			
◆ Eliminate 1.0 FTE (F) Night Shift Clinical Nurse III position for (\$125,788)			
◆ Eliminate \$35,776 for Night Shift Extra Help costs			
Subtotal (Recommended Changes)	-2.0	\$ 1,937	\$ —
Total Recommendation	6.1	\$ —	\$ —



Department of Alcohol and Drug Services



In the FY 2005 document, gross appropriations replace net appropriations.



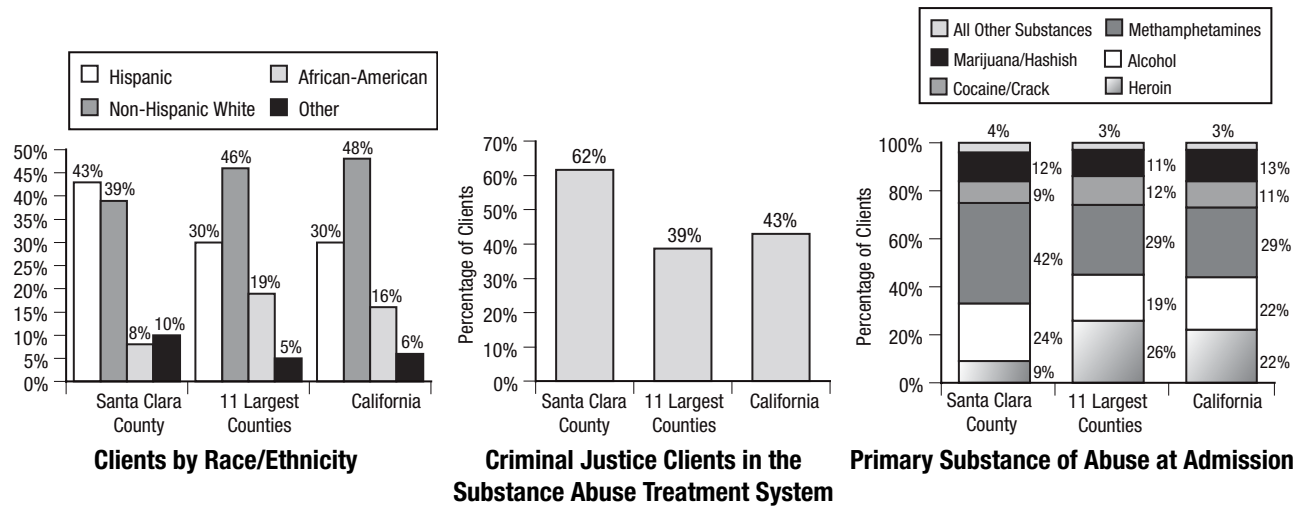
Public Purpose

- Improve individual and family psychosocial well-being
- Contribute to community safety
- Promote community health



Desired Results

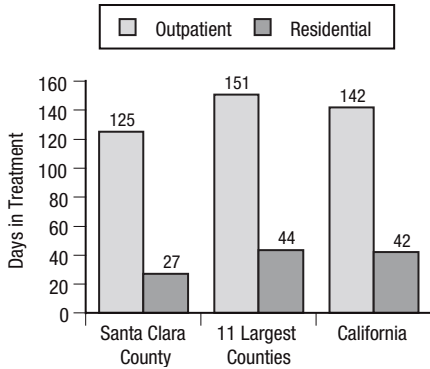
Alcohol & Drug Services Client Characteristics



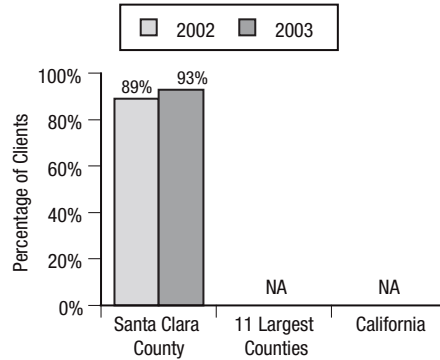
Section 4: Santa Clara Valley Health & Hospital System



Maintain a high level of treatment completion by clients.

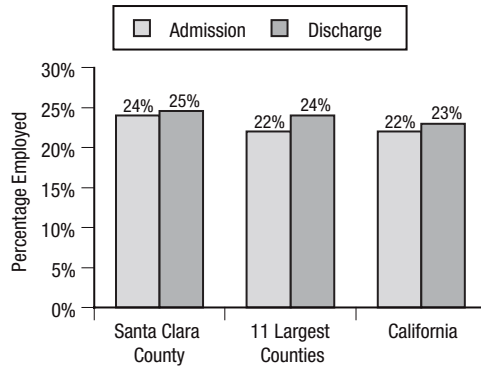


Length of Stay Meets Treatment Effectiveness Standard



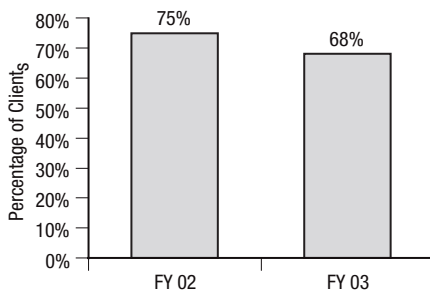
Client Satisfaction with Treatment FY 2002 and FY 2003

Improve psychosocial functioning of clients.

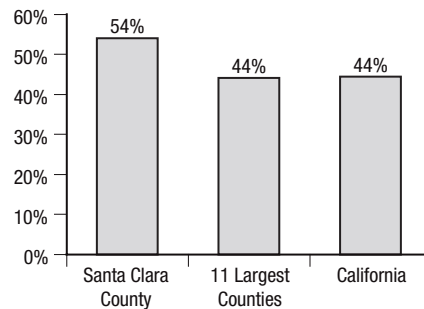


Full Time Employment Admission & Discharge, FY 2003

Reduce negative impact of substance use on clients



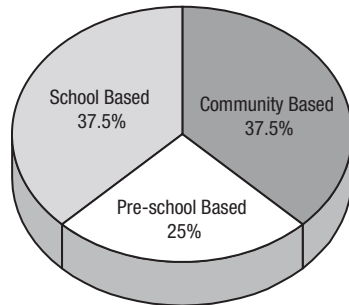
% of Clients with Reduced Substance Use/Abstinence at Discharge From Treatment, FY 2002-03



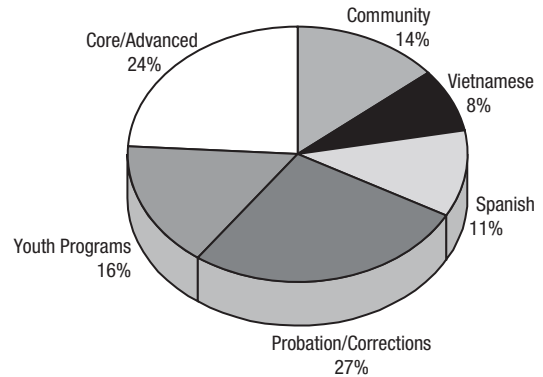
Treatment Completion Rate, FY 2003



Provide Prevention Services

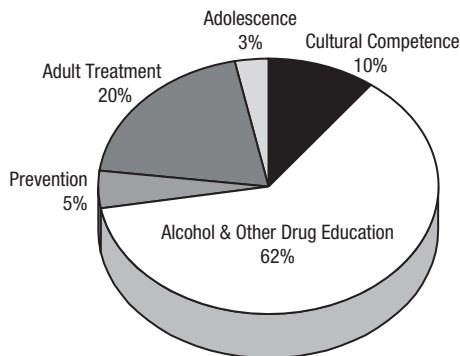


Assist Community Organizations to Implement Science-Based Prevention Programs

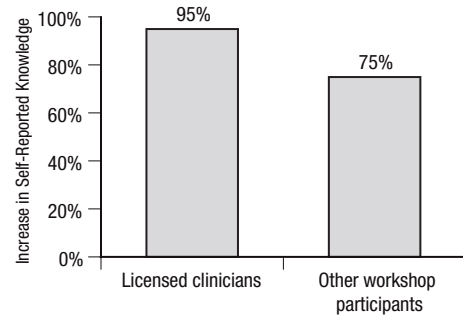


Provide Health Realization Training to Community and County Staff

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 2003

Description of Major Services

The Department of Alcohol and Drug Services (DADS) offers substance abuse treatment and prevention services to residents of Santa Clara County, which contribute to the mitigation of adverse effects of substance abuse in Santa Clara County.

In FY 2003, nearly 9,000 adult and adolescent clients received substance abuse treatment through the Department of Alcohol & Drug Services' network of two dozen county and contract providers. The substance abuse treatment system in Santa Clara serves a diverse client population with special programs for parenting women, adolescents, substance abusers with mental illness and opiate addiction.

Clients are referred to substance abuse treatment by criminal justice and other county agencies such as Social Services, Mental Health and CalWORKs. Criminal justice agencies were the principal sources of referrals to substance abuse treatment programs in FY 2003. Starting in July 2001, criminal justice clients who qualified for treatment under the Substance Abuse Crime Prevention Act (SACPA) became a significant part of the substance abuse treatment clientele. In FY 2003, criminal justice referred clients made up 68% of all clients in the substance abuse treatment system. Clients referred through the SACPA program accounted for about a third of all clients in treatment.



Treatment services

The goals of substance abuse treatment services are to reduce the negative impact of substance abuse on clients and increase client psychosocial functioning by assisting in the successful completion of treatment.

The Department of Alcohol & Drug Services helps clients achieve these treatment goals by applying Best Treatment Practices in its service network in order to:

- ❑ Provide a continuum of care (detoxification services, residential, outpatient, perinatal & methadone)
- ❑ Place clients in treatment based on the American Society of Addiction Medicine's Patient Placement Criteria
- ❑ Retain clients for an appropriate duration of treatment to enhance treatment success
- ❑ Offer ancillary services such as housing and vocational services to help clients maintain sobriety and become productive citizens

Adult Treatment Services

Referral and assessment services

- ❑ Gateway: the centralized intake and assessment system that screens and assesses clients over the telephone. Clients are matched to the appropriate level of treatment services, based on their assessed treatment needs.

Intervention services

- ❑ Psycho-education: available to new and multiple DUI offenders and qualified SACPA clients who require a lower level of interventions than full-fledged treatment

Treatment services

- ❑ Social detoxification services: supervised, short stay residential facilities for treating drug and alcohol withdrawal symptoms with non-medical methods. Clients who complete detoxification continue their treatment in residential or outpatient treatment settings.

- ❑ Residential treatment: supervised residential stay facilities whose main treatment goal is to stabilize substance abuse clients in a structured environment. Clients who successfully complete residential treatment are referred to outpatient treatment.
- ❑ Drug-free outpatient treatment: offers different types of counseling (individual, intensive, group and family) to accommodate varying treatment needs in the client population. Outpatient treatment provides a supportive environment for client recovery from substance abuse. Outpatient clients are also eligible to receive ancillary services such as housing support, medical services, psychiatric counseling and vocational education.
- ❑ Addiction Medicine and Therapy Program: a State and Federally-regulated outpatient program for heroin and opiate addiction, accredited by the Commission on the Accreditation of Rehabilitation Facilities (CARF) that provides methadone dosing, detoxification services, counseling, case management, medical and psychiatric consultation and confidential HIV & TB testing and counseling.

Special Programs

- ❑ Women's program: residential and outpatient treatment services specifically tailored for substance abusing pregnant and parenting women and qualified CALWORKS clients. Services include classes on domestic violence & child development, reading programs, referrals to medical services, methadone treatment and detoxification services.
- ❑ Dual diagnosis: a program for clients with a combination of substance abuse and mental illness diagnoses and who are not eligible to receive Mental Health services. Dual diagnosis clients qualify for residential and outpatient individual and group counseling, psychiatric evaluation & medication follow-up, case management services and classes on addiction, coping skills and mental health.

Ancillary services

- ❑ Transitional housing service: provides safe and affordable housing to outpatient clients who are homeless or living in unsafe environments.



Transitional housing is designed to help clients to practice new behavioral skills, maintain sobriety and find employment.

- ❑ 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 & educational support: vocational services include career counseling, training and job placement, and referrals to GED, ESL and literacy classes
- ❑ Drug testing: required for clients in addiction medicine therapy and randomly selected clients in residential and outpatient treatment services.
- ❑ Case management services: available only to dually-diagnosed and SACPA clients. Clients are assisted with housing placement, psychiatric & medical care appointments, obtaining income (public assistance), transportation assistance, food and personal hygiene items, utility bills, childcare and related services.
- ❑ Psychiatric services: these services include psychiatric assessment and treatment, and psychiatric medications for substance abuse clients who have combined mental health and substance abuse problems.

Other services include client referrals for medical services, prenatal services and TB/HIV testing; and the County's Employee Assistance Program (EAP).

Children Family & Community Services

This division of the Department of Alcohol & Drug Services offers prevention education, intervention, treatment and referral services to youth who are typically between 13 and 18 years of age. No detox or drug testing is provided. Stable dual-diagnosed clients are served. Case management and referral is available for HIV/TB/STD testing needs of clients. Services are provided through a network of 25 school and community-based sites.

School-based services: Prevention and education, assessment, intervention, case management, treatment and referral services are available at local schools.

Institution-based services: Prevention and education, assessment, intervention, case management, contracted pre-treatment, and referral services are available at Juvenile Hall. Services at the Children's Shelter include prevention and education, assessment, intervention, case management and referral.

Community-based services: Include assessment, intervention, education, case management, treatment, family counseling and referral services. These are directed at youth transitioning from Juvenile Hall and the Juvenile Ranches back to the community, who receive the resources of an extensive Aftercare Collaborative support system.

Treatment services: Contracted outpatient and residential treatment available for adolescents from a network of community-based organizations, licensed practitioners and private agencies.

Prevention Services

The mission of DADS Prevention is to form innovative partnerships to strengthen communities in Santa Clara County. DADS Prevention Services promote programs that delay the onset of alcohol and other drug use among children and youth of Santa Clara County, and educate adults on how to prevent substance abuse problems. DADS pursues this goal using diverse strategies:

- ❑ Funding proven, results-based prevention efforts, encompassing multiple domains of a child's life (family, peer, neighborhood, school and/or community)
- ❑ Providing technical assistance to enhance community capacity, both by designing and implementing proven prevention programs, and by training to build collaborations that support science-based prevention programs in response to diverse community needs
- ❑ Providing substance abuse education and information through workshops and conferences offered by the DADS Learning Institute, including specialized courses for licensed clinicians, Spanish & Vietnamese-speaking populations
- ❑ Designing and implementing Health Realization programs to help individuals gain an understanding of themselves that enables them to control their behaviors, feelings and emotions.



Health Realization classes are offered in Spanish & Vietnamese. Professionals are instructed in the application of the model, and its efficacy is studied through research

- Developing Alcohol Policy Recommendations to strengthen existing efforts to reduce alcohol-related violence by regulating the use & promotion

of alcohol in Santa Clara County. The Alcohol Policy Group works to encourage other county municipalities to assess and/or strengthen existing alcohol policies, and promote public education on each policy recommendation.

County Executive's Recommendation

The Department of Alcohol and Drugs Services has submitted a FY 2005 Budget Plan that meets the reduction amount of \$4,345,000, and the County Executive is recommending all the proposed reductions except the following:

- Reduction of 25 Transitional Housing Unit Beds
- Reduction of 30 Transitional Housing Unit Beds for Dependency Drug Treatment Court Services
- Reduction of 28 Residential Beds
- Reduction of 12 Supportive Independent Living Unit Beds
- Elimination of staff and supplies in the Perinatal Substance Abuse Prevention area
- Elimination of 1.0 Filled FTE Rehabilitation Counselor position in North County Office

Reduce Appropriations for DADS Administration

Recommendation: Eliminate the following resources:

- 1.0 Administrative Assistant position (Vacant) for clerical support
- 1.0 Administrative Services Officer (ASO) position (Filled) for administrative support
- 1.0 Sr. Health Care Program Manager (Sr. HCPM) position (Filled)
- 1.0 Office Specialist position (Filled) for clerical support
- Reduce \$330,000 in funding for services and supplies.

Background: Elimination of staff will reduce the department's ability to respond to operational needs and program assignments. Resource development

(grant writing) will be sharply reduced, efforts to expand housing resources will be reduced, and may have to be eliminated. Supervision of the County Employee Assistance Program (EAP) will be at a minimal level. Service and supply reductions include Miscellaneous Expenses by 100%, External Data Processing Services by 63% and Other Services and Supplies by 95%.

Impact on Services: Deletion of positions has no impact on direct client services but will increase workload of remaining staff in Administration. Reduction in services and supplies expense will eliminate the Department's ability to respond to unanticipated needs during the year.

Total Ongoing Reduction: (\$676,392)

Reduce Appropriations for Children, Families and Communities Services (CFCS)

Recommendation: Reduce \$365,915 in funding for CFCS by eliminating:

- 1.0 Sr. Health Care Program Analyst (Sr. HCPA) position (Filled)
- \$101,710 loss of reimbursement from the Mental Health Department, causing the reduction of a Marriage Family Therapist position in the Mental Health Department
- \$89,719 in funding for brief therapy treatment services
- \$160,000 in funding for Services and Supplies

Background: Loss of the Sr. HCPA position will require that the Minor Consent Medi-Cal services program be covered by the Program Manager. Reduction of \$89,719 for brief therapy services would eliminate the entire



brief therapy treatment services provided by DADS contractors. Reduction of \$55,000 in Services and Supplies funding would reduce options being considered for adolescent services such as creating stipends for interns, expanding brief therapy contracts and funding a dedicated bed in a residential treatment program. Reduction of \$85,000 will eliminate the division's ability to contract with consultants to provide comprehensive training and on-going technical assistance in support of clinical staff adopting exemplary clinical practices. Education expenses are reduced by \$20,000.

Impact on Services: There is no direct service impact affected by the deletion of the Sr. HCPA position. The other reductions impact the department's ability to mitigate a reduction in Aftercare funding and improve services to the post-residential or post-custody population. It is difficult to estimate the number of clients affected by this reduction; there is also a potential loss in efficiencies that might have been gained through the delivery of specialized training and technical support to clinical staff.

Total Ongoing Reduction: (\$365,915)

Total Ongoing reduction of (\$467,625) offset by loss of \$101,710 in reimbursement

Reduce Appropriations for Adult Outpatient Contract Services

Recommendation: Reduce \$387,859 in funding for Outpatient Contract Services.

Background: This recommendation will reduce by 10% funding for adult outpatient services with eight contract agencies. Contract agency staffing will be reduced by 7.4 FTEs.

Impact on Services: This reduction will result in the loss of 219 treatment slots, and 861 fewer clients to be treated annually.

Total Ongoing Reduction: (\$387,859)

Reduce Appropriations for Adult Outpatient County Services

Recommendation: Reduce \$237,502 in funding for Outpatient County Services by eliminating:

- 1.0 Rehabilitation Counselor (Filled), and 1.0 Office Specialist II position (Filled) in Central Center
- 1.0 Rehabilitation Counselor (Filled) position in East Valley Center
- Loss of \$13,250 in revenue due to elimination of the two Rehabilitation Counselor positions

Background: The elimination of the two Rehabilitation Counselor positions will reduce the availability of services to Medi-Cal clients and the ability to collect Medi-Cal revenue for services at Central Center and East Valley Treatment & Recovery Services. A total of 13 Counselors will serve 2,080 clients annually at both sites. Because the majority of clients served by Central Center and East Valley are referred to treatment by the Criminal Justice System, the Social Services Agency, and the Juvenile Dependency Court, those agencies will be impacted as well. It will take longer for clients to complete Court-ordered obligations and move out of those systems.

Impact on Services: Deletion of each Rehabilitation Counselor position will eliminate services for 160 clients annually. Waitlists for services will increase by 15% to 20%, and clients will wait longer for services (4 to 8 weeks). With increased waits for service, fewer clients will actually enter treatment. Deletion of the Office Specialist II position has no impact on direct client services. The remaining clerical staff will assume the functions of the deleted clerical position.

Total Ongoing Reduction: (\$250,752)

Total Ongoing Reduction of (\$237,502) and loss of \$13,250 in revenue

Reduce Appropriations for Methadone Services

Recommendation: Reduce \$313,596 in funding for Methadone Services by eliminating:

- \$34,500 in funding for Services and Supplies in Central Valley Clinic
- 1.0 Psychiatric Nurse position (Vacant), and \$57,172 in funding for Services and Supplies in East Valley Clinic
- 1.0 Health Services Representative (HSR) position (Filled), and \$18,200 in funding for Services and Supplies in South County Clinic



Central Valley Clinic: Service and supply reductions affect the ability to provide professionally-licensed staff with continuing education for license renewal needs, as well as a contract for security on the clinic premises during peak hours for client dosing at the methadone clinic. A security guard monitors traffic in and out of the parking lot and helps to minimize client loitering on clinic premises when they have concluded their business.

East Valley Clinic: The recent retirement of the Charge Nurse at the East Valley Clinic produced a vacancy which is being proposed for deletion. The remaining two Charge Nurses will develop a schedule where they will rotate to provide supervision coverage to the nursing staff at the East Valley Clinic. The two Charge Nurses would also be available to the East Valley Clinic dispensary staff by phone.

South County Clinic: The recommendation reduces coverage from two HSRs to one in the South County methadone clinic, initially slowing patient services processing, including billing. However, due to the smaller size of the clinic compared to the other 2 methadone clinics, having only one HSR is in alignment with the other clinics.

Impact on Services: Clinic quality assurance will be reduced by the elimination of the Psychiatric Nurse position. There is no impact on direct client service with the deletion of the HSR position. The recommendation to reduce funding for services and supplies has no impact on direct client services. Staff will be required to obtain limited continuing education through the DADS Learning Institute and through their professional development fund, to the extent that professional development funds are available. Client loitering and traffic issues related to the Methadone Clinic reduced security could affect VMC security. Business travel reimbursements will be unavailable.

Total Ongoing Reduction: (\$313,596)

Reduce Appropriations for HIV Services

Recommendation: Reduce \$13,128 in program funding for HIV Services.

Background: The HIV Services program provides HIV education and testing, as well as TB testing. Last year the program added Hepatitis C education and testing,

since this disease is increasing within the drug-addicted population. Reducing the supply appropriations for this program will not affect the TB or HIV testing, the number of test sites or the number of education services provided, but would eliminate the Hepatitis C testing component.

Impact on Services: Without the Hepatitis C testing service, clients will have to test at SCVMC. While this test is available from SCVMC, access is more difficult due to scheduling delays and perceived lack of access by drug abusing clients. About 300 clients would be affected.

Total Ongoing Reduction:(\$13,128)

Reduce Appropriations for Quality Improvement Program

Recommendation: Eliminate the following resources:

- 1.0 Quality Improvement Coordinator (QIC) position (Vacant)
- 1.0 Psychiatric Social Worker (PSW) position (Filled) for case management services
- Reduce \$2,330 in funding for related Lead Pay Expenses
- Reduce \$13,500 in funding for Services and Supplies.

Background: The QIC position provides direct client support services to clients entering the vocational programs at SSA Employment Connection sites throughout the County, in addition to handling quality assurance monitoring responsibilities for the DADS Adult Services Division. The PSW provides intensive case management services to dual diagnosis clients in the DADS adult treatment system with severe mental health issues, along with alcohol and drug dependence. This position has been able to work with these clients who would otherwise fail or drop out of outpatient and residential treatment. The reduction in funding for Services and Supplies will eliminate contract questionnaires.

Impact on Services: With the deletion of the QIC position, there will be reduced ability to respond to either the vocational clients or their counselors when problems arise. Loss of the PSW position will eliminate

100% of the case management service up to 240 clients per year. Reduction in funding for Services and Supplies has no direct client service impact.

Total Ongoing Reduction: (\$225,350)

Reduce CalWORKs Expenditures Covered by General Funds

Recommendation:

- Eliminate 1.0 Administrative Assistant (AA) position (Filled) for administrative support services
- Reduce \$95,160 in funding for services and supplies
- Transfer 1.0 Prevention Program Analyst position to the Gateway Program (no net savings to department, see Mental Health Department Budget)
- Reduce \$48,909 in General Funds which had been supporting this program, by increasing the reimbursement for costs by the CalWORKs program.

Background: This recommendation maximizes CalWORKs funding across programs in Social Services, Mental Health, and DADS. The Gateway/CalWORKs function will be eliminated from CalWORKs and transferred to Gateway, resulting in 140 fewer CalWORKs client cases referred to Gateway on an annual basis.

Impact on Services: Gateway callers will benefit from reduced wait times due to the transfer from CalWORKs of one Prevention Program Analyst. This position had been providing community outreach and education to CalWorks clients.

Currently, the AA provides support to the Senior Health Care Program Manager coordinating the CalWORKs Health Alliance. The staff will try to absorb this work, with no impact on direct client services. The reduction in services and supplies funding will reduce program capability to respond to future needs. The \$42,976 reduction in service provider funding will affect 5 contract providers: AACI, AARS, ARH, Catholic Charities and Gardner, who provide adult treatment services to the jail population.

Total Ongoing Reduction: (\$212,349)

Adjust Appropriations for Gateway Program

Recommendation: Eliminate \$95,472 in funding for 1.0 Rehabilitation Counselor (RC) position (Filled) and increase \$102,840 in funding for 1.0 Prevention Analyst position transferred from CalWORKs program.

Background: This recommendation will delete 1.0 RC position from the Gateway operation out of a total of 9.5 clinical FTEs who provide alcohol and drug screenings and referral to treatment, as well as respond to requests for information and referral and occasional crisis calls. 3.0 RCs currently work from 1-10p.m. 1.0 RC currently scheduled for the 1-10p.m. shift will be redirected to the 8a.m.-5p.m shift. Evening services will be limited to detox screenings, response to crisis calls and limited information and referral services. 1.0 Prevention Program Analyst (PPA) position will be transferred from CalWORKs to the Gateway program. This recommendation will allow for CalWORKs funding to be maximized.

Impact on Services: The deletion of the Rehabilitation Counselor position will result in longer waits for service before treatment referrals can be made. The Prevention Analyst Transfer is described in the section on CalWORKs.

Total Ongoing Reduction: \$7,368

Reduce Appropriations for Justice Services

Recommendation: Increase Drug Court Partnership revenue by \$199,478 and reduce \$4,800 in funding for services and supplies.

Background: This recommendation recognizes Drug Court Partnership grant revenues to support ongoing drug court-related expense. These grant funds were also received in October 2003 for FY 2004 and were used this year for one-time expenditures for drug court costs. These revenues are considered ongoing and will be used to backfill ongoing drug court costs that are currently funded with County General Funds. The reduction in services and supplies funding of \$4,800 includes \$2,000 in medical/dental/lab supplies, \$2,000 in publications and \$800 in small tools.

Impact on Services: No impact to direct client services.

Total Ongoing Savings: \$204,278

New revenues of \$199,478 and a reduction of \$4,800

Augment Appropriations for Homeless Program

Recommendation: Retain funding for 2.0 Rehabilitation Counselor for the Shelter Plus Program.

Background: This recommendation adds back funding for 2.0 Rehabilitation Counselor positions to the Homeless Program, which will allow for the continuation of this program which was funded in FY04 with one-time funds that will expire on June 30, 2004. Continuing this program will allow the Department to continue providing case management to homeless substance abusers, about half of whom are in the Child Welfare System, and half of whom are involved with the drug treatment court.

Impact on Services: Termination of the program would result in the loss of case management services for 50 families and the loss of assisted housing.

Total Ongoing Cost: \$190,944

Reduce Appropriations for School Linked Services

Recommendation: Eliminate 1.0 Marriage Family Therapist position (Filled).

Background: This proposed reduction would eliminate 1.0 Marriage Family Therapist under the direction of School-Linked Services (SLS) assigned to the Cambrian School District. The assigned clinician provides prevention, early intervention, treatment and referral to elementary and middle school students and their respective families.

Impact on Services: This proposed reduction will require the use of a Social Worker II in SLS to take over the work. The Cambrian School District may be interested in contributing to the cost of upgrading the position to a Psychiatric Social Worker II.

Total Ongoing Reduction: (\$104,760)

Reduce Appropriations for Lease Expenses

Recommendation: Eliminate \$206,604 in funding for lease expenses.

Background: The Children, Families and Communities Division is currently housed in a leased space at Millich Drive. The current annual cost of the lease is \$206,604. This savings will come about as a result of moving from leased premises to a County-owned facility, thereby resulting in an on-going lease savings.

Impact on Services: The initial impact of moving from a leased facility to a County-owned location will be minimal. Direct client services are mostly provided off-site.

Total Ongoing Reduction: (\$206,604)

With one-time lease payment of \$3,754

Reduce Appropriations for Intervention Services

Recommendation: Eliminate \$85,800 in funding for contract intervention services.

Background: This reduction eliminates 100% of the contract that provides intervention services to the adult system of care. This is a small contract to provide services for clients who are not appropriate for treatment, but can benefit from a low level of intervention and education services. The program provides basic addiction education and impulse management, in both English and Spanish, and support groups in Spanish for the client, family and friends. The program also provides some outreach to the Spanish-speaking community.

Impact on Services: The elimination will affect about 60 clients.

Total Ongoing Reduction: (\$85,800)

Reduce Appropriations for Contract Services

Recommendation: Reduce contract funding by \$70,000.

Background: This amount is the balance of the contract cost of living adjustment for FY 2004, remaining after meeting contractor increases. The funds were to be used to expand treatment in high-priority areas.

Impact on Services: This reduction will eliminate the proposed expansion of treatment, affecting approximately up to 160 clients a year.

Total Ongoing Reduction: (\$70,000)

Reduce Appropriations for Prevention Services

Recommendation: Reduce \$5,000 in funding for external printing.

Impact on Services: No impact to direct client services. Printing needs will be met internally.

Total Ongoing Reduction: (\$5,000)

Loss of Local Law Enforcement Block Grant (LLEBG) Funding

Recommendation: Eliminate 1.0 Rehabilitation Counselor position (Filled), and 12 Transitional Housing Unit (THU) beds due to loss of LLEBG revenue.

Background: One of two assessment staff will be eliminated, affecting 344 assessments out of an annual total of 688. These clients will stay in jail until an assessment can be done, or until they are released to be seen by the Drug Treatment Court assessor out of custody. DADS will no longer be able to support the court process by having a Rehabilitation Counselor in court during proceedings on Monday, Tuesday, and Wednesday. With the reduction of the THU beds, clients will have a longer wait to get into a THU, which will impact jail bed days.

Impact on Services: This deletion of the Rehabilitation Counselor position will result in the increased back-up of assessments, which will have a direct impact on Drug Treatment Court, in that the Judge will have to continue cases until the assessment can be completed, causing calendars to increase and be further impacted. DADS will not be able to reassess clients as quickly as they do

now, which will delay entry into treatment. The loss of the 12 beds will affect 48 or more clients who will be displaced over a 12 month period.

Total Ongoing Reduction: (\$197,562)

Total Ongoing Revenue Loss: (\$179,933)

Substance Abuse Crime Prevention Act (SACPA)

Projected funding available in FY 2005 is insufficient to support the current level of expenditures for the SACPA program. This is primarily due to the fact that the base costs, including personnel, are greater than the annual allocation. The shortfall exists despite a slight increase of roughly \$100,000 in program funds due to changes in the allocation formula. DADS' reduction proposal includes staff and treatment service reductions that have the following impact:

- Loss of \$418,415 in SACPA revenue
- The elimination of \$79,139 in funding for information service support will significantly reduce technical support for database maintenance and reporting, resulting in delays in report availability.
- Reduce 1.0 Health Care Program Analyst II position to 0.5 FTE position, saving \$52,320. Some functions of the position will be eliminated. Collection of data for state reporting may be delayed.
- Eliminate \$16,484 in funding for the Intensive Outpatient programs as a result of the modality being under utilized.
- The net loss of funding is partially offset by lease savings, reflected in the Probation Department budget.

Total Savings: \$147,943

Offset by revenue losses of \$418,415

Department Of Alcohol And Drug Programs — Budget Unit 417

Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
4600	Administration Fund 0001	\$ 3,714,622	\$ 4,962,938	\$ 5,084,060	\$ 3,913,195	\$ (1,049,743)	-21.2%
4604	Fiscal Support (Inactive)	500	—	—	—	—	—
4606	Health Realization Fund 0001	514,312	546,213	569,713	604,246	58,033	10.6%
4607	Research Institute Fund 0001	538,529	500,001	500,001	531,562	31,561	6.3%
4610	CFCs Svcs Fund 0001	2,507,111	3,110,635	3,215,160	2,865,541	(245,094)	-7.9%
4612	HIV Svcs Fund 0001	222,472	386,200	399,407	384,104	(2,096)	-0.5%
4620	Women's Svcs Fund 0001	820,331	1,870,060	1,870,060	1,831,796	(38,264)	-2.0%
4630	Prevention Svcs Fund 0001	2,887,967	3,013,377	3,331,365	3,212,431	199,054	6.6%
4640	Quality Improvement Fund 0001	1,052,031	1,066,342	1,056,342	893,463	(172,879)	-16.2%
4642	Homeless Project Fund 0001	212,857	271,532	221,462	190,858	(80,674)	-29.7%
4645	Outpatient Svcs Fund 0001	731,499	583,571	583,571	659,597	76,026	13.0%
4646	Employee Assist Prog Fund 0001	4,186	320,108	320,108	344,096	23,988	7.5%
4650	Medical Svcs Fund 0001	2,056,882	1,769,515	1,769,515	1,916,928	147,413	8.3%
4652	Central Ctr Fund 0001	940,988	842,533	792,463	839,421	(3,112)	-0.4%
4654	East Valley Clinic Fund 0001	830,181	874,035	874,035	832,021	(42,014)	-4.8%
4655	Central Valley Clinic Fund 0001	1,275,361	1,228,249	1,228,249	1,071,685	(156,564)	-12.7%
4656	North County Ctr Fund 0001	252,917	193,198	193,198	209,120	15,922	8.2%
4657	South County Clinic Fund 0001	568,087	622,280	622,280	602,381	(19,899)	-3.2%
4658	East Valley Ctr Fund 0001	425,886	524,551	476,132	523,874	(677)	-0.1%
4659	West Valley Ctr Fund 0001	473,890	225,779	225,779	—	(225,779)	-100.0%
4670	Justice Svcs Fund 0001	2,139,336	1,927,064	2,734,537	2,488,093	561,029	29.1%
4671	Contract Svcs Fund 0001	11,067,581	9,972,122	9,969,652	9,397,247	(574,875)	-5.8%
4672	SACPA Svcs Fund 0001	4,484,785	3,824,386	3,824,386	3,677,700	(146,686)	-3.8%
4673	Basn Svcs Fund 0001	871,423	904,445	904,445	904,445	—	—
4675	Calworks Prog Fund 0001	61,371	163,542	163,542	—	(163,542)	-100.0%
4676	Dependency Drug Treatment Ct Fund 0001	876,637	763,766	763,766	727,754	(36,012)	-4.7%
Total Net Expenditures		\$ 39,531,742	\$ 40,466,442	\$ 41,693,228	\$ 38,621,558	\$ (1,844,884)	-4.6%

Department Of Alcohol And Drug Programs — Budget Unit 417

Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
4600	Administration Fund 0001	\$ 3,790,478	\$ 5,038,798	\$ 5,159,920	\$ 3,989,055	\$ (1,049,743)	-20.8%
4604	Fiscal Support (Inactive)	500	—	—	—	—	—
4606	Health Realization Fund 0001	632,977	558,713	582,213	604,246	45,533	8.1%
4607	Research Institute Fund 0001	538,529	500,001	500,001	531,562	31,561	6.3%
4610	CFCs Svcs Fund 0001	2,608,823	3,212,345	3,316,870	2,865,541	(346,804)	-10.8%
4612	HIV Svcs Fund 0001	222,472	386,200	399,407	384,104	(2,096)	-0.5%
4620	Women's Svcs Fund 0001	998,496	2,168,235	2,168,235	2,129,971	(38,264)	-1.8%
4630	Prevention Svcs Fund 0001	2,887,967	3,013,377	3,331,365	3,212,431	199,054	6.6%
4640	Quality Improvement Fund 0001	1,052,031	1,066,342	1,056,342	893,463	(172,879)	-16.2%



Department Of Alcohol And Drug Programs — Budget Unit 417

Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
4642	Homeless Project Fund 0001	212,857	271,532	221,462	190,858	(80,674)	-29.7%
4645	Outpatient Svcs Fund 0001	731,499	585,571	585,571	659,597	74,026	12.6%
4646	Employee Assist Prog Fund 0001	4,186	320,108	320,108	344,096	23,988	7.5%
4650	Medical Svcs Fund 0001	2,056,882	1,769,515	1,769,515	1,916,928	147,413	8.3%
4652	Central Ctr Fund 0001	940,988	842,533	792,463	839,421	(3,112)	-0.4%
4654	East Valley Clinic Fund 0001	830,181	874,035	874,035	832,021	(42,014)	-4.8%
4655	Central Valley Clinic Fund 0001	1,288,208	1,228,249	1,228,249	1,071,685	(156,564)	-12.7%
4656	North County Ctr Fund 0001	252,917	193,198	193,198	209,120	15,922	8.2%
4657	South County Clinic Fund 0001	568,087	622,280	622,280	602,381	(19,899)	-3.2%
4658	East Valley Ctr Fund 0001	425,886	524,551	476,132	523,874	(677)	-0.1%
4659	West Valley Ctr Fund 0001	473,890	225,779	225,779	—	(225,779)	-100.0%
4670	Justice Svcs Fund 0001	2,139,336	1,927,064	2,734,537	2,488,093	561,029	29.1%
4671	Contract Svcs Fund 0001	11,067,581	9,972,122	9,969,652	9,397,247	(574,875)	-5.8%
4672	SACPA Svcs Fund 0001	4,484,785	3,824,386	3,824,386	3,677,700	(146,686)	-3.8%
4673	Basn Svcs Fund 0001	871,423	904,445	904,445	904,445	—	—
4675	Calworks Prog Fund 0001	2,452,005	2,554,176	2,554,176	2,439,543	(114,633)	-4.5%
4676	Dependency Drug Treatment Ct Fund 0001	876,637	1,008,553	1,008,553	972,541	(36,012)	-3.6%
Total Gross Expenditures		\$ 42,409,621	\$ 43,592,108	\$ 44,818,894	\$ 41,679,923	\$ (1,912,185)	-4.4%

Department Of Alcohol And Drug Programs — Budget Unit 417

Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 15,442,630	\$ 15,444,995	\$ 15,198,635	\$ 14,678,580	\$ (766,415)	-5.0%
Services And Supplies	26,966,991	28,147,113	29,620,259	27,001,343	(1,145,770)	-4.1%
Subtotal Expenditures	42,409,621	43,592,108	44,818,894	41,679,923	(1,912,185)	-4.4%
Expenditure Transfers	(2,877,879)	(3,125,666)	(3,125,666)	(3,058,365)	67,301	-2.2%
Total Net Expenditures	39,531,742	40,466,442	41,693,228	38,621,558	(1,844,884)	-4.6%

Department Of Alcohol And Drug Programs — Budget Unit 417

Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
4600	Administration Fund 0001	\$ 14,811,261	\$ 11,662,865	\$ 11,188,518	\$ 9,894,303	\$ (1,768,562)	-15.2%
4606	Health Realization Fund 0001	14,641	7,000	30,500	7,000	—	—
4607	Research Institute Fund 0001	111	—	—	—	—	—
4610	CFCS Svcs Fund 0001	423,749	615,511	720,036	706,500	90,989	14.8%
4612	HIV Svcs Fund 0001	324,131	328,122	341,329	328,122	—	—
4620	Women's Svcs Fund 0001	1,301,979	1,268,803	1,268,803	1,268,803	—	—



Department Of Alcohol And Drug Programs — Budget Unit 417

Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
4630	Prevention Svcs Fund 0001	(53,057)	2,434,006	2,827,492	2,627,900	193,894	8.0%
4640	Quality Improvement Fund 0001	6,736	—	—	—	—	—
4642	Homeless Project Fund 0001	86,885	—	—	—	—	—
4645	Outpatient Svcs Fund 0001	136	—	—	—	—	—
4650	Medical Svcs Fund 0001	3,931	—	—	—	—	—
4652	Central Ctr Fund 0001	24,557	18,109	18,109	30,000	11,891	65.7%
4654	East Valley Clinic Fund 0001	126,035	268,000	268,000	186,500	(81,500)	-30.4%
4655	Central Valley Clinic Fund 0001	278,752	174,400	174,400	255,700	81,300	46.6%
4656	North County Ctr Fund 0001	10,743	18,000	18,000	12,000	(6,000)	-33.3%
4657	South County Clinic Fund 0001	74,599	95,500	95,500	64,400	(31,100)	-32.6%
4658	East Valley Ctr Fund 0001	12,300	14,000	14,000	10,500	(3,500)	-25.0%
4659	West Valley Ctr Fund 0001	29,155	—	—	—	—	—
4670	Justice Svcs Fund 0001	981,167	928,529	1,840,142	1,493,121	564,592	60.8%
4671	Contract Svcs Fund 0001	417,504	100,000	100,000	100,000	—	—
4672	SACPA Svcs Fund 0001	4,239,050	3,825,643	3,825,643	3,407,228	(418,415)	-10.9%
4673	Basn Svcs Fund 0001	1,071,802	1,012,093	1,012,093	1,012,093	—	—
4675	Calworks Prog Fund 0001	52,657	—	—	—	—	—
4676	Dependency Drug Treatment Ct Fund 0001	717	—	—	—	—	—
Total Revenues		\$ 24,239,541	\$ 22,770,581	\$ 23,742,565	\$ 21,404,170	(1,366,411)	-6.0%

Administration Fund 0001 — Cost Center 4600

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	15.5	\$ 4,962,938	\$ 11,662,865
Board Approved Adjustments During FY 2004	—	121,122	(474,347)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	155,289	—
Internal Service Fund Adjustments	—	61,332	—
Other Required Adjustments	—	(190,301)	(1,284,465)
Subtotal (Current Level Budget)	15.5	\$ 5,110,380	\$ 9,904,053
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	1,699	—
Decision Packages			
1. Eliminate 1.0 FTE (V) Administrative Assistant for Administration	-1.0	(60,768)	—
2. Reduce funding for Services and Supplies for Administration	—	(330,000)	—
3. Eliminate 1.0 FTE (F) Administrative Services Officer position for Administration	-1.0	(89,940)	—



Administration Fund 0001 — Cost Center 4600 Major Changes to the Budget

	Positions	Appropriations	Revenues
4. Revenue loss due to elimination of 1.0 FTE (F) Rehab Counselor position in East Valley Center	—	—	(3,500)
5. Loss of Revenue due to elimination of 1.0 FTE (F) Rehab Counselor position in Central Center	—	—	(6,250)
6. Eliminate 1.0 FTE (F) Sr. Health Care Program Manager position for Administration	-1.0	(131,100)	—
7. Eliminate 1.0 FTE (F) Office Specialist III position for Administration	-1.0	(64,584)	—
8. Recognize Savings Related to IT Maintenance Contracts Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.	—	(1,354)	—
9. Reduce Workers Compensation Expenses	—	(200,741)	—
10. Reduce Retirement Expenditures	—	(320,397)	—
Subtotal (Recommended Changes)	-4.0	\$ (1,197,185)	\$ (9,750)
Total Recommendation	11.5	\$ 3,913,195	\$ 9,894,303

Health Realization Fund 0001 — Cost Center 4606 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	4.0	\$ 546,213	\$ 7,000
Board Approved Adjustments During FY 2004	—	23,500	23,500
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	58,033	—
Internal Service Fund Adjustments	—	12,500	—
Other Required Adjustments	—	(36,000)	(23,500)
Subtotal (Current Level Budget)	4.0	\$ 604,246	\$ 7,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	4.0	\$ 604,246	\$ 7,000



Research Institute Fund 0001 — Cost Center 4607

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	4.0	\$ 500,001	\$ —
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	35,595	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	4.0	\$ 535,596	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Recognize Savings Related to IT Maintenance Contracts	—	(4,034)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.			
Subtotal (Recommended Changes)	—	\$ (4,034)	\$ —
Total Recommendation	4.0	\$ 531,562	\$ —

CFCS Svcs Fund 0001 — Cost Center 4610

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	21.0	\$ 3,110,635	\$ 615,511
Board Approved Adjustments During FY 2004	—	104,525	104,525
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	0.5	256,505	—
Internal Service Fund Adjustments	—	3,769	—
Other Required Adjustments	—	(50,000)	(13,536)
Subtotal (Current Level Budget)	21.5	\$ 3,425,434	\$ 706,500
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Eliminate reimbursement from Mental Health to DADS for funding Marriage Family Therapist position in Children's Shelter	—	101,710	—
Eliminate ongoing costs for leased property at 595 Millich	—	(92,972)	—
One time funds needed for partial year lease payments.	—	3,754	—
Decision Packages			
1. Reduce funding for Services and Supplies for Children, Families and Communities Services	—	(85,000)	—
2. Reduce \$104,674 in funding for Mental Health Marriage Family Therapist position and \$75,000 in funding for Services and Supplies for Children, Families and Communities Services	—	(179,674)	—
3. Eliminate 1.0 FTE (F) Marriage Family Therapist position for School Linked Services	-1.0	(104,760)	—



CFCS Svcs Fund 0001 — Cost Center 4610
Major Changes to the Budget

	Positions	Appropriations	Revenues
4. Eliminate 1.0 FTE (F) Sr. Health Care Program Analyst position and reduce \$89,719 in funding for Brief Therapy Treatment Services	-1.0	(202,951)	—
Subtotal (Recommended Changes)	-2.0	\$ (559,893)	\$ —
Total Recommendation	19.5	\$ 2,865,541	\$ 706,500

HIV Svcs Fund 0001 — Cost Center 4612
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	2.0	\$ 386,200	\$ 328,122
Board Approved Adjustments During FY 2004	—	13,207	13,207
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	11,032	—
Internal Service Fund Adjustments	—	32,714	—
Other Required Adjustments	—	(45,921)	(13,207)
Subtotal (Current Level Budget)	2.0	\$ 397,232	\$ 328,122
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Reduce funding for Professional Services for HIV Services	—	(13,128)	—
Subtotal (Recommended Changes)	—	\$ (13,128)	\$ —
Total Recommendation	2.0	\$ 384,104	\$ 328,122

Women's Svcs Fund 0001 — Cost Center 4620
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	14.5	\$ 1,870,060	\$ 1,268,803
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	31,048	—
Internal Service Fund Adjustments	—	(1,263)	—
Other Required Adjustments	—	(15,900)	—
Subtotal (Current Level Budget)	13.5	\$ 1,883,945	\$ 1,268,803
Recommended Changes for FY 2005			
Internal Service Fund Adjustments	—	(338)	—



Women's Svcs Fund 0001 — Cost Center 4620 Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
1. Reduce funding for Adult Outpatient Contract Services	—	(51,811)	—
Subtotal (Recommended Changes)	—	\$ (52,149)	\$ —
Total Recommendation	13.5	\$ 1,831,796	\$ 1,268,803

Prevention Svcs Fund 0001 — Cost Center 4630 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	10.0	\$ 3,013,377	\$ 2,434,006
Board Approved Adjustments During FY 2004	-2.0	317,988	393,486
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	12,975	—
Internal Service Fund Adjustments	—	83,484	—
Other Required Adjustments	—	(107,883)	(199,592)
Subtotal (Current Level Budget)	8.0	\$ 3,319,941	\$ 2,627,900
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Eliminate ongoing cost of leased property at 595 Millich	—	(113,632)	—
Increase reimbursement from DADS to Mental Health for transfer of Gateway Prevention Analyst position from CalWORKS Program	—	102,840	—
One time funds needed for partial year lease payments.	—	3,754	—
Reduce reimbursement from DADS to Mental Health for deletion of Gateway Rehab Counselor position	—	(95,472)	—
Decision Packages			
1. Reduce funding for printing services for Prevention Services	—	(5,000)	—
Subtotal (Recommended Changes)	—	\$ (107,510)	\$ —
Total Recommendation	8.0	\$ 3,212,431	\$ 2,627,900

Quality Improvement Fund 0001 — Cost Center 4640 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	11.0	\$ 1,066,342	\$ —
Board Approved Adjustments During FY 2004	—	(10,000)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	79,621	—
Internal Service Fund Adjustments	—	(150)	—
Other Required Adjustments	—	(17,000)	—
Subtotal (Current Level Budget)	11.0	\$ 1,118,813	\$ —
Recommended Changes for FY 2005			



Quality Improvement Fund 0001 — Cost Center 4640 Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments			
Decision Packages			
1. Reduce Resources for Quality Improvement Services	-2.0	(225,350)	—
◆ Eliminate 1.0 FTE (V) Quality Improvement Coordinator position for (\$104,760)			
◆ Eliminate 1.0 FTE (F) Psychiatric Social Worker position for (\$104,760)			
◆ Reduce \$2,330 in funding for Lead Pay Expenses			
◆ Reduce \$13,500 in funding for Services and Supplies			
Subtotal (Recommended Changes)	-2.0	\$ (225,350)	\$ —
Total Recommendation	9.0	\$ 893,463	\$ —

Homeless Project Fund 0001 — Cost Center 4642 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	3.0	\$ 271,532	\$ —
Board Approved Adjustments During FY 2004	-1.0	(50,070)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	(204,648)	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(16,900)	—
Subtotal (Current Level Budget)	2.0	\$ (86)	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Augment Resources to retain funding for 2.0 FTE Rehab Counselor positions for the Shelter Plus Program	—	190,944	—
Subtotal (Recommended Changes)	—	\$ 190,944	\$ —
Total Recommendation	2.0	\$ 190,858	\$ —

Outpatient Svcs Fund 0001 — Cost Center 4645 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	2.5	\$ 583,571	\$ —
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	0.5	73,046	—
Internal Service Fund Adjustments	—	(176)	—
Other Required Adjustments	—	3,352	—
Subtotal (Current Level Budget)	3.0	\$ 659,793	\$ —
Recommended Changes for FY 2005			



Outpatient Svcs Fund 0001 — Cost Center 4645 Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments			
Fleet service rate change	—	(196)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (196)	\$ —
Total Recommendation	3.0	\$ 659,597	\$ —

Employee Assist Prog Fund 0001 — Cost Center 4646 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	3.0	\$ 320,108	\$ —
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	20,012	—
Internal Service Fund Adjustments	—	3,392	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	3.0	\$ 343,512	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	584	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ 584	\$ —
Total Recommendation	3.0	\$ 344,096	\$ —

Medical Svcs Fund 0001 — Cost Center 4650 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	18.5	\$ 1,769,515	\$ —
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	149,330	—
Internal Service Fund Adjustments	—	(1,917)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	18.5	\$ 1,916,928	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	18.5	\$ 1,916,928	\$ —



Central Ctr Fund 0001 — Cost Center 4652
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	10.5	\$ 842,533	\$ 18,109
Board Approved Adjustments During FY 2004	-1.0	(50,070)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	207,880	—
Internal Service Fund Adjustments	—	(4,395)	—
Other Required Adjustments	—	—	11,891
Subtotal (Current Level Budget)	11.5	\$ 995,948	\$ 30,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Printing Rate/Service Change	—	(1,247)	—
Decision Packages			
1. Elimination 2 positions in Central Center	-2.0	(155,280)	—
◆ 1.0 FTE (F) Rehab Counselor position for (\$95,472)			
◆ 1.0 FTE (F) Office Specialist II position for (\$59,808)			
Subtotal (Recommended Changes)	-2.0	\$ (156,527)	\$ —
Total Recommendation	9.5	\$ 839,421	\$ 30,000

East Valley Clinic Fund 0001 — Cost Center 4654
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	9.0	\$ 874,035	\$ 268,000
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	154,534	—
Internal Service Fund Adjustments	—	613	—
Other Required Adjustments	—	—	(81,500)
Subtotal (Current Level Budget)	10.0	\$ 1,029,182	\$ 186,500
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	(2,445)	—
Decision Packages			
1. Reduce Resources for East Valley Clinic	-1.0	(194,716)	—
◆ Eliminate 1.0 FTE (V) Psychiatric Nurse II position for (\$137,544)			
◆ Reduce \$57,172 in funding for Services and Supplies			
Subtotal (Recommended Changes)	-1.0	\$ (197,161)	\$ —
Total Recommendation	9.0	\$ 832,021	\$ 186,500



Central Valley Clinic Fund 0001 — Cost Center 4655 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	13.0	\$ 1,228,249	\$ 174,400
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	(123,900)	—
Internal Service Fund Adjustments	—	2,877	—
Other Required Adjustments	—	—	81,300
Subtotal (Current Level Budget)	11.0	\$ 1,107,226	\$ 255,700
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	574	—
Decision Packages			
1. Reduce funding for Services and Supplies for Central Valley Clinic	—	(34,500)	—
2. Recognize Savings Related to IT Maintenance Contracts	—	(1,615)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.			
Subtotal (Recommended Changes)	—	\$ (35,541)	\$ —
Total Recommendation	11.0	\$ 1,071,685	\$ 255,700

North County Ctr Fund 0001 — Cost Center 4656 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	2.0	\$ 193,198	\$ 18,000
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	16,604	—
Internal Service Fund Adjustments	—	(401)	—
Other Required Adjustments	—	—	(6,000)
Subtotal (Current Level Budget)	2.0	\$ 209,401	\$ 12,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Printing Rate/Service Change	—	(281)	—
Decision Packages			
Subtotal (Recommended Changes)	—	\$ (281)	\$ —
Total Recommendation	2.0	\$ 209,120	\$ 12,000



South County Clinic Fund 0001 — Cost Center 4657 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	7.0	\$ 622,280	\$ 95,500
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	69,402	—
Internal Service Fund Adjustments	—	(1,402)	—
Other Required Adjustments	—	—	(31,100)
Subtotal (Current Level Budget)	7.0	\$ 690,280	\$ 64,400
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Reduce Resources for South County Clinic	-1.0	(84,380)	—
◆ Eliminate 1.0 FTE (F) Health Services Representative position for (\$66,180)			
◆ Reduce \$18,200 in funding for Services and Supplies			
Subtotal (Recommended Changes)	-1.0	\$ (87,899)	\$ —
Total Recommendation	6.0	\$ 602,381	\$ 64,400

East Valley Ctr Fund 0001 — Cost Center 4658 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	7.0	\$ 524,551	\$ 14,000
Board Approved Adjustments During FY 2004	-1.0	(48,419)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	143,214	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	7.0	\$ 619,346	\$ 14,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Eliminate 1.0 FTE (F) Rehab Counselor position and revenue loss of \$3,500 in East Valley Center	-1.0	(95,472)	(3,500)
Subtotal (Recommended Changes)	-1.0	\$ (95,472)	\$ (3,500)
Total Recommendation	6.0	\$ 523,874	\$ 10,500



Justice Svcs Fund 0001 — Cost Center 4670

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	9.0	\$ 1,927,064	\$ 928,529
Board Approved Adjustments During FY 2004	—	807,473	911,613
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	178,095	—
Internal Service Fund Adjustments	—	(2,865)	—
Other Required Adjustments	—	(321,402)	(366,566)
Subtotal (Current Level Budget)	10.0	\$ 2,588,365	\$ 1,473,576
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Increase Drug Court Partnership Revenue	—	—	199,478
2. Reduce funding for Services and Supplies for Justice Services	—	(4,800)	—
3. Reduce Resources for LLEBG Program	-1.0	(95,472)	(179,933)
◆ Loss of \$179,933 in revenue			
◆ Eliminate 1.0 FTE (F) Rehab Counselor position for (\$95,472)			
Subtotal (Recommended Changes)	-1.0	\$ (100,272)	\$ 19,545
Total Recommendation	9.0	\$ 2,488,093	\$ 1,493,121

Contract Svcs Fund 0001 — Cost Center 4671

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	—	\$ 9,972,122	\$ 100,000
Board Approved Adjustments During FY 2004	—	(2,470)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	19,063	—
Other Required Adjustments	—	2,470	—
Subtotal (Current Level Budget)	—	\$ 9,991,185	\$ 100,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Reduce funding for contract services due to unobligated COLA	—	(70,000)	—
2. Eliminate funding for Intervention Services	—	(85,800)	—
3. Reduce funding for Adult Outpatient Contract Services	—	(336,048)	—



Contract Svcs Fund 0001 — Cost Center 4671
Major Changes to the Budget

	Positions	Appropriations	Revenues
4. Reduce funding for THU Beds due to loss of LLEBG Revenue	—	(102,090)	—
Subtotal (Recommended Changes)	—	\$ (593,938)	\$ —
Total Recommendation	—	\$ 9,397,247	\$ 100,000

SACPA Svcs Fund 0001 — Cost Center 4672
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	11.0	\$ 3,824,386	\$ 3,825,643
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	100,812	—
Internal Service Fund Adjustments	—	3,769	—
Other Required Adjustments	—	(103,324)	—
Subtotal (Current Level Budget)	11.0	\$ 3,825,643	\$ 3,825,643
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Eliminate funding for information service support from SCVMC due to loss of SACPA funding	—	(79,139)	—
Decision Packages			
1. Reduce Resources for SACPA Services	-0.5	(68,804)	(418,415)
◆ Loss of \$418,415 in Revenue			
◆ Eliminate 1.0 FTE (F) Health Care Program Analyst II position for (\$104,664) and add back 0.5 FTE Health Care Program Analyst II position for \$52,344			
◆ Reduce \$16,484 in funding for contract services			
Subtotal (Recommended Changes)	-0.5	\$ (147,943)	\$ (418,415)
Total Recommendation	10.5	\$ 3,677,700	\$ 3,407,228

Basn Svcs Fund 0001 — Cost Center 4673
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	—	\$ 904,445	\$ 1,012,093
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 904,445	\$ 1,012,093



Basn Svcs Fund 0001 — Cost Center 4673
Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 904,445	\$ 1,012,093

Calworks Prog Fund 0001 — Cost Center 4675
Major Changes to the Budget

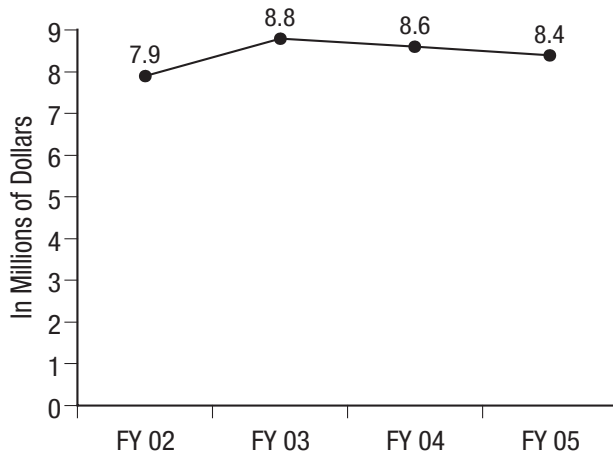
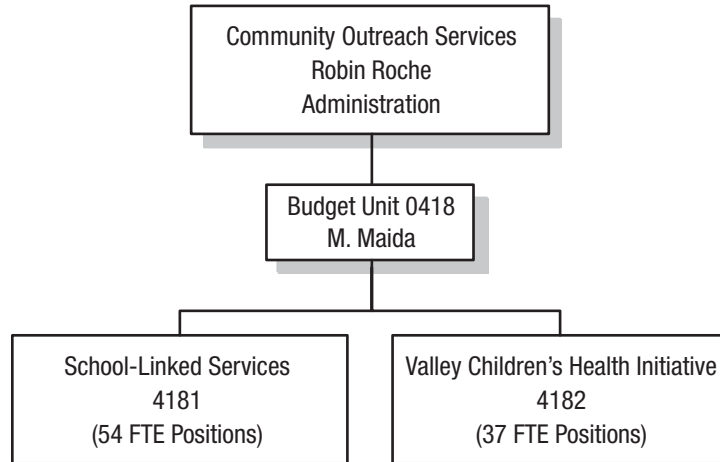
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	4.0	\$ 163,542	\$ —
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	48,807	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	4.0	\$ 212,349	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Maximize CalWORKS funding by transferring reimbursement from Mental Health Department to DADS	—	(48,909)	—
Decision Packages			
1. Eliminate 1.0 FTE (F) Administrative Assistant position and reduce \$95,160 in funding for CalWORKS Program	-1.0	(163,440)	—
Subtotal (Recommended Changes)	-1.0	\$ (212,349)	\$ —
Total Recommendation	3.0	\$ —	\$ —

Dependency Drug Treatment Ct Fund 0001 — Cost Center 4676
Major Changes to the Budget

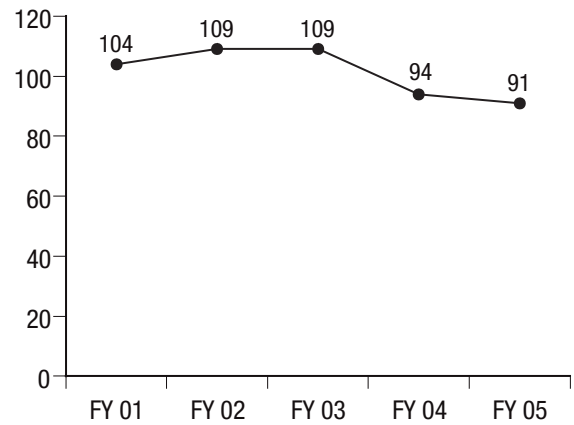
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	3.0	\$ 763,766	\$ —
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	5,864	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(41,876)	—
Subtotal (Current Level Budget)	3.0	\$ 727,754	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	3.0	\$ 727,754	\$ —



Community Outreach Services



Gross Appropriation Trend



Staffing Trend

In the FY 2005 document, gross appropriations replace net appropriations.

Section 4: Santa Clara Valley Health & Hospital System



Public Purpose

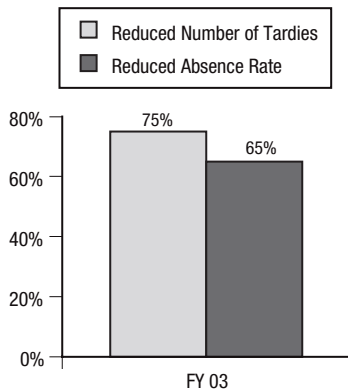
Promote the health and well-being of children and families in Santa Clara County by:

- 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

Improve student attendance through parent involvement, holding eight to twelve week student group sessions targeting truancy, providing other attendance-related support services, and tracking actual attendance.



Percent Improvement in Attendance

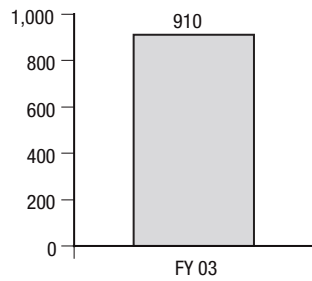
75%, or 154, students with excessive tardies reduced their number of tardies after working with SLS.

65%, or 184, students with excessive absences reduced their absence rate after working with SLS.

FY 2003 is the first year for which data are available.

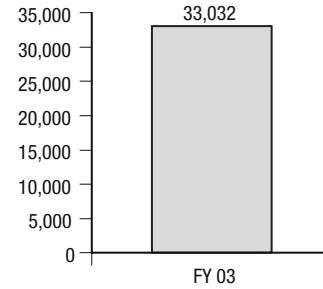


Improve student attendance (continued)



Number of Students and Families Served Through Closed Groups

910 students served through 75 closed groups.

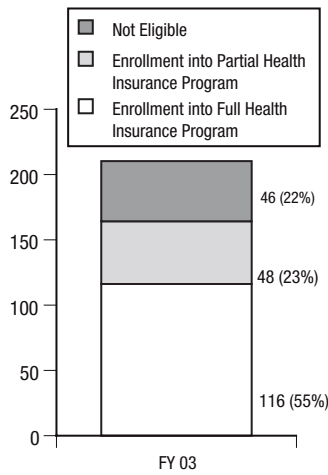


Number of Students and Families Served Through Educational Sessions/Activities

33,032 students served through 1,646 educational group sessions/activities. (Not an unduplicated count)

FY 2003 is the first year for which data are available.

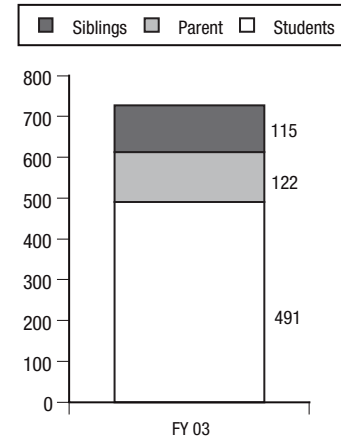
Increased health insurance coverage and utilization of health services by referring students and families to application assistors and providing follow-up and support for health services utilization.



Number of Students Referred for Health Care Insurance Application Assistance

210 students identified as having health insurance needs.
 116 (55%) were assisted with enrollment into a full scope Health Insurance Program
 48 (23%) were enrolled into a partial health insurance program, responsive to their need for sensitive health and drug and alcohol services

FY 2003 is the first year for which data are available.

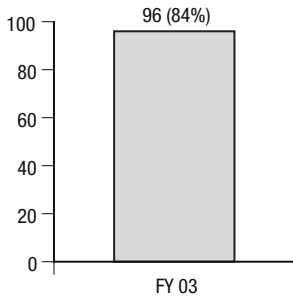


Number of Students and Other Family Members Referred and Assisted with Health Services Utilization

FY 2003 is the first year for which data are available.

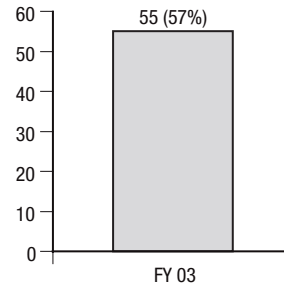


Increased identification and assistance in reducing barriers to special education testing and services.



Students Assisted with Obtaining Special Education Services

Out of 114 students, identified by SLS as needing special education services, 96 students, or 84%, were assisted by SLS to obtain appropriate services.

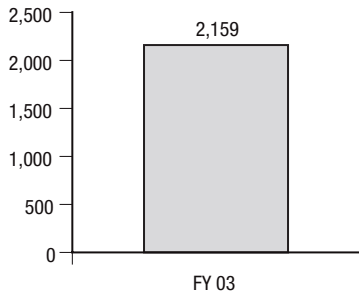


Students Enrolled or in Progress of being Enrolled in Special Education Services

Out of the 96 students, 55 (57%) of students assisted were enrolled or in progress of being enrolled by end of school year.

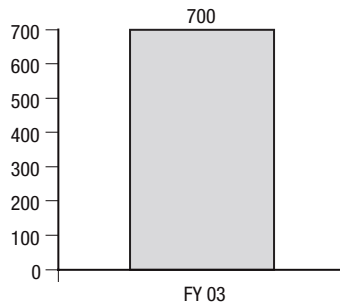
FY 2003 is the first year for which data are available.

Decrease other barriers to learning by providing translation services to families, crisis intervention, and student and family case management services.



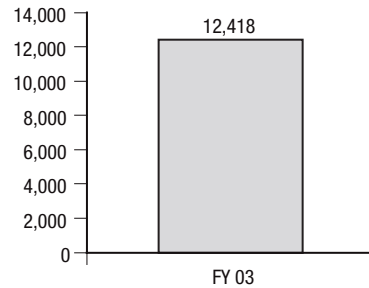
Number of Translation Services Provided to Families

FY 2003 is the first year for which data are available.
8,243 Individuals Served



Number of Crisis Intervention Services Provided to Students and Families

FY 2003 is the first year for which data are available.
1,515 Individuals Served



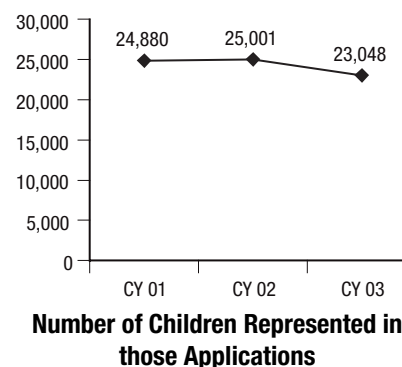
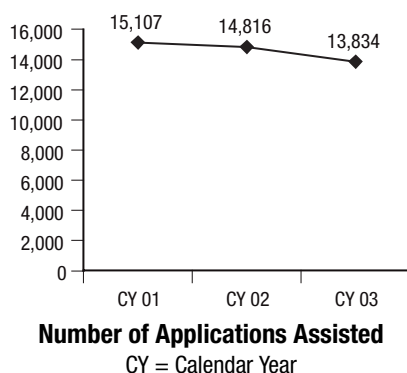
Number of Counseling Sessions Provided to Students and Families

FY 2003 is the first year for which data are available.
1,124 Individuals Served



Valley Children's Health Initiative:

Improved Health of Uninsured Families by maximizing enrollments and optimizing retention of enrollees in a comprehensive health insurance program.



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.

Mobile 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.

The Mobile Medical Units provide on-site health services on a rotational basis to schools to help meet school enrollment requirements and reduce student absences. One of the Mobile Medical Units (MMU) is dedicated to providing services to children at elementary school sites throughout Santa Clara County. The other MMU provides services to adolescents at continuation school sites throughout Santa Clara County. The staff works closely with a person at each

designated school site, organizing the student schedules. Efforts are made to connect all families with health insurance and an ongoing healthcare provider.

The Mobile Dental Units provide on-site dental services on a rotational basis to school sites, community clinics, and Valley Health Centers. One of the Mobile Dental Units (MDU) was donated by the Ronald McDonald

House Charities and is dedicated to providing services to children throughout Santa Clara County. The other MDU provides services to children and adults in North County. The staff works closely with a designated person at each site, organizing the student schedules. Efforts are made to connect all families with health insurance and an ongoing healthcare provider.

County Executive's Recommendation

Valley Children's Health Initiative

Recommendation: Delete 5.0 FTE vacant Health Service Representative (HSR) positions and add 4.0 FTE Senior Health Service Representative positions.

Background: The vacant positions are being deleted so that position codes more consistent with the other classifications performing this work can be added. Changing these codes to Senior Health Service Representatives allows the program to continue outreach efforts to families in Santa Clara County needing health insurance and health care for their children. Senior Health Service Representatives assist these families with the process of applying for the three health care insurance product(s): Medi-Cal, Healthy Families and Healthy Kids, as well as a variety of state and federally-funded special programs. Families who are also in need of further assistance with basic needs such as housing and/or food may be referred directly to Social Services.

Impact: Improved Outreach.

Total Ongoing Cost: \$15,996

Staff Reductions

Recommendation: Eliminate the following filled administrative staff positions: 1.0 Office Management Coordinator (C76), 1.0 Office Specialist (D51), 1.0 Prevention Program Analyst II (C23)

Impact on Services: Elimination of the Office Management Coordinator and Office Specialist positions will reduce clerical support for the remaining staff in Community Outreach Services. Elimination of the Prevention Program analyst will reduce the level of

administrative support for the VCHI Call Center, such as data analysis, drafting reports, development of program recommendations, and coordination of outreach efforts to five school districts (Evergreen, Oakgrove, Santa Clara Unified, Gilroy, and Mountain View). These duties will be absorbed by existing staff.

Total Ongoing Savings: (\$259,440)

Reduce Program Appropriations

Recommendation: Reduce various appropriations for services and supplies for the Children's Health Initiative:

- Professional & Specialized Services (\$105,902) - the Security Data contract for data entry services will be eliminated and the work absorbed by existing staff.
- Printing-External (\$29,000) - the production of flyers, brochures, and newsletters will be limited.
- PC Hardware (\$7,000) - computer purchases for service providers located in clinics and at the VCHI phone center will have to be carefully monitored.
- Services & Supplies-Other (\$14,434) - the purchase of various office supplies will have to be carefully monitored.

Total Ongoing Savings: (\$156,336)

Additional Revenues

Recommendation: The County's legislative analyst has requested Administration to submit a FY 2005 request related to the Centers for Medicare and Medicaid Services (CMS) for outreach and application assistance. CMS awarded the County \$98,728 in one-time funds for

Medi-Cal and Healthy Families outreach and application assistance activities provided from July 1, 2003 through June 30, 2004.

The success of the Children's Health Initiative, to enroll over 70,000 children into one of three healthcare insurance programs, rests upon (1) a cadre of cross-trained, culturally diverse, community-based outreach staff that can (2) sustain marketing and media campaigns to culturally diverse and difficult-to-reach target populations, and (3) diverse and unrestricted funding sources to support this broad outreach campaign and enrollment effort.

Total One-time Revenue: \$100,000

School-linked Services

Recommendation: Reduce various appropriations for services and supplies:

- Support & Care of Persons (\$45,000) - after school tutoring for Franklin McKinley School District (Cluster 3) will be eliminated. Students may continue to receive services through collaboration with the Andrew Hill High School student mentoring program
- Food (\$25,000) - snacks and incentives to children and caregivers attending SLS service groups will be limited
- Printing-External (\$5,000) - production of flyers, brochures, and other marketing items will be limited
- PC Hardware (\$11,000) - the purchase of computers for service providers located on school campuses will have to be closely monitored
- Services & Supplies-Other (\$40,458) - the purchase of various office supplies will have to be closely monitored.

Total Ongoing Savings: (\$126,458)

Recommendation: Delete 1.0 vacant Mobile Outreach Driver (E60) as part of a re-organization of Mobile Medical Unit Services.

Background: School-linked Services (SLS) currently operates four mobile units, 2 medical and 2 dental. The staff assigned to one of the mobile medical vans will be reduced, and the van will be re-deployed to provide services to both SLS and a grant-funded homeless program. The enrollment of children into health plans over the past few years has decreased the demand for services at elementary schools.

Impact on Services: The existing schedule for the mobile unit will continue to be located at Berryessa Union High School District, Mount Pleasant School District, East Side Union School District and San Jose Unified School District, but the schedule will be reduced. All districts have been notified, and will participate in the development of the new schedule.

Total Ongoing Savings: \$70,464

Recommendation: Add 2.0 Psychiatric Social Worker II/I (Y41/Y42) positions for School-Linked Services for the Mountain View/Whisman School District. Services are currently provided through contracts. The increased cost for these positions (\$177,024) is offset by an equal reduction in appropriations for contracts.

Total Ongoing Cost: \$177,024

Offset by Reductions in Services and Supplies (\$177,024)

Recommendation: Transfer 1.0 Administrative Nurse V (S77) from Santa Clara Valley Medical Center to Community Outreach Services. The Children's Health Initiative manager was deleted from Community Outreach Services in October 2004, and since then, programs in COS have been managed by staff at SCVMC. This action transfers the management position from SCVMC to Community Outreach Services and recognizes new one-time revenue from both the Federal earmark for outreach services (\$95,517), and a grant from the Santa Clara Family Health Plan of \$71,367 to cover the FY 2005 cost of the position.

Total Ongoing Cost: \$166,884

Offset by Revenue of \$166,884

Department-wide Benefit and Administrative Savings

Recommendation: Reduce appropriations for savings due to retirement expenditure reductions, workers compensation expenditure reductions, and savings negotiated by the Procurement Department related to leased copiers.

Total Ongoing Savings: (\$218,741)

Community Outreach Services — Budget Unit 418 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
4181	School Linked Svcs Fund 0001	\$ 3,629,292	\$ 5,494,105	\$ 5,696,294	\$ 5,444,704	\$ (49,401)	-0.9%
4182	Medi-Cal Outreach Fund 0001	3,136,934	3,079,213	3,110,268	2,955,826	(123,387)	-4.0%
Total Net Expenditures		\$ 6,766,226	\$ 8,573,318	\$ 8,806,562	\$ 8,400,530	\$ (172,788)	-2.0%

Community Outreach Services — Budget Unit 418 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
4181	School Linked Svcs Fund 0001	\$ 3,629,292	\$ 5,494,105	\$ 5,274,184	\$ 5,444,704	\$ (49,401)	-0.9%
4182	Medi-Cal Outreach Fund 0001	3,136,934	3,079,213	3,110,268	2,955,826	(123,387)	-4.0%
Total Gross Expenditures		\$ 6,766,226	\$ 8,573,318	\$ 8,384,452	\$ 8,400,530	\$ (172,788)	-2.0%

Community Outreach Services — Budget Unit 418 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 5,468,146	\$ 6,792,443	\$ 6,652,936	\$ 7,068,050	\$ 275,607	4.1%
Services And Supplies	1,298,080	1,780,875	1,731,516	1,332,480	(448,395)	-25.2%
Subtotal Expenditures	6,766,226	8,573,318	8,384,452	8,400,530	(172,788)	-2.0%
Expenditure Transfers	—	—	422,110	—	—	—
Total Net Expenditures	6,766,226	8,573,318	8,806,562	8,400,530	(172,788)	-2.0%

Community Outreach Services — Budget Unit 418 Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
4181	School Linked Svcs Fund 0001	\$ 6,677	—	—	\$ 100,000	\$ 100,000	—
4182	Medi-Cal Outreach Fund 0001	1,024,980	1,655,387	1,655,387	1,821,884	166,497	10.1%
Total Revenues		\$ 1,031,657	\$ 1,655,387	\$ 1,655,387	\$ 1,921,884	\$ 266,497	16.1%



School Linked Svcs Fund 0001 — Cost Center 4181

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	53.0	\$ 5,494,105	\$ —
Board Approved Adjustments During FY 2004	—	202,189	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	410,468	—
Internal Service Fund Adjustments	—	10,332	—
Other Required Adjustments	—	(372,751)	—
Subtotal (Current Level Budget)	53.0	\$ 5,744,343	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Service Cost Reduction due to ISD Reductions	—	(15,093)	—
Decision Packages			
1. Delete Mobile Outreach Driver	-1.0	(70,464)	—
Delete 1.0 FTE vacant Mobile Outreach Driver (E60) to reflect current utilization. The delivery schedule for FY 2005 will include Berryessa Union High School District, Mount Pleasant School District, East Side Union School District and San Jose Unified School District.			
2. Add 2.0 FTE Psychiatric Social Worker II/I	2.0	—	—
Add positions for School-Linked Services for the Mountain View/Whisman School District. Services are currently provided through contracts. The increased cost for these positions (\$177,024) is offset by an equal reduction in appropriations for contracts.			
3. Reduce Appropriations for Services and Supplies for School-Linked Services	—	(126,458)	—
<ul style="list-style-type: none"> ◆ Support & Care of Persons (\$45,000) - after school tutoring for Franklin McKinley School District (Cluster 3) will be eliminated. Students may continue to receive services through collaboration with the Andrew Hill High School student mentoring program ◆ Food (\$25,000) - snacks and incentives to children and caregivers attending SLS service groups will be limited ◆ Printing-External (\$5,000) - production of flyers, brochures, and other marketing items will be limited ◆ PC Hardware (\$11,000) the purchase of computers for service providers located on school campuses will have to be closely monitored ◆ Services & Supplies-Other (\$40,458) - the purchase of various office supplies will have to be closely monitored. 			
4. Recognize One-time Revenue for Outreach Services	—	—	100,000
These funds are anticipated to come from the Centers for MediCare and Medicaid Services for outreach and application assistance related to community outreach, marketing and enrollment activities.			
5. Recognize Savings Related to Copier Leases	—	(3,741)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.			
6. Reduce Retirement Expense	—	(83,883)	—
Subtotal (Recommended Changes)	1.0	\$ (299,639)	\$ 100,000
Total Recommendation	54.0	\$ 5,444,704	\$ 100,000



Medi-Cal Outreach Fund 0001 — Cost Center 4182

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	41.0	\$ 3,079,213	\$ 1,655,387
Board Approved Adjustments During FY 2004	-1.0	31,055	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	221,638	—
Internal Service Fund Adjustments	—	19,925	—
Other Required Adjustments	—	—	(387)
Subtotal (Current Level Budget)	40.0	\$ 3,351,831	\$ 1,655,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Delete 5.0 HSRs and add 5.0 HSRs and add 4.0 Sr. HSRs	-1.0	(15,996)	—
Delete 5.0 FTE vacant Health Service Representative (HSR) positions and add 4.0 FTE Sr. Health Service Representative positions. The addition of the Sr. HSRs will allow the program to increase outreach efforts to families in Santa Clara County needing health insurance and health care for their children. Senior Health Service Representatives will assist families with the process of applying for health care insurance product(s): Medi-Cal, Health Families, and Healthy Kids in addition to a variety of state and federally funded special programs. Families who are in need of further assistance may be referred directly.			
2. Reduce Administrative Staff	-3.0	(259,440)	—
Eliminate the following administrative staff positions:			
◆ 1.0 FTE Office Management Coordinator (C76)			
◆ 1.0 FTE Office Specialist (D51)			
◆ 1.0 FTE Prevention Program Analyst II (C23)			
Elimination of the Office Management Coordinator and Office Specialist positions will reduce clerical support for the remaining staff in Community Outreach Services. Elimination of the Prevention Program analyst will reduce the level of administrative support for the VCHI Call Center, including data analysis, drafting reports, development of program recommendations, and coordination of outreach efforts to five school districts (Evergreen, Oakgrove, Santa Clara Unified, Gilroy, and Mtn View). These duties will be absorbed by existing staff.			
3. Transfer Administrative Nurse V position from BU 921 to BU 418.	1.0	166,884	166,884
Transfer 1.0 FTE Admin Nurse V (S77) from Santa Clara Valley Medical Center to Community Outreach Services. The Children's Health Initiative manager was deleted from Community Outreach Services in the fall budget reductions and SCVMC has since been managing the CHI and Medi-Cal pending programs in Community Outreach Services. This action transfers the management position from SCVMC to Community Outreach Services and recognizes new one-time revenue from the Federal earmark for outreach services and the Santa Clara Family Health Plan to cover the FY 2005 cost of the position.			
4. Reduce Appropriations for Services & Supplies for Children's Health Initiative	—	(156,336)	—
Reduce various appropriations for services and supplies for the Children's Health Initiative:			
◆ Professional & Specialized Services (\$105,902) - the Security Data contract for data entry services will be eliminated, and the work absorbed by existing staff.			
◆ Printing-External (\$29,000) - the production of flyers, brochures, and newsletters will be limited			
◆ PC Hardware (\$7,000)			
◆ Services & Supplies-Other (\$14,434)			
5. Reduce Workers Compensation Expense	—	(74,493)	—
6. Reduce Retirement Expense	—	(56,624)	—
Subtotal (Recommended Changes)	-3.0	\$ (396,005)	\$ 166,884
Total Recommendation	37.0	\$ 2,955,826	\$ 1,821,884

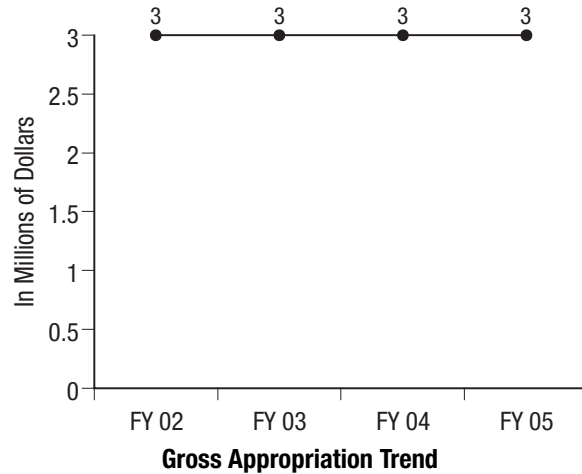


Children's Health Initiative

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.



In the FY 2005 document, gross appropriations replace net appropriations.

Healthy Children — Budget Unit 612 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
6112	Healthy Children Fund 0012	\$ 4,799,316	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ —	—
Total Net Expenditures		\$ 4,799,316	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ —	—

Healthy Children — Budget Unit 612 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
6112	Healthy Children Fund 0012	\$ 4,799,316	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ —	—
Total Gross Expenditures		\$ 4,799,316	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ —	—



Healthy Children — Budget Unit 612 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Services And Supplies	4,799,316	3,000,000	3,000,000	3,000,000	—	—
Subtotal Expenditures	4,799,316	3,000,000	3,000,000	3,000,000	—	—
Total Net Expenditures	4,799,316	3,000,000	3,000,000	3,000,000	—	—

Healthy Children — Budget Unit 612 Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
6112	Healthy Children Fund 0012	\$ 3,041,470	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ —	—
	Total Revenues	\$ 3,041,470	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ —	—

Healthy Children Fund 0012 — Cost Center 6112 Major Changes to the Budget

	Positions	Appropriations	Revenues
Childrens Health Initiative (Fund Number 0012)			
FY 2004 Approved Budget	—	\$ 3,000,000	\$ 3,000,000
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 3,000,000	\$ 3,000,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 3,000,000	\$ 3,000,000



PROP 99 Non-County Hospital and Physician Funds

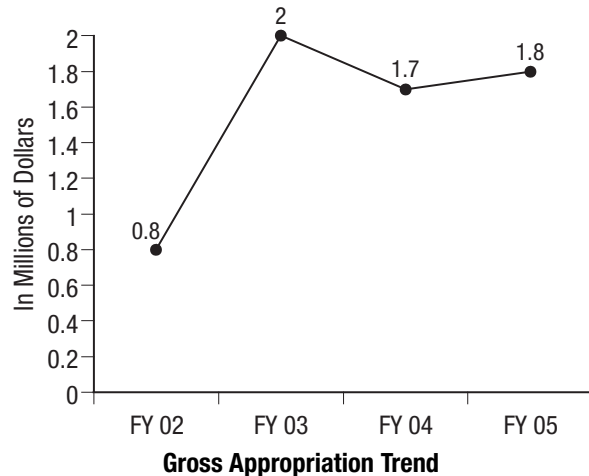
Overview

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 2005 actual allocations of funds.

- Fund 15, the Non-County hospitals fund is budgeted for \$200,000 in revenues and expenses, a reduction of \$100,000 (33.3%) from Fiscal Year 2004.
- Fund 16, SB 2132 is budgeted for \$125,000 in revenues and expenses.
- Fund 17, the Non-County Physician account is budgeted at \$250,000, an increase of \$150,000 (150%) over Fiscal Year 2004.
- 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 \$700,000, a reduction of \$46,000 (6.2%) from Fiscal Year FY 2004.

The amounts are based on the Fiscal Year 2004 actuals to date.



In the FY 2005 document, gross appropriations replace net appropriations.

**CHIPS - AB 75 — Budget Unit 721
Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
7000	CHIPS AB 75 Fund 0015	\$ 152,912	\$ 300,000	\$ 300,000	\$ 200,000	\$ (100,000)	-33.3%
7001	CHIPS AB 75 Fund 0016	109,932	125,000	125,000	125,000	—	—
7002	CHIPS AB 75 Fund 0017	205,064	100,000	100,000	250,000	150,000	150.0%
7003	CHIPS AB 75 Fund 0040	425,579	475,000	475,000	475,000	—	—
7004	CHIPS AB 75 Fund 0042	635,383	746,000	746,000	700,000	(46,000)	-6.2%
Total Net Expenditures		\$ 1,528,870	\$ 1,746,000	\$ 1,746,000	\$ 1,750,000	\$ 4,000	0.2%

**CHIPS - AB 75 — Budget Unit 721
Gross Expenditures by Cost Center**

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
7000	CHIPS AB 75 Fund 0015	\$ 152,912	\$ 300,000	\$ 300,000	\$ 200,000	\$ (100,000)	-33.3%
7001	CHIPS AB 75 Fund 0016	109,932	125,000	125,000	125,000	—	—
7002	CHIPS AB 75 Fund 0017	205,064	100,000	100,000	250,000	150,000	150.0%
7003	CHIPS AB 75 Fund 0040	425,579	475,000	475,000	475,000	—	—
7004	CHIPS AB 75 Fund 0042	635,383	746,000	746,000	700,000	(46,000)	-6.2%
Total Gross Expenditures		\$ 1,528,870	\$ 1,746,000	\$ 1,746,000	\$ 1,750,000	\$ 4,000	0.2%

**CHIPS - AB 75 — Budget Unit 721
Expenditures by Object**

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Services And Supplies	1,528,870	1,746,000	1,746,000	1,750,000	4,000	0.2%
Subtotal Expenditures	1,528,870	1,746,000	1,746,000	1,750,000	4,000	0.2%
Total Net Expenditures	1,528,870	1,746,000	1,746,000	1,750,000	4,000	0.2%

**CHIPS - AB 75 — Budget Unit 721
Revenues by Cost Center**

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
7000	CHIPS AB 75 Fund 0015	\$ 152,912	\$ 300,000	\$ 300,000	\$ 200,000	\$ (100,000)	-33.3%
7001	CHIPS AB 75 Fund 0016	109,932	125,000	125,000	125,000	—	—
7002	CHIPS AB 75 Fund 0017	205,064	100,000	100,000	250,000	150,000	150.0%
7003	CHIPS AB 75 Fund 0040	425,579	475,000	475,000	475,000	—	—
7004	CHIPS AB 75 Fund 0042	635,383	746,000	746,000	700,000	(46,000)	-6.2%
Total Revenues		\$ 1,528,870	\$ 1,746,000	\$ 1,746,000	\$ 1,750,000	\$ 4,000	0.2%



CHIPS AB 75 Fund 0015 — Cost Center 7000 Major Changes to the Budget

	Positions	Appropriations	Revenues
Prop 99 Non-County Hospital Fund (Fund Number 0015)			
FY 2004 Approved Budget	—	\$ 300,000	\$ 300,000
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(100,000)	(100,000)
Subtotal (Current Level Budget)	—	\$ 200,000	\$ 200,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 200,000	\$ 200,000

CHIPS AB 75 Fund 0016 — Cost Center 7001 Major Changes to the Budget

	Positions	Appropriations	Revenues
SB 2132 (Fund Number 0016)			
FY 2004 Approved Budget	—	\$ 125,000	\$ 125,000
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 125,000	\$ 125,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 125,000	\$ 125,000

CHIPS AB 75 Fund 0017 — Cost Center 7002 Major Changes to the Budget

	Positions	Appropriations	Revenues
AB-75 CHIP Physicians (Fund Number 0017)			
FY 2004 Approved Budget	—	\$ 100,000	\$ 100,000
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	150,000	150,000
Subtotal (Current Level Budget)	—	\$ 250,000	\$ 250,000



CHIPS AB 75 Fund 0017 — Cost Center 7002
Major Changes to the Budget

	Positions	Appropriations	Revenues
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 250,000	\$ 250,000

CHIPS AB 75 Fund 0040 — Cost Center 7003
Major Changes to the Budget

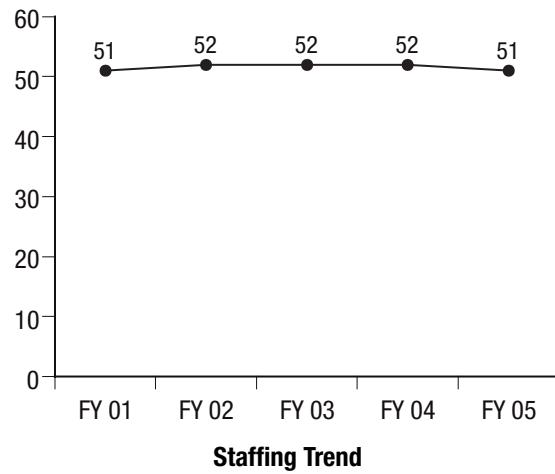
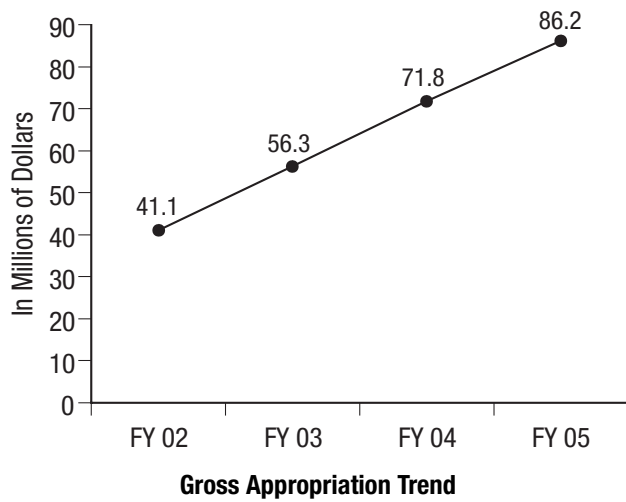
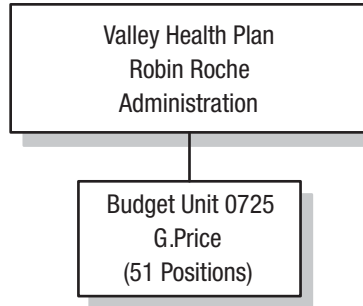
	Positions	Appropriations	Revenues
County Bonds Fund (Fund Number 0040)			
FY 2004 Approved Budget	—	\$ 475,000	\$ 475,000
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 475,000	\$ 475,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 475,000	\$ 475,000

CHIPS AB 75 Fund 0042 — Cost Center 7004
Major Changes to the Budget

	Positions	Appropriations	Revenues
SB 2132 EMSA (Fund Number 0042)			
FY 2004 Approved Budget	—	\$ 746,000	\$ 746,000
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(46,000)	(46,000)
Subtotal (Current Level Budget)	—	\$ 700,000	\$ 700,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 700,000	\$ 700,000



Valley Health Plan



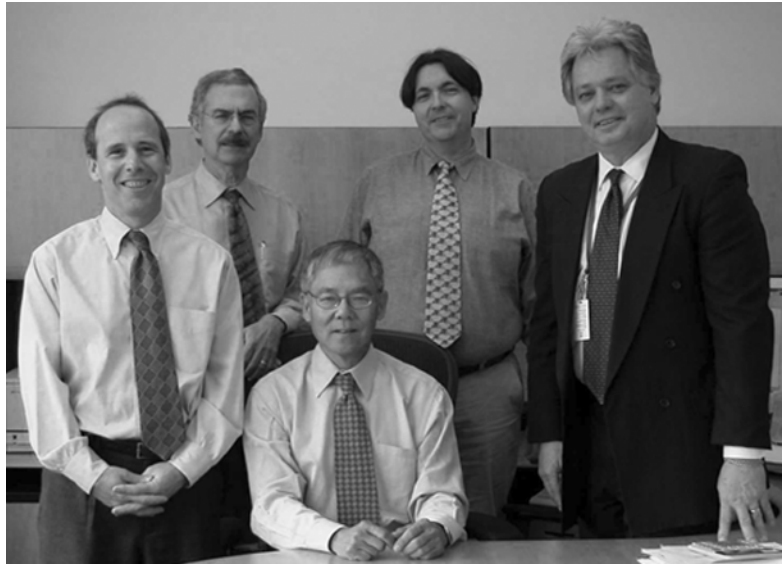
In the FY 2005 document, gross appropriations replace net appropriations.

- a. Authorized codes include 12 unfunded FTEs
- b. Prior year data has been corrected in order to reflect the accurate authorized codes.



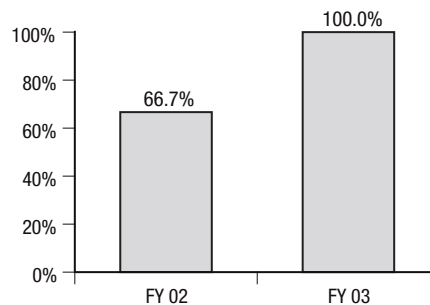
Public Purpose

- 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

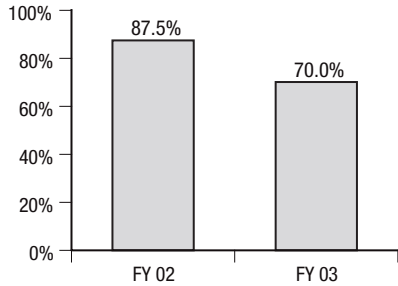
Quality Medical Services, which this department promotes by maintaining a quality provider network with adequate capacity to ensure the member appropriate care with the right provider at the right time. Health plan Employer Data and Information Set (HEDIS) are managed care performance measures developed 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.



Percent of VHP performed *Pediatric* HEDIS studies which exceeded the 90th NCQA percentile.

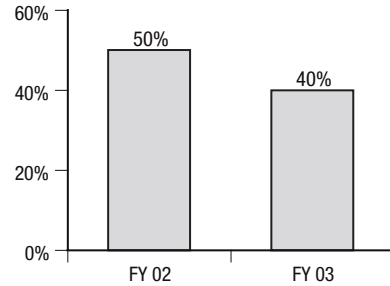
FY 2002 is the first year for which data are available.

Quality Medical Services (Continued)



Percent of VHP performed Adult HEDIS studies which exceeded the 50th NCQA percentile.

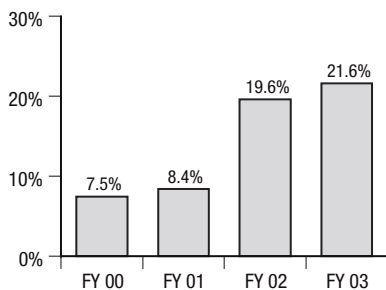
FY 2002 is the first year for which data are available.



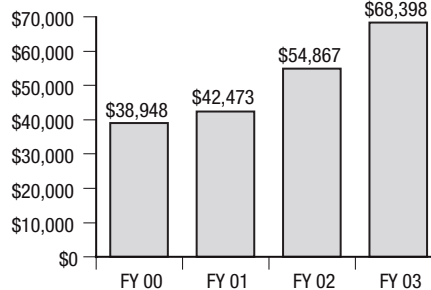
Percent of VHP performed Adult HEDIS studies which exceeded the 90th NCQA percentile.

FY 2002 is the first year for which data are available.

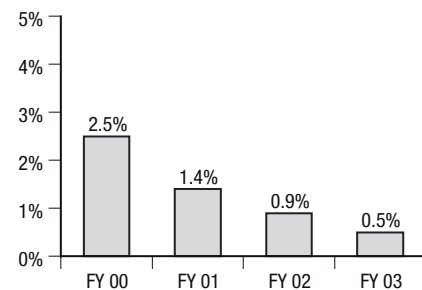
A Financially Viable Health Insurance Option, which this department ensures by maintaining adequate membership with appropriate rates and competitive costs. Reporting the trends in enrollment growth, revenue growth, and operating income assists in evaluating the financial viability of Valley Health Plan.



Percent Change in Enrollment



Operating Revenue Trend



Percent Unspent Revenue

Compliance With Regulations, which this department ensures by adhering to Health Maintenance Organization standards.

During routine audit of VHP financial practices conducted by Department of Managed Health Care in 2003 no outstanding deficiencies were reported.

Financial Compliance Audit

VHP continues to maintain its Knox-Keene HMO license in good standing with no Department of Managed Health Care assessed fines or penalties. Moreover, the number of filings submitted by VHP in response to new legislation or mandates more than doubled in 2003.

Medical Compliance Audit

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),



which primarily contracts with VHP. 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. 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

Increase Premium Charge to IHSS Program

Recommendation: Increase the premium charged to IHSS members enrolled in VHP to actuarially-sound levels. This will increase the provider payment to SCVMC which will thereby reduce the General Fund subsidy.

Background: The IHSS program workers, or independent providers (IPS), were provided with the option to become Valley Health Plan members in October 2000. Over time, the health premium charged to this insured group has been lower than the comparable rate charged by Kaiser. As a result of this recommendation, the premium rate charged to IHSS will be equal to that of Kaiser, in keeping with Valley Health Plan actuarial recommendations. Plan members' co-pay will remain at \$8.00 per month. The premium increase is able to be partly reimbursed by the

Federal Title 19 Medicaid funding of IHSS. Though there will be a cost increase in the IHSS program, there will be a net savings between the reduction in the subsidy and the Federal reimbursement of \$2,014,962. It is anticipated that the membership will increase by another 4,290 members during FY 2005.

In order for this premium increase to take effect, the IHSS program must file a rate change request with the State of California. A transmittal will be forwarded to the Board of Supervisors for approval on May 18, 2004. If the State does not approve this rate, this recommendation may require modification.

Additional Revenue and Payment to Valley Medical Center:

\$4,952,280

Offset by costs of \$1,276,205 in Valley Medical Center and of \$1,661,113 in the IHSS Program

Total Net Savings to the County General Fund: \$2,014,962



Valley Health Plan Fund 0380

	FY 2004	FY 2005	Difference	% Difference	
FTEs & Statistics					
	FTEs	40.0^a	39.0^b	-1.0	-2.5%
Average Monthly Enrollment					
Medi-Cal Managed Care	28,000	34,000	6,000	21.4%	
Healthy Families	6,000	6,000	-	0.0%	
Health Kids	9,200	9,700	500	5.4%	
IHSS & Council on Aging	1,775	2,758	983	55.4%	
County	6,700	6,600	(100)	-1.5%	
Combined Average Monthly Enrollment	51,675	59,058	7,383	14.3%	
OPERATIONS					
Revenues					
Medi-Cal Managed Care	37,844,568	45,870,228	8,025,660	21.2%	
County	34,075,839	40,495,977	6,420,138	18.8%	
Total Revenue	71,920,407	86,366,205	14,445,798	20.1%	
Operating Expense					
Personnel	3,405,133	3,393,486	(11,647)	-0.3%	
Capitation/FFS Payments	64,189,885	79,500,195	15,310,310	23.9%	
Other Services and Supplies	1,981,528	1,217,697	(763,831)	-38.5%	
County Overhead	483,042	220,387	(262,655)	-54.4%	
SCVHHS Corporate Cost Allocation	1,607,569	1,687,947	80,378	5.0%	
Transfers for Planning and Marketing	182,177	196,570	14,393	7.9%	
Total Expenses	71,849,334	86,216,282	14,366,948	20.0%	
Income (Loss) from Operations	71,073	149,923	78,850	110.9%	
Projected County Subsidy	-	-	-	-	
Net Income/(Loss)	71,073	149,923	78,850	110.9%	

a. The Salary Ordinance includes an additional 12.0 FTE authorized positions that were unfunded for FY 2004

b. The Salary Ordinance includes an additional 12.0 FTE authorized positions that are unfunded for FY 2005

SCVMC-Valley Health Plan — Budget Unit 725 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
7250	Admin Valley Hlth Plan Fund 0380	\$ 67,638,422	\$ 71,849,335	\$ 80,460,921	\$ 86,216,283	\$ 14,366,948	20.0%
	Total Net Expenditures	\$ 67,638,422	\$ 71,849,335	\$ 80,460,921	\$ 86,216,283	\$ 14,366,948	20.0%



SCVMC-Valley Health Plan — Budget Unit 725 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
7250	Admin Valley Hlth Plan Fund 0380	\$ 67,638,422	\$ 71,849,335	\$ 80,460,921	\$ 86,216,283	\$ 14,366,948	20.0%
Total Gross Expenditures		\$ 67,638,422	\$ 71,849,335	\$ 80,460,921	\$ 86,216,283	\$ 14,366,948	20.0%

SCVMC-Valley Health Plan — Budget Unit 725 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 3,257,524	\$ 3,405,133	\$ 3,406,779	\$ 3,393,486	\$ (11,647)	-0.3%
Services And Supplies	64,380,898	68,444,202	77,054,142	82,822,797	14,378,595	21.0%
Subtotal Expenditures	67,638,422	71,849,335	80,460,921	86,216,283	14,366,948	20.0%
Total Net Expenditures	67,638,422	71,849,335	80,460,921	86,216,283	14,366,948	20.0%

SCVMC-Valley Health Plan — Budget Unit 725 Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
7250	Admin Valley Hlth Plan Fund 0380	\$ 68,760,246	\$ 71,920,407	\$ 80,420,407	\$ 86,366,205	\$ 14,445,798	20.1%
Total Revenues		\$ 68,760,246	\$ 71,920,407	\$ 80,420,407	\$ 86,366,205	\$ 14,445,798	20.1%

Admin Valley Hlth Plan Fund 0380 — Cost Center 7250 Major Changes to the Budget

	Positions	Appropriations	Revenues
VHP-Valley Health Plan (Fund Number 0380)			
FY 2004 Approved Budget	52.0	\$ 71,849,335	\$ 71,920,407
Board Approved Adjustments During FY 2004	-1.0	8,611,586	8,500,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	91,819	—
Internal Service Fund Adjustments	—	(176,280)	—
Other Required Adjustments	—	998,706	993,518
Subtotal (Current Level Budget)	51.0	\$ 81,375,166	\$ 81,413,925
Recommended Changes for FY 2005			
Internal Service Fund Adjustments	—	(610)	—
Decision Packages			
1. Reduce Copier Expense	—	(5,441)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.			
2. Reduce Workers Compensation Expense	—	(33,669)	—

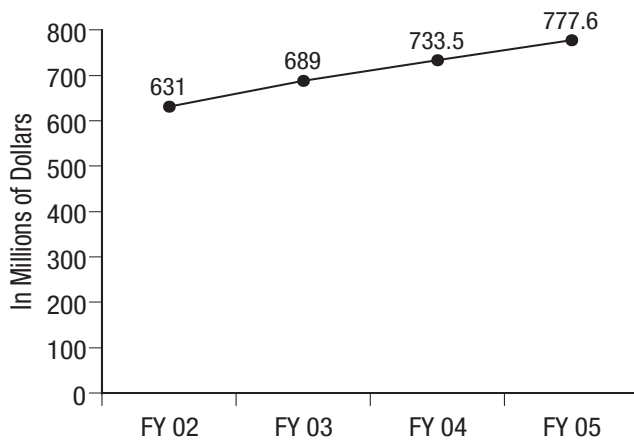
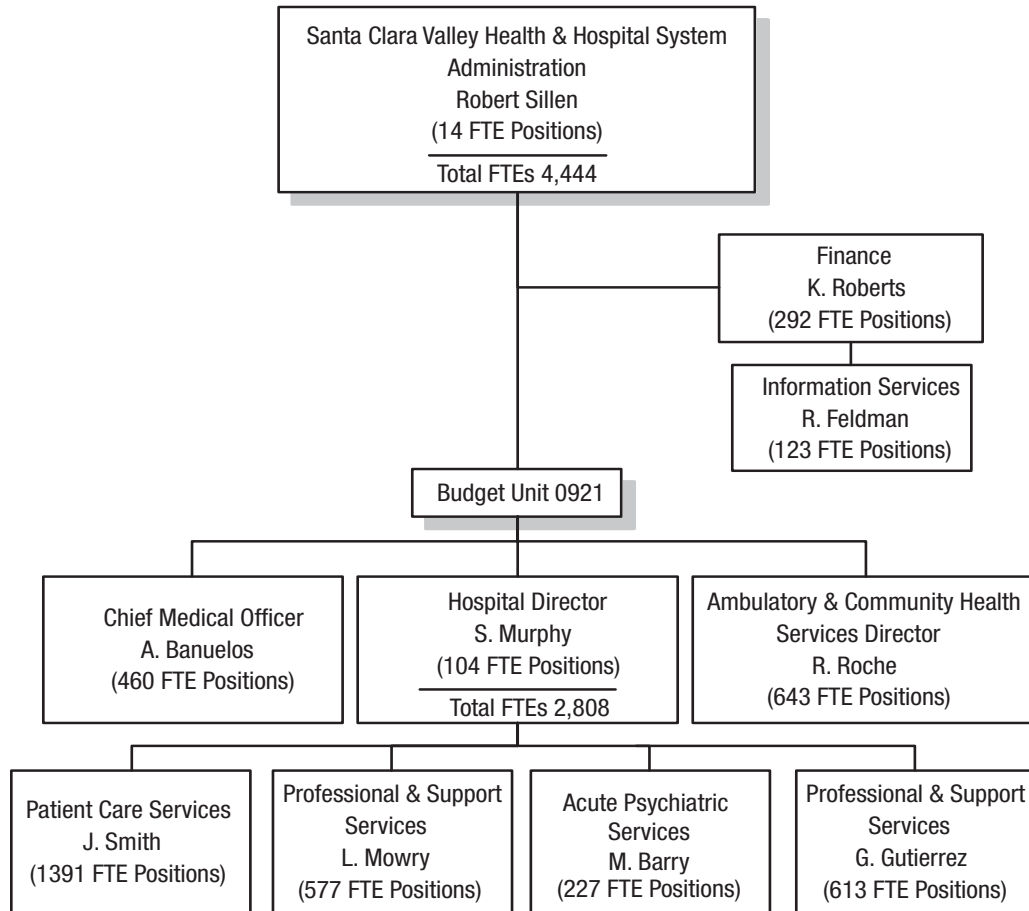


Admin Valley Hlth Plan Fund 0380 — Cost Center 7250
Major Changes to the Budget

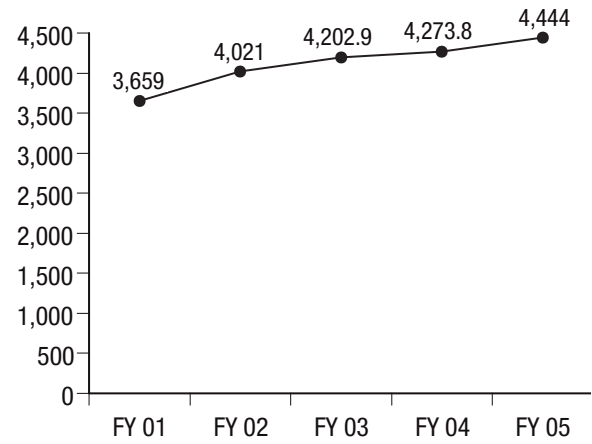
	Positions	Appropriations	Revenues
3. Increase Premium Charge to IHSS Program	—	4,952,280	4,952,280
<p>Increase the health premium charged to the IHSS customer component of the Valley Health Plan, increasing the provider payments to SCVMC, and thereby providing for a reduction in the subsidy from the General Fund. VHP expenditures have been increased slightly to account for the increasing number of members. This is in conjunction with adjustments to the plan for actuarial purposes. Members will have no increase in the current \$8.00 co-payment.</p>			
4. Reduce Retirement Expense	—	(71,443)	—
Subtotal (Recommended Changes)	—	\$ 4,841,117	\$ 4,952,280
Total Recommendation	51.0	\$ 86,216,283	\$ 86,366,205



Santa Clara Valley Medical Center



Gross Appropriation Trend



Staffing Trend

In the FY 2005 document, gross appropriations replace net appropriations.

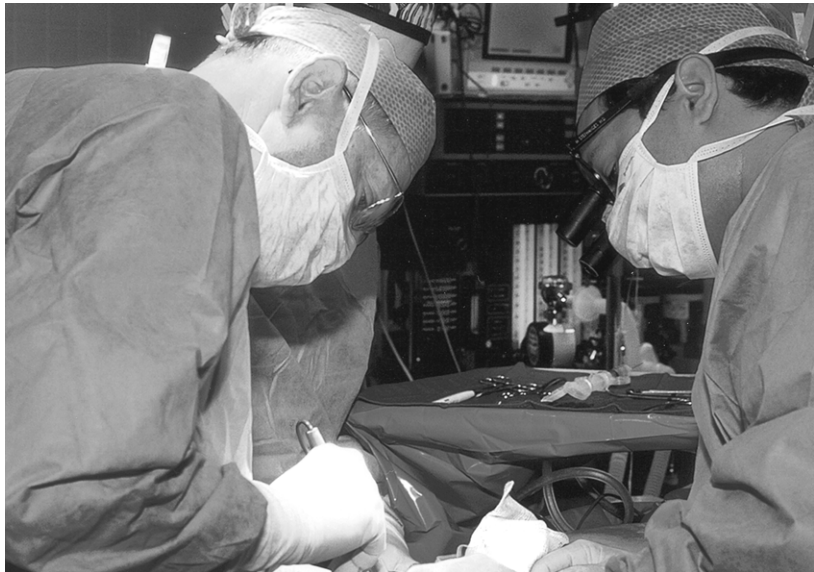
Prior to FY 2002, approximately \$80 million in IGT appropriations were added during Mid-year adjustments and not included in the July 1 approved budgets for FY00 and FY01.

Section 4: Santa Clara Valley Health & Hospital System



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

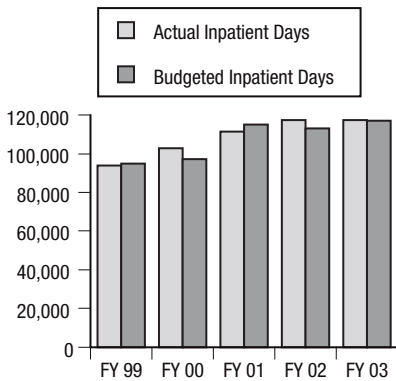
<p>During September 2003, SCVHHS passed JCAHO compliance review with a full three-year accreditation.</p>	<p>In November 2002, SCVMC passed the JCAHO laboratory testing and services survey with a score of 96 out of 100 for a full two-year accreditation. The next Laboratory Survey is scheduled for Fall 2004.</p>	<p>In September 2003, SCVMC achieved a score of 91 out of 100. Corrections have been implemented. Continuous compliance and preparedness activities for the revised 2004 JCAHO standards are being developed.</p>
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Current JCAHO Accreditation

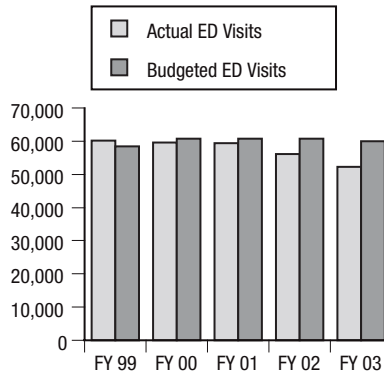
Current JCAHO Highlights



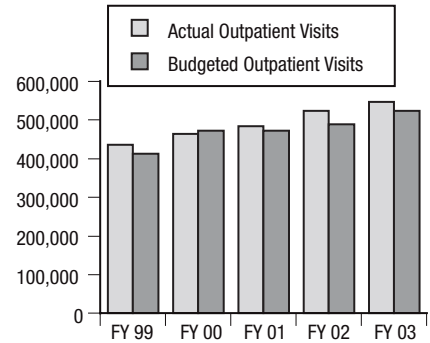
Accessible Healthcare, which this department provides through a wide range of inpatient, outpatient, and emergency services within resource constraints. Reporting the activity trends assists in tracking the use of resources to provide appropriate access to services.



Five-year Trended Actual and Budgeted Inpatient Days



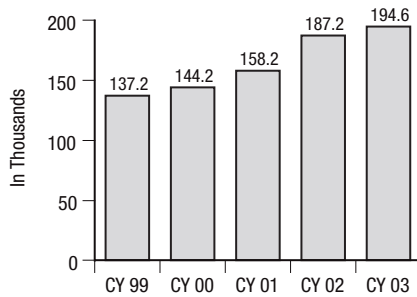
Five-year trended actual and budgeted Emergency Room Visits



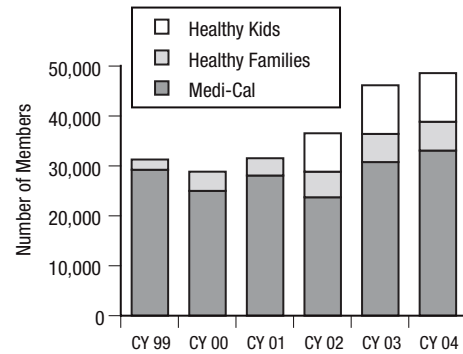
Five-year Trended Actual and Budgeted Outpatient Visits

Activity greater than budget indicates that more services were able to be provided than were anticipated, within available resources. Over the last several years, there has also been an emphasis on encouraging patients to use the clinics (including urgent care) instead of the emergency department whenever possible and appropriate, thus resulting in an increase in outpatient visits and a decreases in emergency department visits.

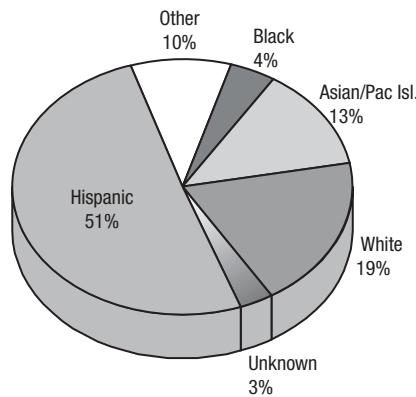
Meeting Diverse and Growing Community Healthcare Needs by expanding our medical care system.



Unduplicated Patient Count



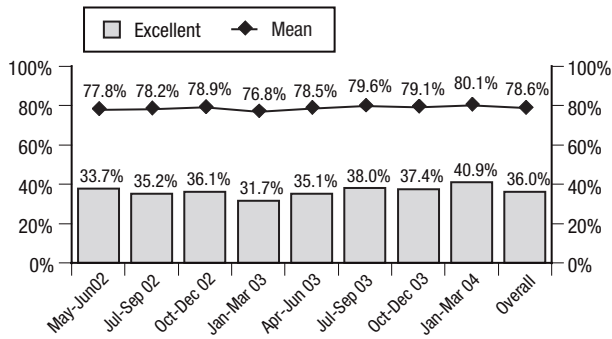
Medi-Cal, Healthy Families and Healthy Kids Enrollment



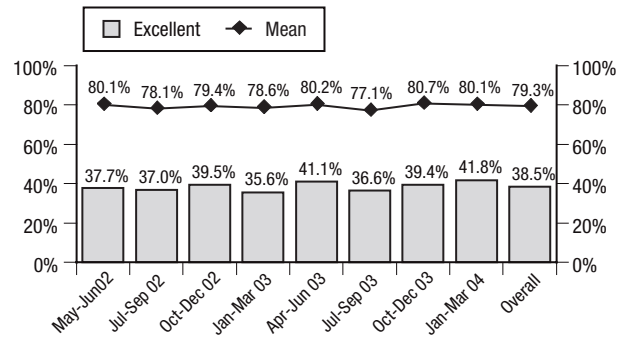
Ethnicity (2003)



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.

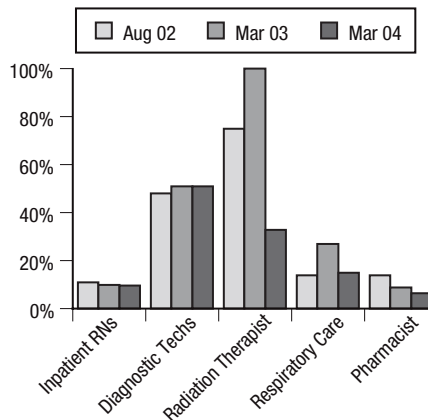


Overall Quality of Care: Outpatient



Overall Quality of Care: Inpatient

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

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.

<p>SCVMC independently sponsors Medicine (Categorical, Primary Care), Transitional, OB/GYN, and Radiology training programs that are accredited by the ACGME. These four programs are reviewed on a cyclical basis and have always passed.</p>	<p>The Radiology program was accredited in May 2002 and was ranked 40th out of 208 US and Canadian training programs. The OB/GYN program was accredited in October 2003 for four years.</p>	<p>The Medicine programs had their accreditation review in March 2004 with results announced later in 2004, while the Transitional program is scheduled for accreditation review in September 2004.</p>
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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



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 2003, SCVMC provided over 24,900 admissions for inpatient care and over 598,000 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

Santa Clara Valley Medical Center provides patient care in state-of-the art facilities in several specialty 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.

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. Total active acute care licensure for SCVMC is 438 beds.

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

Santa Clara Valley Medical Center 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 and dental 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.

In FY 2001 the Board of Supervisors approved the construction of a new Valley Health Center on Tully Road. This expanded primary care clinic will provide OB/GYN, pediatrics, and adult medicine, specialty, and dental care, as well as the WIC and immunization programs, plus ancillary services. It is scheduled to open in Fall, 2004.

County Executive's Recommendation

Budget Summary

SCVMC reduced their budget by \$19.1 million, with additional savings from adjustments in activity and service delivery of \$198,699. The major categories of reductions were \$10.8 million in opportunities for savings or new revenues due to regulation or activity changes, \$3.6 million in administrative and support reductions, \$2.3 million in restructuring staff workload, and \$2.4 million in reduced contracted services expenditures.

The move of the Refugee Clinic from the Public Health Department, as well as staff reorganizations between Public Health and SCVMC in the PACE and TB Clinics generate additional services and savings countywide.

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.



The following table reflects the FY 2005 recommended funding levels for each component of the total General Fund subsidy.

FY 2005 General Fund Subsidy to SCVMC

Components of the Subsidy	\$
Vehicle License Fee Revenue Pass-Through	50,070,000
Tobacco Settlement Revenue Pass-Through	12,000,000
Unreimbursed Services	6,625,966
General Fund Grant	28,450,862
Total General Fund Subsidy	\$97,146,828

Additionally, the General Fund reimburses Santa Clara Valley Medical Center (Budget Unit 921) for SCVHHS central services costs budgeted in BU 921 which are in support of, and thus allocated to, the other Health and Hospital System departments.

General Fund Grant

The following table reflects the various adjustments to the General Fund subsidy since the FY 2004 Approved Budget.

Adjustments to the General Fund Subsidy to SCVMC

Description	\$
FY 2004 Approved Budget General Fund Subsidy	\$109,727,334
Less FY 2004 One-Time Expense for HIPAA	(1,264,518)
Less Ongoing Reductions Approved by the Board of Supervisors In October 2003	(4,285,972)
FY 2005 Base Adjustment ^a	34,000,000
FY 2005 Base Budget (CLB) General Fund Subsidy Assumption	\$138,176,844
SCVMC Reduction Plan	(18,957,497)
SCVMC Activity and Service Delivery Adjustment	(198,699)
Reduced SCVMC cost related to ISF charges and/or interdepartmental agreements	(181,805)
Reduced SCVMC cost for Liability Insurance	(3,772,215)
Reduced SCVMC cost for Employee COLAs	(3,876,218)
Reduced SCVMC cost for Workers Comp	(5,826,407)
Reduced SCVMC cost for Retirement	(8,217,175)
FY 2005 Recommended Budget General Fund Subsidy	\$97,146,828

- a. This amount represents additional General Fund support to partially account for increased costs from one year to the next (e.g. salary and benefit increases).

Total Ongoing Reduction: (\$41,030,016)

SCVHHS Central Services Cost Allocation

A portion of the General Fund Grant is the cost within SCVMC for agency-wide services (SCVHHS). These SCVHHS central services are provided for the general fund departments of Public Health, Mental Health, Department of Drug and Alcohol Services (DADS), Custody Health, and Community Outreach Services. The recommended budget estimates \$18.5 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 2004, the inpatient average daily census projection was budgeted at 321. Fiscal Year actual data supports maintaining the average daily census projection at 321 for Fiscal Year 2005. In Fiscal Year 2005, the projected outpatient visits are increasing by over 24,819 or a 4% increase, due to the implementation of AB 394.

Revenues

Assuming the current inpatient census and outpatient activity, revenues are expected to increase in Fiscal Year 2005. Based on the projected patient payor mix, anticipated rates, and collection trends, net patient revenues are budgeted to increase by \$9,452,287, a 3% increase.

Expenses

Assuming the current inpatient census and outpatient activity, expenses are projected to increase by \$60,282,707, or 10.1%. Personnel costs are budgeted to increase by \$55,410,418 of which \$ 26,262,834 is due to an increase in PERS. Services and supplies are budgeted to increase by \$7,090,634 primarily due to increases in malpractice insurance rates and pharmacy costs. County overhead, depreciation, and transfers (SCVHHS central services cost allocation) are budgeted to decrease by \$2,218,345



SVMC Reduction Plan

Reduction proposals are grouped by functional area. Some proposals reduce resources and others add resources to create efficiencies or address increases in activity. For FY 2005, SCVMC reduction proposals total to a net savings to the General Fund of \$19,156,196.

Administrative Support

Administrative support is being reduced in the areas of Patient Finance and Billing, Information Services, Ambulatory and Community Health Services, Hospital Administration, Human Resources, and in various services and supply accounts. Specific recommendations in these areas follow.

SCVHHS Finance

Recommendation: Accept departmental proposal to reduce the following expenditures in Finance and Patient Billing Services:

- (5.0) positions, representing \$383,568 in payroll expenses

FTE	Code	Class Description	Vacant/Filled
-1.0	C60	Administrative Assistant	Filled
-1.0	B77	Accountant III	Vacant
-1.0	D97	Account Clerk II	Vacant
-1.0	D96	Account Assistant	Vacant
-1.0	B5X	Health Care Program Analyst	Filled
-5.0		Total	

- \$100,000 in services and supplies. The services and supplies reduction is in the areas of purchased services, including contract legal services
- \$247,660 in expenses for collection services provided by the Department of Revenue (DOR)
- \$179,210 savings in County Counsel services
- Recognize \$64,945 in grant revenue

Impact on Services: Remaining staff will assume duties. Reductions could impact timeliness in responding to finance and other administrative issues.

Total Ongoing Reduction (\$975,383)

Total Ongoing Savings (\$910,438)
Total Ongoing Revenue \$64,945

Information Services

Recommendation: Reduce expenditures in the Information Services Division by \$350,000.

Impact on Services: Existing staff will assume duties previously provided by outside contractors. In addition, due to a reduction in grant funds from Substance Abuse and Crime Prevention Act (SACPA), expenditures and reimbursements for IS Support are each reduced by \$79,139.

Total Ongoing Reduction (\$350,000)

Ambulatory and Community Health Services Administration and Hospital Administration

Recommendation: Delete 2.5 FTEs, representing \$219,612 in payroll expenses and reduce \$59,625 in service and supplies.

FTE	Code	Class Description	Vacant/Filled
-1.0	D97	Account Clerk II	Vacant
-1.0	C59	Ambulatory Services Manager	Vacant
-0.50	D09	Office Specialist III	Vacant
-2.5		Total	

Impact on Services: The elimination of a vacant 1.0 Account Clerk 2 and a vacant 1.0 Ambulatory Services Manager will not impact services. The elimination of 0.5 Office Specialist III will reduce support services to the Hospital Director and may impact the timeliness to requests for information from Hospital Administration. The reduction of services and supplies will have no impact on services.

Total Ongoing Reduction: (\$279,237)

SCVHHS Human Resources Division

Recommendation: Delete 4.0 FTEs, representing \$316,848 in payroll expenses, and \$18,500 in service and supplies.

FTE	Code	Class Description	Vacant/Filled
-1.0	D5D	Human Resources Assistant	Filled
-1.0	D09	Office Specialist III	Filled
-1.0	D5D	Human Resources Assistant II	Filled
-1.0	B1P	Management Analyst	Filled
-4.0		Total	



Impact on Services: There will be an overall impact on the level of service and support to employees and SCVHHS departments with respect to hiring, administrative support, employee benefit issues and individual problem resolution. Many issues will be handled by appointment, while some minor functions will be accomplished by other departments. The reduction in service and supplies will slightly impact advertising and recruiting.

Total Ongoing Reduction: (\$335,348)

Efficiency Modifications

SCVMC will make modifications to generate efficiency savings in the following areas: Center for Learning and Achievement, Managed Care, Re-insurance, Protective Services, the Pharmacy and in services to employees. The major items are noted below:

Recommendations:

- Implement Comprehensive Utilization Management Program for a net savings of \$1,400,000
- Expand public health pricing to inpatient pharmacy, including the addition of one Pharmacy Specialist, for a net savings of \$1,004,056
- Reduce Expenditures in the Emergency Department by \$420,320, consisting of an EmCare contract reduction of \$349,856 and the deletion of two filled half positions, 0.5 Administrative Assistant and 0.5 Senior Office Specialist
- Transfer 1 S77 Administrative RN to Community Outreach Services (COS), for a payroll expense of \$166,884, to generate revenue through the Federal Earmark for Outreach services and the Santa Clara Family Health Plan for FY 2005. That position has been managing the Childrens Health Initiative (CHI) as well as other COS programs.
- Re-evaluate and Negotiate Managed Care-related Reinsurance Premiums for a savings of \$150,000
- Reduce Contracted Services in the Protective Services Unit by \$100,000 no longer required due to permanent hire of staff

- Recognize Annual Savings of \$66,750 Resulting from Elimination of Employee Shuttle Services in February 2004. Ridership has steadily declined for two years, and employees have been provided with information about alternative transportation

Background: The savings in Utilization Management reduce costs associated with unauthorized outside utilization, which must be reimbursed. Outside referrals will be reduced due to the hiring of a gastroenterologist, and a co-pay will be charged for select health services. The public health pricing is a result of the Medicare Prescription Drug Act of 2003. The Pharmacy Specialist will be focused on contracting, so as to derive the optimal prices for drugs. The Emergency Department reductions are possible due to reduced activity. Emergency Department management will absorb additional workload, and patients formerly classified as "fast track" are now being sent to the outpatient urgent care clinic for treatment.

Total Ongoing Reduction: (\$ 3,308,010)

Service Delivery Adjustments

In addition to its reduction plan, SCVMC proposed a Budget Activity and Service Adjustment Plan which generates a net savings of (\$198,699) through cost containment strategies, savings generated by increased efficiencies, and increased revenue generation.

- Based on a projected increase in prescription volume, additional revenues of \$450,000 will be recognized
- To Process additional prescriptions and reduce wait times requires a change to the existing staffing mix. Add 18.2 FTEs, representing a payroll expense of \$1,087,170, and delete 3.22 FTEs, representing a payroll expense savings of \$317,610 for VMC Pharmacy

FTE	Code	Class Description	Vacant/Filled
1.0	C60	Administrative Assistant	New
2.15	P40	Pharmacist Specialist	New
13.05	R29	Pharmacy Technician	New
2.0	W67	Pharmacy Residents	New
-2.0	R27	Pharmacist	Vacant
-50	P40	Pharmacist Specialist	OT and EH
-.72	R29	Pharmacy Technician	OT and EH
14.98		Total	



- ❑ The changes in staffing patterns, reduced overtime reduced use of extra help, and the implementation of tablet splitting will allow for greater efficiencies and a reduction in services and supplies by \$689,213
- ❑ Recognize revenues of \$827,825 for increased activity in other Ancillary Services, including the Labs, both Transfusion and Chemistry, as well as Diagnostic Imaging.
- ❑ Increased business activity in the Labs, Diagnostic Imaging and the transfer of services to Valley Health Center at Tully Road all will require a change in staffing resources including the addition of 11.35 FTEs, representing a payroll expense of \$998,779.

FTE	Code	Class Description	Vacant/Filled
1.0	D2E	Health Services Representative	New
2.2	H18	Janitor	New
1.15	J67	Health Information Clerk III	New
2.0	P41	Physician	New
1.0	R59	Supervising Clinical Lab Tech.	New
2.0	R74	Senior Lab Assistant	New
2.0	R87	Diagnostic Imaging Technician I	New
11.35		Total	

- ❑ The reduction of outside costs for Transfusion results in a \$20,810 reduction in services and supplies

Total Net Savings: (\$198,699)
 Total Ongoing Revenue: \$1,277,825
 Total Ongoing Cost: \$1,079,126:

Physician Services and Physician Education Fund

Recommendation: Reduce funds for a COLA (\$1,688,333) and for services for physicians (\$500,000) to cover the cost of potential realignments, \$488,333, the addition of staffing for anesthesiology, \$600,000, and to cover the cost of funding 0.5 Media Specialist Coordinator in the Medical Library, (\$44,620) which would otherwise be reduced.

Impact on Services: This addition will reduce operating room wait times in surgery/obstetrics, as well as address recruitment and retention difficulties in Anesthesia. Physician attendance at workshops and

seminars will be reduced. SCVMC requested that the physician education fund be reduced on a one-time basis, but for purposes of reflecting General Fund savings, the grant will be reduced by the full amount.

Total Ongoing Reduction: (\$1,144,620)

Outpatient Activity Increases, Restructuring, and Consolidation

Restructuring of Refugee Clinic and Relocation to Valley Health Center at Silver Creek

Recommendation: Relocate and Restructure Refugee Clinic from Public Health Department to Valley Health Center at Silver Creek. Add 18.95 FTEs for a payroll expense of \$1,694,644 and delete services and supplies by \$307,387. Recognize \$1,815,574 in revenue.

FTE	Code	Class Description	Filled/Vacant
1.0	D1E	Sr. Health Service Rep.	Transfer Filled
2.0	D2E	Health Service Representative	Transfer Filled
1.0	J26	Health Education Specialist	Transfer Filled
1.0	J69	Hospital Information Clerk	Transfer Filled
1.0	S11	Assistant Nurse Manager	Transfer Filled
.35	S75	Clinical Nurse III	Transfer Filled
1.0	S85	Licensed Vocational Nurse	Transfer Filled
1.0	S46	Physician Assistant	Transfer Filled
.20	D2E	Health Services Representative	New
1.0	J69	Hospital Information Clerk	New
3.4	H93	Medical Assistant	New
1.0	S39	Nurse Coordinator	New
1.0	H18	Janitor	New
2.0	R29	Pharmacy Tech	New
2.0	P41	Physician	New
18.95		Total	

Impact to Services: As the number of refugees have declined, the clinic has reduced specialized refugee services and broadened its focus to include primary health care. Clinical services at the Refugee Clinic will move from the Lenzen site to the Silver Creek location. The relocation will provide adequate space for refugee clinical primary care services and will also allow for the provision of additional services including comprehensive perinatal services program (CPSP). Furthermore, additional reimbursement will be generated by the clinic through FQHC service provider



status. The current Refugee Clinic’s staff mix will be modified to better meet the expanded primary care focus as well as the new CPSP service.

Total Ongoing Expense: \$186,457

Total Ongoing Revenue: \$1,815,574

Total Ongoing Cost: \$2,002,031

Consolidate and Reorganize ACHS Health Services in Mobile Services, PACE, and Homeless Program

Recommendation: Add a net of 0.5 FTEs, and reduce services and supplies by \$65,500 and reduce revenues by a net of \$81,000.

FTE	Code	Class Description	Vacant/Filled
1.0	S59	Nurse Practitioner	New
1.5	P41	Physician	New
-1.0	S75	Clinical Nurse III	Filled
-1.0	D2E	Health Services Representative	Filled
0.5		Total	

This staff reorganization is intended to maximize revenue and utilize the appropriate level of provider in each of the respective functions.

- Mobile Services have been provided to schools via the School Linked Services Program (SLS), and the homeless. One of two mobile medical units will modify its schedule to serve the homeless population, reducing SLS services. This proposal provides staffing for homeless services in the newly created Homeless Cost Center by transferring a vacant Nurse Practitioner position from Public Health to the Homeless Cost Center, reducing services and supplies by \$65,500, and deleting one Health Services Representative and a Clinical Nurse III. The Nurse Practitioner allows the program to draw down reimbursement.
- Fund one Physician position in Valley Medical Center utilizing savings from the transfer of the aforementioned Public Health Nurse Practitioner being transferred to the Homeless Shelter. The Physician will be assigned to the PACE Clinic and the expenses for the position will be charged back to Public Health for a net zero impact.
- A 0.5 Public Health Physician will be moved from Public Health to Valley Medical Center and provide services to TB Clinic clients. SCVMC will be reimbursed for the cost of the position for a net zero impact.

Impact on Services: This recommendation has no impact on services as this recommendation redirects services, consolidates positions and centralizes funds available for serving the homeless at Valley Medical Center.

Total Ongoing Savings (\$44,327)

Total Ongoing Revenue Reduction (\$81,000)

Total Ongoing Expense Reduction (\$125,327)

Support Services

Marketing and Communications

Recommendation: Delete a net of 1.67 FTEs, representing \$135,036 in payroll expenses. Delete \$364,377 in services and supplies. Exchange one vacant Senior Health Care Program Analyst in Marketing for one Senior Management in Medical Records.

FTE	Code	Class Description	Vacant/Filled
-1.0	C98	Public Communications Specialist	Vacant
-0.67	J77	Health Information Technician II	Vacant
1.0	B1N	Senior Management Analyst	New
-1.0	W71	Senior Health Care Pgm. Analyst	Vacant
-1.67		Total	

Impact on Services: The proposed reduction eliminates 1.67 FTEs. The Senior Management Analyst will monitor ongoing HIPPA compliance. Reductions in Marketing staff and services and supplies will impact SCVHHS' ability to communicate and provide information to a variety of audiences. Affected services include: 1) CHI member recruitment support, 2) CHI material development, 3) Valley Health Plan managed care membership retention & health education, 4) Activities assisting in referrals, 5) Human resources recruitment, 6) Market research and public opinion surveys, 7) Collateral material that provide information to our clients for various SCVMC programs, and 8) Materials for Public Health programs including Immunization Clinic and Black Infant Health Program.

Total Ongoing Reduction: (\$499,413)

VMC Foundation

Recommendation: Delete 1.5 FTE, representing \$97,308 in payroll expenses, and a net of \$24,940 in services and supplies.



FTE	Code	Class Description	Vacant/Filled
-1.0	C60	Administrative Assistant	Filled
-.50	D51	Office Specialist I	Vacant
-1.5		Total	

Impact on Services: This recommended action will reduce Foundation staff by 50%. Current level services will be impacted and will result in reduced communication with current and potential donors. Fewer grants will be written and cultivated. Remaining staff will conduct outreach activities with only the largest donors or most likely donors, and consider fewer funding opportunities for a smaller number of programs in SCVHHS. Greater reliance on VMC Foundation Board participation may reduce some of the negative impact.

Total Ongoing Reduction: (\$122,248)

Performance and Quality Management

Recommendation: Delete 2.0 FTEs, representing \$167,870 in payroll expenses.

FTE	Code	Class Description	Vacant/Filled
-1.0	D49	Office Specialist II	Vacant
-.50	C87	Quality Improvement Coordinator	Filled
-.50	Y03	Medical Social Worker II	Filled
-2.0		Total	

Impact on Services: Deleting 1.0 Office Specialist in the Customer Service Department will result in allocation of clerical work to professional staff, causing delays in processing patient concerns and complaints. Less staff will be available to manage complaint resolution and to support other departmental responsibilities (e.g. organization-wide training, events and recognition). The reduction of 0.5 QI Coordinator will require elimination of some studies currently being conducted and reduced capacity for new studies. The reduction of 0.5 Medical Social Worker II will limit resources available to support patient needs and service.

Total Ongoing Reduction (\$167,870)

Nursing Administration, Nursing Educational Services, Medical Library, and Dietary Services

Recommendation: Delete 6.9 FTEs, representing \$645,140 in payroll expenses. Delete \$39,000 in service and supplies.

FTE	Code	Class Description	Vacant/Filled
-.50	S80	Administrative RN II	Vacant
-2.0	D09	Office Specialist III	Filled
-.30	S38	Staff Developer	Vacant
-1.60	S38	Staff Developer	Filled
-.50	J76	Library Assistant	Filled
-.50	D49	Office Specialist II	Filled
-.50	B03	Media Specialist/Coordinator	Filled
-1.0	H67	Food Services Worker	Retiring
-6.9		Total	

Impact on Services: Deleting 0.5 vacant Administrative RN II will limit the Nursing Leadership team's ability to lead projects and participate on committees. Deleting 1.0 Office Specialist III in Nurse Recruitment and Emergency Management Support will impact timeliness and efficiency in Nurse Recruitment. Duties will be assigned to other staff. In Emergency Management, the remaining Nursing Administration clerical support personnel will be asked to provide support.

The reductions of 1.9 Staff Developer and 1.0 Office Specialist III will reduce capacities to train newly-hired staff, impact new product training and tracking, and reduce classes offered. Assistant Nurse Managers will have to provide greater support for staff education. Reducing clerical staff will impact support for presentation materials, and responsibilities will be reorganized.

The deletion of 0.5 Library Assistant and 0.5 Office Specialist II will result in reduced hours of operation in the library, reduce consolidated hospital publication ordering practices and reduce available reference/research help. The reduction of 1.0 Food Services Worker I requires reorganization of the Food Service operation, which may result in adding and/or consolidating job tasks.

Deleting annual membership to Advisory Board of the Nursing Leadership Academy will create a savings of \$39,000. Leadership development and succession planning will be impacted.

Ongoing Reduction: (\$684,140)



Reductions in Ancillary Services

Recommendation: Delete 6.61 FTEs, representing \$678,936 in payroll expenses. Delete \$355,000 in service and supplies.

FTE	Code	Class Description	Vacant/Filled
-0.25	P9B	Hospital Psychological Assistant	Vacant
-0.50	R38	Speech Pathologist I	Vacant
-0.31	R11	Physical Therapist I	Extra Help
-1.0	R15	Respiratory Care Practitioner	Vacant
-0.25	R1A	Occupational Therapist I	Extra Help
-0.50	R1D	Recreation Therapist I	Vacant
-1.0	R54	Respiratory Therapy Inservice Coord	Filled
-1.0	G12	Information Systems Manager II	Vacant
-1.0	S75	Clinical Nurse III	Vacant
-0.30	R99	Clinical Neurophysiology Tech II	Extra Help
-0.50	S18	Patient Services Case Coordinator	Filled
-6.61	Total		

Impact on Services: In Physical and Occupational Therapy, the reduction of the Hospital Psychological Assistant, Speech Pathologist, Physical Therapist I, Occupational Therapist I, and Recreation Therapist I will impact wait times and appointment scheduling. However, planned programmatic changes are expected to minimize the impact. Deleting a Respiratory Therapy Inservice Coordinator will require staff to perform medical quality assurance duties.

In the Clinical Lab, deleting the Information Systems Manager II is not expected to impact daily operations. However, larger Lab and Hospital IS projects may experience longer project schedules as existing staff will have to assume these duties. Contract Courier Services are reduced by \$40,000 based on recent RFP Bids.

In Cardio Cath & EEG, a possible decline in outside contract work allows for the deletion of a Clinical Nurse III and Clinical Neuro Tech, and a \$300,000 reduction in service and supplies. Deleting a Clinical Neuro Technician and reducing \$15,000 in purchased services will hinder the program's ability to respond to any unanticipated patient demand for services.

Deleting a Patient Services Care Coordinator will impact the Day Treatment Programs' ability to receive necessary payor approvals. These duties will be assumed by existing staff.

Total Ongoing Reduction: (\$1,033,936)

Inpatient Services

Recommendation: Delete 5.5 FTEs, representing \$424,524, in payroll expenses.

FTE	Code	Class Description	Vacant/Filled
-1.5	H93	Medical Assistant	Vacant
-1.0	G81	Storekeeper	Filled
-1.4	H94	Unit Service Assistants	Filled
-1.6	S75	Clinical Nurse III	Vacant
-5.5	Total		

Impact on Services: Reduction of the night support RN function results in duties being assigned to direct service staff. The ability to rapidly respond to unexpected census increases, acuity changes, patient instability requiring close observation or one-to-one intervention and/or other shifts in activities will be impacted.

The deletion of 1.5 vacant Medical Assistants in Urgent Care requires that duties be reassigned to existing staff. On the night shift, the deletion of 1.4 Unit Service Assistants responsible for room prep, patient transfers, restocking, and related duties will impact unit cleanliness and room turnover. Some duties may be absorbed by higher classifications.

In the Critical Care Units, the deletion of 1.0 Storekeeper responsible for overseeing maintenance and repair of equipment, storage of supplies and maintenance of physical/structural work environment will require that duties will be overseen by the nurse managers, and Biomed technicians will have to be trained on specialized equipment.

Total Ongoing Reduction: (\$424,524)

Acute Psychiatric and Emergency Psychiatric Services

Recommendation: Reduce \$312,792 in funding for 1.0 Nurse Manager position (Filled), in Barbara Arons Pavilion and 1.0 Staff Developer position (Vacant) in Psychiatric Administration.

Background: A reimbursement from the Mental Health Department is reduced, resulting in this staff reduction.

Impact on Services: There is no client impact on reducing the positions.

Total Ongoing Savings: \$0

Reduction of Expenditure and Reimbursement of: (\$312,792)

Realize Additional Revenues Related to DSH Status

Due to SCVMC's status as a disproportionate share hospital (DSH), and the significant amount of unsponsored care provided, SCVMC negotiated with the Santa Clara Family Health Plan to increase funding by \$1,000,000. This revenue passes through the Valley Health Plan, who contracts with SCVMC to provide care to its members.

The Federal Medicare prescription drug legislation provides for a roll-back of the cap on California DSH funding, also known as the DSH cliff, thus Santa Clara County is able to reserve an additional \$5,000,000 in SB 855 revenues.

New Revenue: \$6,000,000

Increase Revenues to Valley Health Plan, Increasing Provider Payments to SCVMC

Recommendation: Increase the premium charged to IHSS members enrolled in VHP to actuarially-sound levels. This will increase the provider payment to SCVMC which will thereby reduce the General Fund subsidy.

Background: The IHSS program workers, or independent providers (IPS), were provided with the option to become Valley Health Plan members in October 2000. Over time, the health premium charged to this insured group has been lower than the comparable rate charged by Kaiser. As a result of this recommendation, the premium rate charged to IHSS will be equal to that of Kaiser, in keeping with Valley Health Plan actuarial recommendations. Plan members' co-pay will remain at \$8.00 per month. The premium increase is able to be partly reimbursed by the Federal Title 19 Medicaid funding of IHSS. Though there will be a cost increase in the IHSS program, there will be a net savings between the reduction in the subsidy and the Federal reimbursement of \$2,014,962. Enrollment is projected to increase by 4,290 members per year.

In order for this premium increase to take effect, the IHSS program must file a rate change request with the State of California. A transmittal will be forwarded to the Board of Supervisors for approval on May 18, 2004. If the State does not approve this rate, this recommendation may require modification.

Subsidy Reduction: \$3,676,075

Total Ongoing Costs: \$1,276,205

Total Ongoing Revenues: \$4,952,280

Offset by a net cost of \$1,661,113 in the IHSS Program

Santa Clara Valley Medical Center Statement of Revenues And Expenses Summary

Enterprise Fund Only	FY 2004 Approved	FY 2005 Recommended	\$ Difference	Percent Difference
FTEs & Statistics				
Payroll FTEs	4,273.9	4,444.0	170.1	4%
Total Patient Days	117,485	117,164	(321)	-
Average Daily Census	321	321	-	-
Outpatient Visits	631,770	671,989	40,219	6.3%
Operations				
Gross Patient Revenue	1,085,563,823	1,203,966,842	118,403,019	10.9%
Net Operating Revenue				
Net Patient Revenue	317,350,832	336,297,685	18,946,853	6.0%
SB 855	36,127,982	41,127,982	5,000,000	13.8%
SB 1255	44,000,000	44,000,000	-	-
Total Net Patient Revenue	397,478,814	421,425,667	23,946,853	6.0%
Other Operating Revenue				
Realignment	10,565,028	10,565,028	-	-
Other Revenues	33,836,001	36,949,856	3,113,855	9.2%



Santa Clara Valley Medical Center Statement of Revenues And Expenses Summary

Enterprise Fund Only	FY 2004	FY 2005	\$	Percent
	Approved	Recommended	Difference	Difference
Total Other Operating Revenues	44,401,029	47,514,885	3,113,855	7%
Total Revenue	441,879,843	468,940,552	27,060,709	6.1%
Operating Expenses				
Payroll	419,135,689	460,368,174	41,232,485	9.8%
Services and Supplies	161,360,015	163,304,179	1,944,164	1%
County Overhead	6,420,483	7,083,777	663,294	10.3%
Depreciation	25,627,659	25,627,658	-	-
Transfers	(18,468,574)	(21,271,073)	(2,802,499)	15.2%
Total Expense	594,075,272	635,112,715	41,037,443	6.9%
Net Interest Expense/(Revenue)	15,043,107	15,043,107	-	-
Operating Income/(Loss)	(167,238,536)	(181,215,270)	(13,976,734)	8.4%
Transfers				
County General Fund Subsidy				
Vehicle License Fee	51,056,881	50,070,000	(986,881)	-1.9%
Tobacco Settlement	12,000,000	12,000,000	-	-
Unreimbursed Services	4,530,700	6,625,966	2,095,266	46.2%
HIPAA Project	1,264,518	-	(1,264,518)	-100%
Grant	40,875,235	28,450,862	(12,424,373)	-30.4%
Total County General Fund Subsidy	109,727,334	97,146,828	(12,580,506)	-11.5%
Reserves	49,950,451	76,514,843	18,740,736	32.4%
Revenue Bond	880,000	872,848	(7,152)	-
Total Transfers	160,557,785	174,534,519	13,976,734	8.7%
Net Income/(Loss)	(6,680,751)	(6,680,751)	-	-

Santa Clara Valley Medical Center — Budget Unit 921 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg	% Chg From
			Approved	Adjusted		From FY 2004 Approved	FY 2004 Approved
6846	Hospital Admin Fund 0059	\$ 17,578,194	\$ 18,946,908	\$ 21,446,908	\$ 18,946,907	\$ (1)	0.0%
92106	Hospital Administration Fund 0060	776,411,992	696,118,379	694,742,270	737,153,858	41,035,479	5.9%
Total Net Expenditures		\$ 793,990,186	\$ 715,065,287	\$ 716,189,178	\$ 756,100,765	\$ 41,035,478	5.7%



Santa Clara Valley Medical Center — Budget Unit 921
Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
6846	Hospital Admin Fund 0059	\$ 17,578,194	\$ 18,946,908	\$ 21,446,908	\$ 18,946,907	\$ (1)	0.0%
92106	Hospital Administration Fund 0060	794,560,556	714,586,953	713,287,796	758,671,314	44,084,361	6.2%
Total Gross Expenditures		\$ 812,138,750	\$ 733,533,861	\$ 734,734,704	\$ 777,618,221	\$ 44,084,360	6.0%

Santa Clara Valley Medical Center — Budget Unit 921
Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 376,827,022	\$ 419,135,689	\$ 417,339,978	\$ 460,366,330	\$ 41,230,641	9.8%
Services And Supplies	174,391,730	167,780,498	168,277,052	170,634,219	2,853,721	1.7%
Other Charges	13,567,423	24,303,041	24,303,041	24,821,349	518,308	2.1%
Fixed Assets	16,690,805	9,686,974	12,186,974	15,849,416	6,162,442	63.6%
Operating/Equity Transfers	230,661,770	112,627,659	112,627,659	105,946,907	(6,680,752)	-5.9%
Subtotal Expenditures	812,138,750	733,533,861	734,734,704	777,618,221	44,084,360	6.0%
Expenditure Transfers	(18,148,564)	(18,468,574)	(18,545,526)	(21,517,456)	(3,048,882)	16.5%
Total Net Expenditures	793,990,186	715,065,287	716,189,178	756,100,765	41,035,478	5.7%

Santa Clara Valley Medical Center — Budget Unit 921
Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
6846	Hospital Admin Fund 0059	\$ 23,945,979	\$ 18,946,908	\$ 18,946,908	\$ 18,946,907	\$ (1)	0.0%
92106	Hospital Administration Fund 0060	852,034,688	689,437,628	692,400,123	730,473,107	41,035,479	6.0%
Total Revenues		\$ 875,980,667	\$ 708,384,536	\$ 711,347,031	\$ 749,420,014	\$ 41,035,478	5.8%



Hospital Admin Fund 0059 — Cost Center 6846
Major Changes to the Budget

	Positions	Appropriations	Revenues
VMC Capital Projects (Fund Number 0059)			
FY 2004 Approved Budget	—	\$ 18,946,908	\$ 18,946,908
Board Approved Adjustments During FY 2004	—	2,500,000	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	(3,585,107)
Other Required Adjustments	—	(21,446,908)	(15,361,801)
Subtotal (Current Level Budget)	—	\$ —	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Operating Transfer to Fund 0059 for Capital and Debt Service Expense	—	—	18,946,907
Decision Packages			
1. FY05 Budget for Fixed Assets and Debt Service	—	18,946,907	—
These one-time funds are budgeted for various building improvement, equipment assets, and debt service payments.			
Subtotal (Recommended Changes)	—	\$ 18,946,907	\$ 18,946,907
Total Recommendation	—	\$ 18,946,907	\$ 18,946,907



Hospital Administration Fund 0060 — Cost Center 92106

Major Changes to the Budget

	Positions	Appropriations	Revenues
VMC Enterprise Fund (Fund Number 0060)			
FY 2004 Approved Budget	4,273.8	\$ 696,118,379	\$ 689,437,628
Board Approved Adjustments During FY 2004	77.0	(1,376,109)	2,962,495
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	80.9	57,206,129	—
Internal Service Fund Adjustments	—	(2,300,299)	31,240,998
Other Required Adjustments	—	6,752,986	26,079,214
Subtotal (Current Level Budget)	4,431.7	\$ 756,401,086	\$ 749,720,335
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Eliminate Reimbursement to SCVMC from ESA-Worker's Compensation for HIP Coordinator	—	—	(45,456)
Eliminate funding for 1.0 FTE (F) Nurse Manager and 1.0 FTE (V) Staff Developer for 24-Hour Care Services	—	—	(312,792)
Reduce GF Subsidy to SCVMC Equal to Value of Savings in Bargaining Unit COLAs	—	—	(3,876,218)
Reduce GF Subsidy to SCVMC Equal to Value of Savings in ISF Reduced Charges	—	—	(181,805)
Reduce GF Subsidy to SCVMC Equal to Value of Savings in Liability Insurance	—	—	(3,772,215)
Reduce GF Subsidy to SCVMC Equal to Value of Savings in Retirement Costs	—	—	(8,217,175)
Reduce GF Subsidy to SCVMC Equal to Value of Savings in SCVMC Activity & Service Delivery Adjustment Plan	—	—	(198,699)
Reduce GF Subsidy to SCVMC Equal to Value of Savings in SCVMC Reduction Plan	—	—	(18,957,497)
Reduce GF Subsidy to SCVMC Equal to Value of Savings in Workers Compensation	—	—	(5,826,407)
Eliminate funding for information service support from SCVMC due to loss of SACPA funding	—	79,139	—
Savings from Deletion of 1.0 FTE (V) Public Health Assistant in TB Clinic to Fund 0.5 FTE Physician Services From SCVMC	—	(86,383)	—
Savings from deletion of 1.0 FTE (V) Public Health Nurse Practitioner in PACE Clinic to fund Physician services from SCVMC	—	(160,000)	—
County Counsel Services to SCVMC	—	(179,210)	—
Fleet service rate change	—	13,042	—
Operating Transfer to Fund 0059 for Capital and Debt Service Expense	—	18,946,907	—
Postage Reduction	—	(10,000)	—
Service Cost Reduction due to ISD Reductions	—	(94,313)	—
Decision Packages			
1. Reduce Collections Expense	—	(247,660)	—
Reduce appropriations for collections expense related to Department of Revenue services.			
2. Reduce Contract Security Services Appropriations	—	(100,000)	—
Appropriations for contract security services may be reduced due to the hiring of a permanent Security Director position.			
3. Reduce Staff in Ambulatory and Community Health Services Administration	-2.0	(187,308)	—



Hospital Administration Fund 0060 — Cost Center 92106

Major Changes to the Budget

	Positions	Appropriations	Revenues
◆ Delete 1.0 FTE vacant Account Clerk II (D97)			
◆ Delete 1.0 FTE Ambulatory Services Manager (C59)			
4. Augment Pediatric Services at Valley Health Care Center at Bascom	3.2	366,120	464,943
Increase appropriations and revenues for Valley Health Center Pediatrics Department based on an increase of 3,400 annual visits.			
◆ Add 1.0 FTE Physician (P41) - \$194,076			
◆ Add 1.0 FTE Medical Administrative Assistant II (D76) - \$73,056			
◆ Add 1.2 FTE Medical Assistant (H93) - \$73,488			
◆ Increase appropriations for services and supplies - \$25,500			
◆ Increase patient revenue - \$464,943			
5. Transfer Position to Community Outreach Services	-1.0	(166,884)	—
Transfer 1.0 FTE Administrative Nurse V (S77) to the Community Outreach Services (COS) budget for the Center for Learning and Achievement (CLA). CLA Grant funds will support the position in COS.			
6. Refugee Health Clinic	18.9	2,002,031	1,815,574
Move the Refugee Health Clinic from Public Health to SCVMC-vacated space (due to the construction of the new VHC @ Tully) to provide adequate space for refugee clinical primary care services. This move will allow additional primary health care services to be provided to this population. A commensurate reduction of \$1,684,474 in expenditures, \$731,000 in revenues, and 13.5 FTEs is reflected in the Public Health Budget.			
7. In Home Support Services Premium Adjustment	—	1,276,205	4,952,280
Increase the health premium charged to the IHSS customer component of the Valley Health Plan, increasing provider payments to SCVMC, and thereby reducing the subsidy from the General Fund by \$3,676,075. This item is also covered in BUs 116, IHSS, and 725, Valley Health Plan.			
8. Implement More Comprehensive Utilization Management Program	—	(1,400,000)	—
By implementing a more comprehensive Utilization Management program, unauthorized outside (referrals to non-VMC providers) utilization will be reduced, saving managed care appropriations.			
9. Reduce More than 50% of VMC Foundation Staff	-1.5	(122,248)	—
◆ Delete 1.0 FTE Admin Assistant (C60) - \$71,028			
◆ Delete 0.5 FTE Office Specialist I (D51) - \$26,280			
◆ Reduce appropriations for services and supplies by \$24,940			
These reductions will limit Foundation activity, and increase reliance on the VMC Foundation Board.			
10. Marketing & Communication Reductions	-1.7	(499,413)	—
◆ Delete 1.0 FTE Public Communications Specialist (C98) - \$82,812			
◆ Delete 1.0 FTE Sr. Health Care Program Analyst (W71) - \$103,716			
◆ Delete .67 FTE Health Information Tech II (J77) - \$52,224			
◆ Add 1.0 Sr. Management Analyst (B1N) - \$103,716			
◆ Reduce appropriations for services and supplies by \$364,377			
Reduced Marketing and Communication resources will impact Children's Health Initiative (CHI) member recruitment support and material development, managed care member retention and health education, employee recruitment, market research and public opinion surveys, and informational material for clients of various SCVMC and Public Health programs.			
11. Performance and Quality Management Reductions	-2.0	(167,870)	—
Delete the following staff resources, reducing staff available for clerical work, complaint resolution, and quality studies:			
◆ Delete 1.0 FTE Office Specialist II (D49) - \$55,488			
◆ Delete 0.5 FTE Quality Improvement Coordinator (C87) - \$63,804			
◆ Delete 0.5 FTE Medical Social Worker II (Y03) - \$48,578			



Hospital Administration Fund 0060 — Cost Center 92106

Major Changes to the Budget

	Positions	Appropriations	Revenues
12. Rehabilitation Case Management	-0.5	(58,644)	—
Delete 0.5 FTE Patient Services Case Coordinator (S18) - (\$58,644). This position provided service to patients in the Day Treatment program, facilitating the receipt of necessary payor approvals for program participation. These responsibilities will be assumed by remaining Rehabilitation Case Management and Day Treatment staff.			
13. Reduce Resources to Clinical Laboratory	-1.0	(171,100)	—
Reduce staff and appropriations for services and supplies in the Clinical Laboratory.			
<ul style="list-style-type: none"> ◆ Delete 1.0 FTE Information Services Manager II (G12) - \$131,100. Duties will continue to be performed by other staff classifications within the department, but larger Lab and Hospital projects may be delayed. ◆ Reduce appropriations for services and supplies by \$40,000. This reduction will impact funding for contract courier services. No operational impact is anticipated as the department has recently received proposals through a Request for Proposal (RFP) process that indicates this reduction in funding is manageable. 			
14. Pharmacy Inpatient Pricing	1.0	(1,004,056)	—
Reduce appropriations for pharmaceutical costs by \$1,143,268. The Medicare Prescription Drug Act of 2003 provides for public health pricing for inpatient pharmacies, which will allow VMC to achieve savings by negotiating more favorable rates with pharmaceutical providers. 1.0 FTE Pharmacist Specialist (P40) is added at a cost of \$139,212 to focus solely upon contracting for desired price rates.			
15. Dietary Services	-1.0	(55,716)	—
Delete 1.0 FTE Food Service Worker I (H67) - \$55,716. Remaining Food Service staff will absorb the duties of this position.			
16. Medical Library Reductions	-1.5	(116,304)	—
<ul style="list-style-type: none"> ◆ Delete 0.5 FTE Media Specialist Coordinator (B03) - \$44,628 ◆ Delete 0.5 FTE Medical Librarian Assistant (J76) - \$41,772 ◆ Delete 0.5 FTE Office Specialist III (D49) - \$29,904 			
17. Nursing Clinical Resources	-1.6	(184,208)	—
Delete 1.6 FTE Clinical Nurse III (S75) - \$184,208. This staff is the Medical Surgical/Rehab support for the night shift. Elimination of the night shift support nursing function will require the unit staff to absorb these duties.			
18. Additional Disproportionate Share Revenues	—	—	1,000,000
Due to SCVMC's status as a disproportionate share hospital (DSH), and the significant amount of unsponsored care provided, SCVMC negotiated with the Santa Clara Family Health Plan to allow for an increase in DSH funding by \$1,000,000.			
19. Additional Revenue due to DSH Cliff Recalculation	—	—	5,000,000
The Federal Medicare prescription drug legislation provides for a roll-back of the cap on California DSH funding, also known as the DSH cliff, thus Santa Clara County is able to budget an additional \$5,000,000 in SB 855 revenues.			
20. Delete Acute Psychiatric Nursing Staff	-2.0	(312,792)	—
Delete 1.0 FTE vacant Staff Developer (S38) and 1.0 FTE filled Nurse Manager (S84) in Acute Psychiatric Services due to loss of reimbursement from Mental Health Department. See Mental Health Department budget for discussion of service impact. Salaries and benefits are eliminated here. Equal reimbursement is removed on the Internal Service Fund Adjustment line above.			
21. Reduce Copier Expense	—	(135,990)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.			
22. Reduce Workers Compensation Expense	—	(5,826,407)	—
23. Transfer to Fund 0059 for Capital and Debt Service	—	(18,946,907)	—
This action reduces appropriations in Fixed Assets in order to fund an operating transfer (see Internal Service Fund Adjustments at the beginning of this section) to Fund 0059 for Capital and Debt Service expense.			
24. Hospital Administration Reductions	-0.5	(91,929)	—
Delete 0.5 FTE Office Specialist III (D09). This action will result in reduced support for the Hospital Director of SCVMC. Reduce appropriations for licenses/taxes/accreditation by \$59,625 to reflect current spending level.			
25. Reduce Reinsurance Premium Costs	—	(150,000)	—
26. Finance & Patient Billing Services	-5.0	(483,568)	64,945



Hospital Administration Fund 0060 — Cost Center 92106

Major Changes to the Budget

	Positions	Appropriations	Revenues
Reduce appropriations and increase revenues in Finance and Patient Billing Services:			
◆ Delete 1.0 FTE Administrative Assistant (C60) - \$71,028			
◆ Delete 1.0 FTE Accountant III (B77) - \$94,284			
◆ Delete 1.0 FTE Account Clerk II (D97) - \$59,136			
◆ Delete 1.0 FTE Accountant Assistant (D96) - \$63,156			
◆ Delete 1.0 FTE Health Care Program Analyst II (B5X) - \$95,964			
◆ Reduce contract services by \$100,000			
◆ Recognize grant revenue of \$64,945			
27. Employee Shuttle Elimination	—	(66,750)	—
This service was initiated in November 2000 as an employee recruitment and retention strategy for the large number of employees commuting from the central valley area. Ridership numbers have steadily declined for the past two years. The elimination of this service is not expected to have an impact on current recruitment and retention efforts.			
28. Reduce Staff in the Human Resources Department	-4.0	(335,348)	—
Reduce staff and services and supplies as follows:			
◆ Delete 2.0 FTE Human Resources Assistant II (D5D) - \$147,600			
◆ Delete 1.0 FTE Office Specialist III (D09) - \$64,584			
◆ Delete 1.0 FTE Management Analyst (B1P) - \$104,664			
◆ Reduce appropriations for services and supplies by \$18,500, primarily affecting advertising, recruiting, and business travel			
Remaining Human Resources Department staff will absorb the duties of these deleted positions. There will be an overall impact on the level of service and support to employees and HHS department with respect to hiring, administrative support, employee benefit issues and individual problem resolution. Many issues will be handled by appointment, while some minor functions will be accomplished by other departments.			
29. Respiratory Therapy Reductions	-2.0	(187,800)	—
◆ 1.0 FTE Respiratory Therapist Inservice Coordinator (R54) - \$103,908			
◆ 1.0 FTE Respiratory Care Practitioner (R15) - \$83,892.			
As a result of these reductions, the medical quality assurance function will be reassigned to Respiratory Therapy Supervisors and the Chief Respiratory Therapist.			
30. Reduce staff resources in Physical and Occupational Therapy	-1.8	(164,100)	—
A total of 1.81 FTE are recommended for deletion, some of which are extra help resources.			
◆ Delete 0.25 FTE Psychological Assistant (P9B) extra help - \$24,084			
◆ Delete 0.31 FTE Physical Therapist (R11) extra help - \$28,020			
◆ Delete 0.25 FTE Occupational Therapist I (R1A) extra help - \$22,596			
◆ Delete 0.5 FTE Speech Pathologist I (R38) - \$48,336			
◆ Delete 0.5 FTE Recreation Therapist I (R1D) - \$41,064			
These reductions will primarily impact outpatient Physical and Occupational therapy services. Planned programmatic changes and staff absorption of other duties will be implemented to minimize impact on wait times and delays in appointment scheduling.			
31. Cardio Vascular Services and Neurophysiology	-1.3	(454,176)	—
◆ Delete 1.0 FTE Clinical Nurse III (S75) - \$115,128 in the Cath Lab			
◆ Delete 0.30 FTE Clinical Physiology Tech II extra help - \$24,048 in EEG			
◆ Reduce services and supplies by \$315,000			
In general these reductions reflect the decline in outside contract work. The elimination of extra help will reduce program flexibility to respond to unanticipated demand for services.			



Hospital Administration Fund 0060 — Cost Center 92106

Major Changes to the Budget

	Positions	Appropriations	Revenues
32. Utilize Savings from Physician COLA for Savings and Staffing Needs	2.0	(644,620)	—
<ul style="list-style-type: none"> ◆ Reduce appropriations equal to the cost of living adjustment (COLA) assumed in the base budget for Physicians, net of realignments, saving \$1,200,000 ◆ Reduce an additional \$44,628 in this area to fund 0.5 FTE Media Specialist Coordinator in the Medical Library ◆ Fund realignments to address recruitment and retention difficulties (\$488,333) ◆ Add funds for the Anesthesia Department to address staffing shortages and reduce surgical/obstetric operating room wait times (\$600,008) 			
33. Reduce Physicians Education Fund	—	(500,000)	—
Reduce appropriations for the Physicians Education fund.			
34. Reduce Nursing Education Services	-2.9	(340,856)	—
<ul style="list-style-type: none"> ◆ Delete 1.9 staff development FTEs across Rehab, Med/Surg, and General (S38 - Staff Developer) - \$275,876 ◆ Delete 1.0 FTE Office Specialist III (D09) - \$64,584 <p>These reductions affect training, tracking, and classes. Assistant Nurse Managers will provide greater support for staff education, and reduced clerical support will affect presentation materials.</p>			
35. Reductions in Inpatient Care	-3.9	(240,276)	—
<ul style="list-style-type: none"> ◆ Delete 1.5 FTE Medical Assistant (H93) from Urgent Care for savings of \$91,884. Duties will be absorbed by existing staff. Additionally, 1.5 FTE Ortho Technicians (R90) will be transferred to Urgent Care during night and weekend shifts. ◆ Delete 1.4 FTE Unit Service Assistant (H94) on the night shift, saving \$84,312. Remaining staff will absorb duties related to patient room preparation and patient transfers. ◆ Delete 1.0 FTE Storekeeper (G81) in the Critical Care Units, saving \$64,080. Duties will be overseen by the Nurse Managers. 			
36. Emergency Department Reductions	-1.0	(420,320)	—
<ul style="list-style-type: none"> ◆ Reduce contract services by \$349,856 by eliminating Fast Track MD coverage delivered by EmCare. Capacity in the Emergency Department has been reduced, and patients classified as fast-track patients are now being sent to the outpatient urgent care clinic for treatment. Emergency room physician time has also been reduced. ◆ Delete 0.5 FTE Admin Assistant (C60) - \$35,520. This position has been responsible for contract-related activity. ◆ Delete 0.5 FTE Sr. Office Specialist (X09) - \$34,944. Others in the Emergency Department will absorb a variety of scheduling duties and accreditation file upkeep. 			
37. Net Zero Staff Adjustment for Transfusion Function	—	(5,263)	—
<ul style="list-style-type: none"> ◆ This adjustment adds 1.0 FTE Supervising Clinical Lab Technican (\$100,539) so as to develop improved internal skills and implement esoteric coagulation methods in-house. This is necessary to address an 18% workload increase while reducing outside costs. ◆ Delete 1.0 FTE Sr. Clinical Lab Tech I (R1F) - (\$85,092) ◆ Reduce appropriations for services and supplies by \$20,710 due to reduced need for outside lab services. 			
38. Augment Lab - Chemistry Function	3.0	187,912	190,575
<ul style="list-style-type: none"> ◆ Add 1.0 FTE Sr. Clinical Lab Tech I (R1F) - \$85,092 ◆ Add 1.0 FTE Sr. Laboratory Assistant (R74) - \$102,820 ◆ Increase revenue by \$190,575 <p>The revenue will be generated from a 5 - 6% Outpatient workload increase, and an increasing number of both patients and tests per patient in Inpatient. This function serves clinical diagnoses and treatment decisions.</p>			

Hospital Administration Fund 0060 — Cost Center 92106

Major Changes to the Budget

	Positions	Appropriations	Revenues
39. Reduce Retirement Expense	—	(8,217,175)	—
40. Use of Reserves	—	—	7,646,469
<p>The savings related to re-negotiated employee wage adjustments and the reduced liability insurance expense were calculated in the FY 2005 base budget, effectively reducing the need to use SCVMC reserves. The Recommended Budget reduces the General Fund subsidy to SCVMC by the value of those savings, requiring an adjustment that increases the use of reserves back to the level prior to the calculation of these savings.</p>			
41. Pharmacy Redesign	15.0	101,057	450,000
<p>Increase revenue by \$450,000 related to an increased number of prescriptions and redesign pharmacy operations to accommodate volume and wait times.</p> <ul style="list-style-type: none"> ◆ Add 6.8 Pharmacy Techs, \$426,048 ◆ Implement Tablet Splitting for a savings of \$500,000 and add 1.0 FTE Pharmacist Specialist, \$139,200 ◆ Add 1.15 Pharmacy Specialists to enhance oncology patient medication concerns, \$160,080 ◆ Reduce 0.72 FTE extra help (\$45,120) to add 1.0 FTE Administrative Assistant, \$65,640 ◆ Reduce Services and Supplies by \$120,210 to cover the cost of 2.0 FTE Graduate Intern Pharmacists, \$122,040, to address workforce shortages ◆ Convert 2.0 vacant Pharmacist codes (\$266,400) to 4.25 Pharmacy Techs, \$266,280 ◆ Reduce Services and supplies by \$48,293 to add 1.0 FTE Pharmacy Technician, \$62,653 ◆ Reduce extra help and overtime (\$56,230) to add 1.0 Pharmacy Computer Technician, \$56,230 for systems maintenance. ◆ Staff at the 10 month level - (\$153,912) <p>This action generates a net savings of \$348,943.</p>			
42. Augment Diagnostic Imaging Function	4.0	469,930	469,930
<p>The number of procedures performed by this department has increased across-the-board. In FY 2005, further activity increases are expected. Revenues of \$469,930 will cover the following additions to staff, funded at 10 months cost:</p> <ul style="list-style-type: none"> ◆ Add 2.0 FTE Diagnostic Imaging Tech Is (R87) - \$146,930 ◆ Add 1.0 FTE Health Services Representative (D2E) - \$51,040 ◆ Add 1.0 FTE Physician (P41) - \$271,960 ◆ Increase revenue by \$469,930 			
43. Increase Physician Resources in Rehabilitation	1.0	167,320	167,320
<p>The current revenue strategy in the VMC Rehabilitation Center relies upon increasing volume, with an emphasis on increasing numbers of insured patients. One Physician, covered by revenue, will be added to generate additional insured patient volume in Physical Medicine and Rehabilitation.</p>			
44. Clinical Staff and Services Reorganization	0.5	120,936	(81,000)
<p>In Ambulatory and Community Health Services, reorganize staff and services related to Mobile Health Services, the PACE Clinic and the TB Clinic.</p> <ul style="list-style-type: none"> ◆ Add 1.0 FTE Nurse Practitioner (S59) - \$143,860 ◆ Add 1.5 FTE Physician (P41) - \$246,300 ◆ Delete 1.0 FTE Clinical Nurse III (S75) - (\$137,544) ◆ Delete 1.0 FTE Health Services Representative (D2E) - (\$66,180) ◆ Reduce appropriations for services and supplies related to the Mobile Health Services Van - (\$65,500) ◆ Reduce revenue by \$92,000 in mobile services revenue, but add Homeless grant revenues for \$11,000 for a net reduction - (\$81,000) ◆ Additional reimbursements for the 1.5 FTE Physician services for the PACE and TB clinics are reflected in the Internal Service Fund Adjustments line above. This action results in a net savings of \$37,859. 			
45. Reduce Information Services Appropriations	—	(429,139)	—



Hospital Administration Fund 0060 — Cost Center 92106

Major Changes to the Budget

	Positions	Appropriations	Revenues
Contract and IntraCounty expenses for Information Services are reduced:			
◆ Reduce \$350,000 overall contract expense due to development of existing staff, who will now perform these functions.			
◆ Reduce \$79,139 in reimbursements related to loss of SACPA funding in the Department of Alcohol and Drug Services. The loss of reimbursement is reflected on the Internal Service Fund Adjustments line at the beginning of this section.			
46. Nursing Administration Reductions	-1.5	(171,264)	—
◆ Delete 0.5 FTE Admin Nurse II (S80) - \$70,056 (Vacant)			
◆ DeleteTwo 0.5 FTE Office Specialist IIIs (D49) - \$62,208 (Filled)			
◆ Eliminate annual membership to Advisory Board Nursing Leadership Academy - \$39,000			
Affected units are Nursing Leadership Team, Nurse Recruitment clerical support, and Emergency Management clerical support. Remaining staff will absorb duties.			
47. Augment Staff for Valley Health Center at Tully	3.4	158,170	—
3.35 FTE additional janitorial and medical record staff are required to accommodate the Tully space of 54,500 square feet, in comparison to 18,000 square feet at Chaboya and Silver Creek. The Health Information Clerk will deliver medical records.			
◆ Add 1.15 FTE Health Information Clerk III (J67) - \$58,240			
◆ Add 2.20 FTE Janitor (H18) - \$99,930			
Subtotal (Recommended Changes)	12.3	\$ (19,247,228)	\$ (19,247,228)
Total Recommendation	4,444.0	\$ 737,153,858	\$ 730,473,107





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

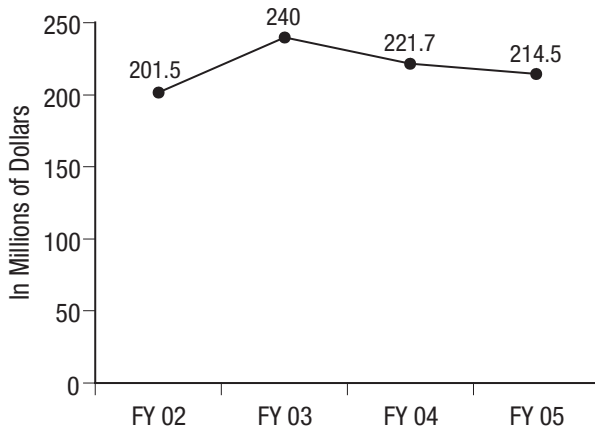
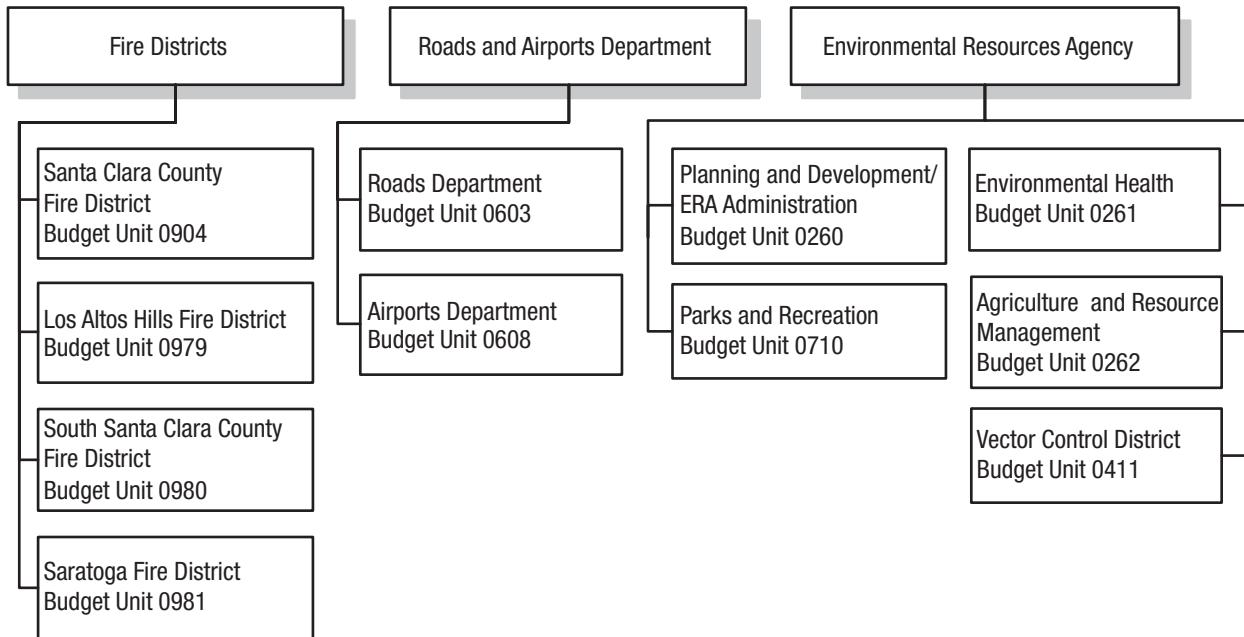
➤ Road and Airports Department

- Roads Department
- Airports Department

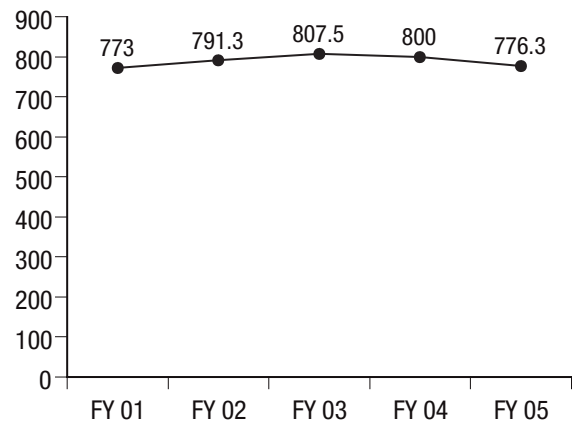
➤ County Fire Districts

- 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



Gross Appropriation Trend



Staffing Trend

In the FY 2005 document, gross appropriations replace net appropriations.

Section 5: Housing, Land Use, Environment & Transportation



Net Expenditures By Department

BU	Department Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
260	Department Of Planning And Development	\$ 8,884,826	\$ 9,477,249	\$ 9,346,529	\$ 8,869,125	\$ (608,124)	-6.4%
261	Environmental Health Services	13,089,781	14,154,545	14,270,055	14,384,750	230,205	1.6%
262	Agriculture and Resource Mgmt	7,955,337	8,528,719	8,712,190	8,878,564	349,845	4.1%
411	Vector Control	2,873,473	3,033,934	3,465,984	3,292,191	258,257	8.5%
710	Parks Department	42,845,973	50,534,168	70,314,539	56,955,447	6,421,279	12.7%
603	Roads & Airports Department - Roads	51,935,511	41,493,222	41,961,150	34,780,749	(6,712,473)	-16.2%
608	Roads & Airports Dept - Airports	4,027,542	2,806,000	3,100,575	4,043,430	1,237,430	44.1%
904	Santa Clara County Fire Dept	51,475,388	62,998,159	62,998,159	64,827,460	1,829,301	2.9%
979	Los Altos Hills County Fire District	3,118,573	13,250,339	13,250,339	2,729,257	(10,521,082)	-79.4%
980	South Santa Clara County Fire District	2,771,533	3,031,683	3,636,266	2,925,785	(105,898)	-3.5%
981	Saratoga Fire District	4,025,133	3,847,335	3,847,335	3,847,335	—	—
Total Net Expenditures		\$ 193,003,070	\$ 213,155,353	\$ 234,903,121	\$ 205,534,093	\$ (7,621,260)	-3.6%

Gross Expenditures By Department

BU	Department Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
260	Department Of Planning And Development	\$ 10,402,515	\$ 10,603,318	\$ 10,472,598	\$ 10,236,351	\$ (366,967)	-3.5%
261	Environmental Health Services	13,201,174	14,294,445	14,409,955	14,536,650	242,205	1.7%
262	Agriculture and Resource Mgmt	8,396,757	8,629,704	8,839,831	9,017,634	387,930	4.5%
411	Vector Control	2,873,473	3,033,934	3,465,984	3,292,191	258,257	8.5%
710	Parks Department	44,004,187	52,054,168	71,834,539	58,405,447	6,351,279	12.2%
603	Roads & Airports Department - Roads	57,327,893	46,493,222	46,961,150	39,945,949	(6,547,273)	-14.1%
608	Roads & Airports Dept - Airports	4,027,542	2,822,539	3,117,114	4,059,969	1,237,430	43.8%
904	Santa Clara County Fire Dept	52,122,055	63,683,170	63,683,170	65,541,516	1,858,346	2.9%
979	Los Altos Hills County Fire District	3,118,573	13,250,339	13,250,339	2,729,257	(10,521,082)	-79.4%
980	South Santa Clara County Fire District	2,771,533	3,031,683	3,636,266	2,925,785	(105,898)	-3.5%
981	Saratoga Fire District	4,025,133	3,847,335	3,847,335	3,847,335	—	—
Total Gross Expenditures		\$ 202,270,835	\$ 221,743,857	\$ 243,518,281	\$ 214,538,084	\$ (7,205,773)	-3.2%

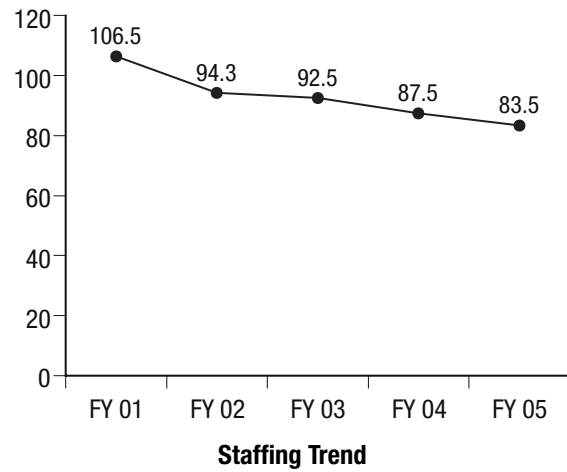
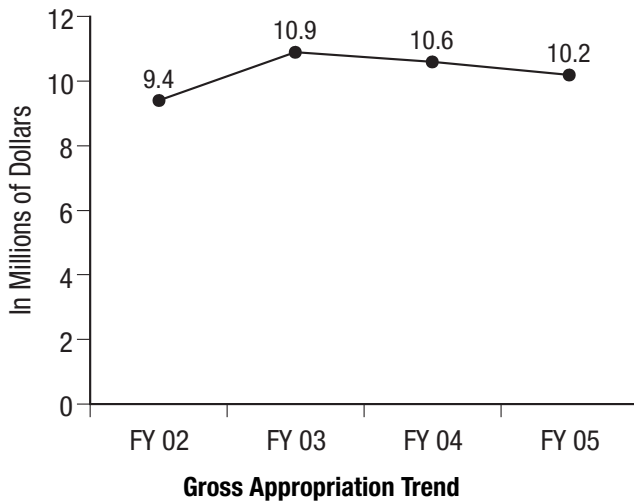
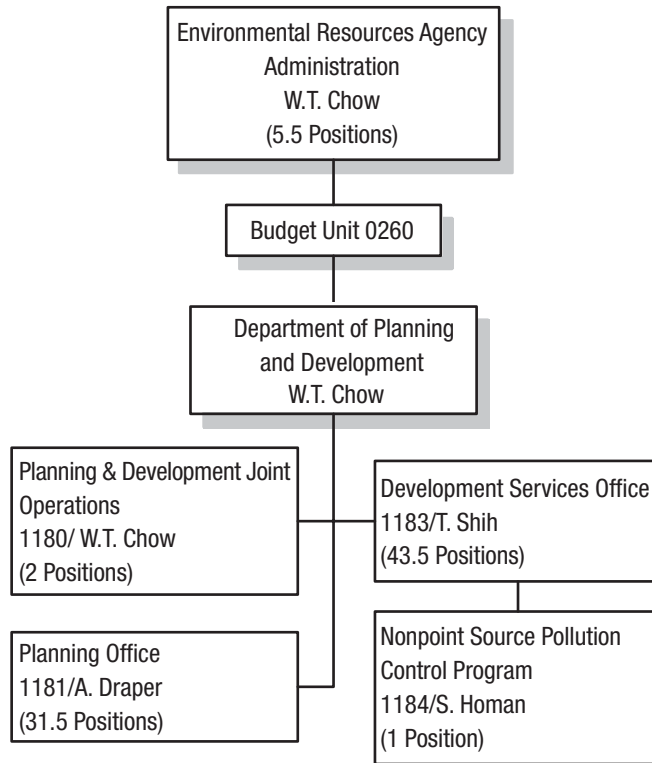


Revenues By Department

BU	Department Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
260	Department Of Planning And Development	\$ 5,959,920	\$ 6,592,277	\$ 6,592,277	\$ 6,581,193	\$ (11,084)	-0.2%
261	Environmental Health Services	13,100,002	14,029,253	14,087,733	13,304,690	(724,563)	-5.2%
262	Agriculture and Resource Mgmt	5,985,398	5,280,492	5,899,944	5,760,171	479,679	9.1%
411	Vector Control	2,710,594	2,754,528	2,929,078	2,713,095	(41,433)	-1.5%
710	Parks Department	50,276,679	51,868,272	57,716,837	55,215,958	3,347,686	6.5%
603	Roads & Airports Department - Roads	51,303,606	42,264,676	36,256,437	35,345,243	(6,919,433)	-16.4%
608	Roads & Airports Dept - Airports	2,746,583	3,003,609	3,203,609	4,166,069	1,162,460	38.7%
904	Santa Clara County Fire Dept	50,653,363	53,979,326	53,979,326	54,857,850	878,524	1.6%
979	Los Altos Hills County Fire District	4,759,450	5,123,700	5,123,700	8,994,215	3,870,515	75.5%
980	South Santa Clara County Fire District	3,034,415	2,561,261	2,561,261	2,561,261	—	—
981	Saratoga Fire District	3,483,284	3,780,000	3,780,000	3,780,000	—	—
Total Revenues		\$ 194,013,294	\$ 191,237,394	\$ 192,130,202	\$ 193,279,745	\$ 2,042,351	1.1%



Department of Planning and Development



In the FY 2005 document, gross appropriations replace net appropriations.



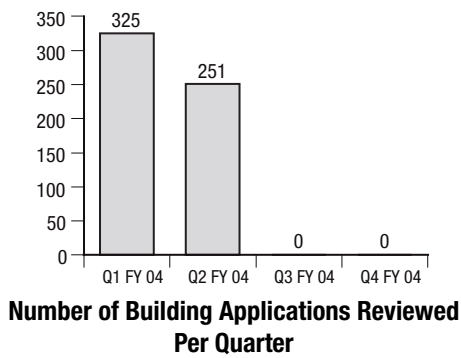
Public Purpose

- **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**

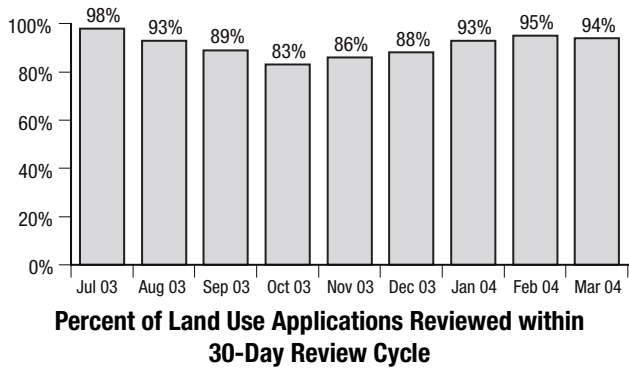


Desired Results

County General Plan maintained by carrying out the Board-approved work plan.



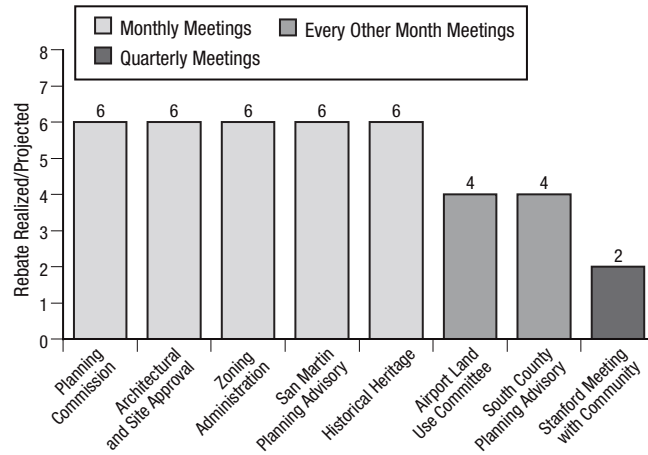
Review applications for building permits to ensure proposed structures meet land development, zoning regulations, and conditions of approval.



Section 5: Housing, Land Use, Environment & Transportation



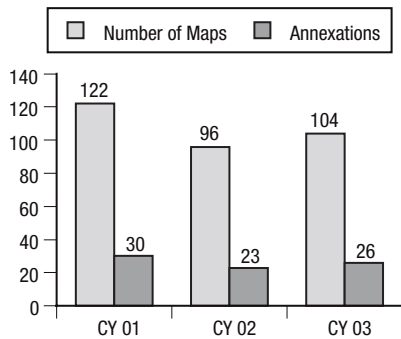
County General Plan maintained by carrying out the Board-approved work plan.



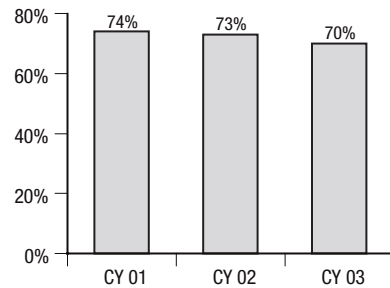
Number of Public Meetings and Hearings Held

Support community input into the planning process by holding public meetings and hearings.

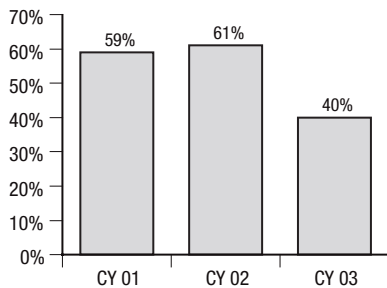
Safe and code-compliant structures ensured.



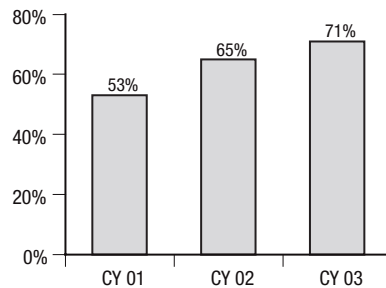
Number of Maps and City Conducted Annexations Reviewed and Recorded in Mandated 20 Day Period



Percentage of Building Permits Closed (on a 3-year average)



Percentage of Building Plan Checks Reviewed within One Working Day



Percentage of Improvement/Grading Plan Checks Initially reviewed within 30 Working Days



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 FY 2004 the Graffiti and Litter Abatement program was moved from the department to the Integrated Waste Management Program in BU 262.

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 the 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 survey, check, and record 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

Delete Positions in the Planning Office

Recommendation: Delete the following positions in the Planning Office, for a total reduction of \$134,028:

- 0.5 FTE of a filled 1.0 FTE Management Analyst (B1P) - \$45,840
- 0.5 FTE vacant Planner III/II/I (L84) - \$41,244
- 0.5 FTE vacant GIS Technician (K79) - \$46,944

Background: The Management Analyst position is currently a filled full-time position and it is being recommended to delete one-half of the position and leave a half-time code. The Planner and GIS Technician

positions are both vacant and two years ago, both were full-time positions. These positions were both reduced to half-time positions during subsequent budget reductions.

Impacts on Services: The work of the half-time Management Analyst position will be absorbed to the extent possible through an internal sharing arrangement with the full-time position in the Office of Development Services. Work that cannot be absorbed through this arrangement will be prioritized and performed by staff in the ERA Administration unit. The Planner and GIS Technician positions have been vacant for at least the last year. The reduction of these positions in the Planning Office reduces the resources



available to work on planning projects and general plan applications, and to respond to inquiries by the public and the Board.

Total Ongoing Reduction: (\$134,028)

Delete Management Positions and Replace with Non-Management Positions in the Office of Development Services

Recommendation: Delete the following two vacant management positions and replace with two non-management positions:

- Delete 1 FTE Land Surveyor (L17) and Add 1 FTE Engineering Technician III (K81) for a net cost reduction of \$43,359.
- Delete 1 FTE Associate/Assistant Civil Engineer (L16/L18) and Add 1 FTE Assistant/Junior Civil Engineer (L18/L20) for a net cost reduction of \$23,295.

Background: When the County Surveyor retired this year the Land Surveyor was promoted to that position, leaving her position vacant. The department would like to keep the same number of engineering positions, but fill the vacant Land Surveyor at a lower level to help meet its budget reduction plan. The Associate Engineer position is also vacant, and filling the position at a lower level will retain engineering expertise in the department, but at a lower cost.

Impact on Services: The department will retain the same number of positions while deleting two managers. The remaining management positions in the office will supervise more employees as a result. Retaining the same number of positions will allow the department to provide roughly the same level of service as before.

Total Ongoing Reduction: (\$66,654)

Recognize Bond Revenue for Work to be Performed for New County Capital Projects

Recommendation: Recognize \$168,224 in bond revenue to be paid to the Office of Development Services for building inspection and plan check work on new County capital projects.

Background: This action will provide a one-time revenue bridge to allow the department to meet its budget reduction plan without deleting positions. It is particularly important to retain positions at this time, due to the work that will be necessary for upcoming County capital projects. The Office of Development Services has been working closely with Capital Programs, in order to prepare a schedule of plan check and building inspection work that will be necessary in FY 2005 and beyond. It is anticipated that work will be needed on the following projects in the coming year: Valley Specialty Center, Hedding Crime Lab, and House of Blues Theater.

In FY 2005, the department anticipates receiving up to \$274,000 for its plan check services on these projects, and \$88,000 for building inspection services, for a total of \$362,000. \$168,244 of this amount will be recognized to help the department meet its budget reduction plan. The remainder of the new revenue has already been added to the department's base budget for FY 2005.

Impact on Services: Recognition of this funding will allow the department to retain the positions necessary to perform plan check and building inspection services for upcoming County capital projects.

Total One-Time New Revenue: \$168,224

Reduce Contract Services in Planning Office

Recommendation: Reduce expenditures for contract services by \$12,702 in the Planning Office.

Impact on Services: The department will reduce the contract for the abandoned vehicle program by \$7,579, which will result in almost a 30% reduction of time spent performing field checks in targeted areas for abandoned vehicles and responding to complaints. The remainder of the reduction for contract services does not impact a particular program, but will slightly reduce the department's ability to use contract services that may be needed for planning projects and services.

Total Ongoing Reduction: (\$12,702)

Transfer Accountant Positions Between Environmental Resources Agency (ERA) Administration and Agriculture and Resource Management (ARM)

Recommendation: Transfer the following positions between ERA Administration (Budget Unit 260) and ARM (Budget Unit 262), and adjust the ERA Administration overhead cost allocation to reflect a revenue neutral action:

- Transfer vacant 0.5 FTE Accountant II (B78) from ARM Administration to ERA Administration
- Transfer filled 1.0 FTE Accountant III (B77) from ERA Administration to ARM Administration

Background: ARM is one of four departments within the Environmental Resources Agency, and like all ERA departments it uses the services of personnel in ERA Administration for various administrative tasks, review functions, and projects. Over time, more program

functions and responsibilities have been added to ARM, and a clerical position in the department was converted to an accountant position in the last two years to provide additional fiscal support. ERA Administration has continued to provide increased accounting support to ARM to keep pace with the workload. It now makes sense to transfer these positions between the two budget units to better utilize existing resources.

Both positions are supported by the General Fund. ERA Administration will charge lower overhead costs to ARM when the transfer takes place, resulting in a revenue-neutral action between the two budget units.

Impact on Services: The transfer of accountants between the two budget units will reflect the amount of fiscal support needed in each respective office.

Total Ongoing Net Cost: \$0

The transfer of positions between budget units is offset by a change in the overhead cost being charged by ERA Administration, and results in no impact on the General Fund.

Department Of Planning And Development — Budget Unit 260 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1179	Office Of The Director Fund 0366	\$ 548	\$ 30,000	\$ 30,000	\$ 30,000	—	—
1180	Office Of The Director Fund 0001	207,660	355,351	353,482	21,741	(333,610)	-93.9%
26001	Planning & Development Fund 0001	8,678,129	8,717,544	8,588,693	8,898,628	181,084	2.1%
1189	ERA-Admin Fund 0001	(1,511)	374,354	374,354	(81,244)	(455,598)	-121.7%
Total Net Expenditures		\$ 8,884,826	\$ 9,477,249	\$ 9,346,529	\$ 8,869,125	(608,124)	-6.4%



Department Of Planning And Development — Budget Unit 260 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1179	Office Of The Director Fund 0366	\$ 548	\$ 30,000	\$ 30,000	\$ 30,000	\$ —	—
1180	Office Of The Director Fund 0001	223,722	367,058	365,189	24,067	(342,991)	-93.4%
26001	Planning & Development Fund 0001	8,959,796	8,892,544	8,763,693	9,081,028	188,484	2.1%
1189	ERA-Admin Fund 0001	1,218,449	1,313,716	1,313,716	1,101,256	(212,460)	-16.2%
Total Gross Expenditures		\$ 10,402,515	\$ 10,603,318	\$ 10,472,598	\$ 10,236,351	\$ (366,967)	-3.5%

Department Of Planning And Development — Budget Unit 260 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 8,291,000	\$ 8,297,534	\$ 8,177,041	\$ 8,319,317	\$ 21,783	0.3%
Services And Supplies	2,111,515	2,305,784	2,295,557	1,917,034	(388,750)	-16.9%
Subtotal Expenditures	10,402,515	10,603,318	10,472,598	10,236,351	(366,967)	-3.5%
Expenditure Transfers	(1,517,689)	(1,126,069)	(1,126,069)	(1,367,226)	(241,157)	21.4%
Total Net Expenditures	8,884,826	9,477,249	9,346,529	8,869,125	(608,124)	-6.4%

Department Of Planning And Development — Budget Unit 260 Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1179	Office Of The Director Fund 0366	\$ 107,781	\$ 90,000	\$ 90,000	\$ 90,000	\$ —	—
1180	Office Of The Director Fund 0001	(30,106)	—	—	77,675	77,675	—
26001	Planning & Development Fund 0001	5,882,212	6,502,277	6,502,277	6,413,518	(88,759)	-1.4%
1189	ERA-Admin Fund 0001	33	—	—	—	—	—
Total Revenues		\$ 5,959,920	\$ 6,592,277	\$ 6,592,277	\$ 6,581,193	\$ (11,084)	-0.2%



Office Of The Director Fund 0366 — Cost Center 1179
Major Changes to the Budget

	Positions	Appropriations	Revenues
Survey Monument Preservation Fund (Fund Number 0366)			
FY 2004 Approved Budget	—	\$ 30,000	\$ 90,000
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 30,000	\$ 90,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 30,000	\$ 90,000

Office Of The Director Fund 0001 — Cost Center 1180
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	2.0	\$ 355,351	\$ —
Board Approved Adjustments During FY 2004	—	(1,869)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	23,881	—
Internal Service Fund Adjustments	—	(45,773)	—
Other Required Adjustments	—	1,424	77,675
Subtotal (Current Level Budget)	2.0	\$ 333,014	\$ 77,675
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Postage Reduction	—	(9,920)	—
Printing Rate/Service Change	—	(2,185)	—
Decision Packages			
1. Recognize Savings Related to IT Maintenance Contracts	—	(5,516)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.			
2. Reduce Workers Compensation Expense	—	(134,015)	—
3. Reduce Retirement Expenditures	—	(159,637)	—
Subtotal (Recommended Changes)	—	\$ (311,273)	\$ —
Total Recommendation	2.0	\$ 21,741	\$ 77,675



Planning & Development Fund 0001 — Cost Center 26001

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	79.5	\$ 8,717,544	\$ 6,502,277
Board Approved Adjustments During FY 2004	-2.0	(128,851)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	612,998	—
Internal Service Fund Adjustments	—	56,319	—
Other Required Adjustments	—	(146,321)	(256,983)
Subtotal (Current Level Budget)	77.5	\$ 9,111,689	\$ 6,245,294
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	1,403	—
ISD Service Cost Adjustment	—	12	—
Printing Rate/Service Change	—	(1,092)	—
Decision Packages			
1. Delete filled 0.5 FTE Management Analyst in Planning Office	-0.5	(45,840)	—
Delete the following position in the Planning Office:			
◆ 0.5 FTE of a filled 1.0 FTE Management Analyst (B1P)			
2. Delete 0.5 vacant GIS Technician in Planning Office	-0.5	(46,944)	—
Delete the following position in the Planning Office:			
◆ 0.5 FTE GIS Technician (K79)			
3. Delete 1 FTE Associate/Assistant Engineer and Add 1 FTE Assistant/Junior Engineer	—	(23,295)	—
Delete the following vacant position and replace it with a lower level position in the Office of Development Services: Delete 1 FTE alternately staffed Associate/Assistant Civil Engineer (L16/L18) and replace with 1 FTE alternately staffed Assistant/Junior Civil Engineer (L18/L20).			
4. Delete 0.5 vacant Planner I/II/III in Planning Office	-0.5	(41,244)	—
Delete the following position in the Planning Office:			
◆ 0.5 FTE Planner III/II/I (L84)			
5. Delete 1 FTE Land Surveyor, Add 1 FTE Engineering Tech. III	—	(43,359)	—
Delete the following vacant position and replace it with a lower level position in the Office of Development Services: Delete 1 FTE Land Surveyor (L17) and replace with 1 FTE Engineering Technician III (K81).			
6. Recognize New Bond Revenue from County Capital Projects	—	—	168,224
Recognize new bond revenue from County capital projects, due to building inspection and plan check work to be performed on these projects by the Office of Development Services.			
7. Reduce Contract Services in Planning Office	—	(12,702)	—
Reduce contract services by \$12,702 in the Planning Office, including \$7,579 of the contract for the abandoned vehicle program.			
Subtotal (Recommended Changes)	-1.5	\$ (213,061)	\$ 168,224
Total Recommendation	76.0	\$ 8,898,628	\$ 6,413,518
Survey Monument Preservation Fund (Fund Number 0366)			
FY 2004 Approved Budget	—	\$ —	\$ —
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—



Planning & Development Fund 0001 — Cost Center 26001
Major Changes to the Budget

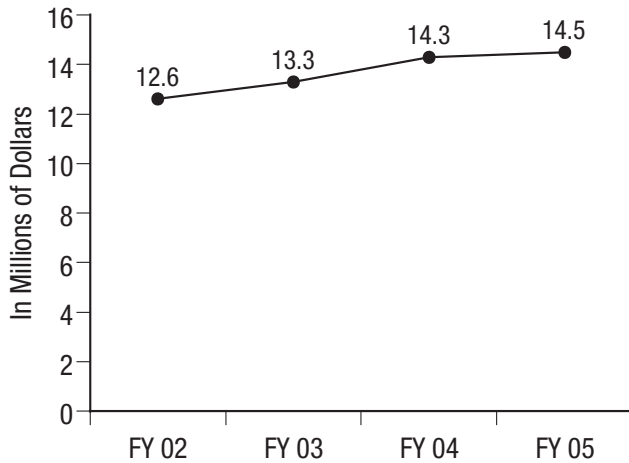
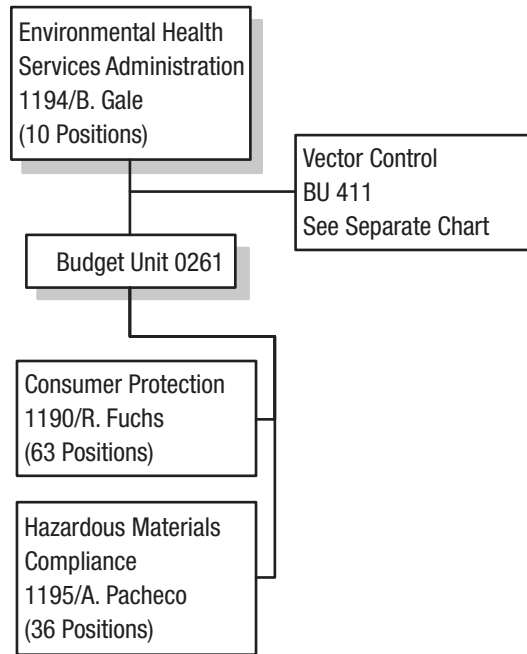
	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	—	\$ —	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ —	\$ —

ERA-Admin Fund 0001 — Cost Center 1189
Major Changes to the Budget

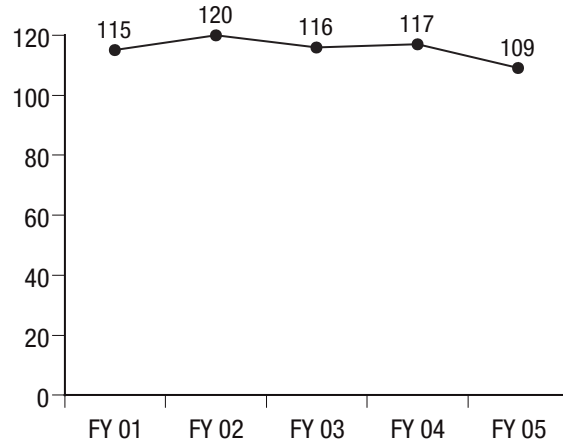
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	6.0	\$ 374,354	\$ —
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	79,507	—
Internal Service Fund Adjustments	—	(458,143)	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	6.0	\$ (4,282)	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Reduce Agency Overhead Charges	—	46,990	—
Undo former REC action--already took care of ERA OH in CLB	—	(46,990)	—
	—	3,000	—
ISD Service Cost Adjustment	—	26	—
Postage Reduction	—	(212)	—
Decision Packages			
1. Transfer Accountants between BU 260 and BU 262	-0.5	(65,556)	—
It is recommended that the following positions be transferred between BU 260 (ERA Administration) and BU 262 (ARM):			
◆ Transfer 1 FTE B77-Accountant III from ERA Administration to ARM			
◆ Transfer 0.5 FTE B78-Accountant II from ARM to ERA Administration			
It is also recommended that overhead charges from ERA Administration be reduced, as less support will be needed from ERA Administration.			
2. Reduce Retirement Expenditures	—	(14,220)	—
Subtotal (Recommended Changes)	-0.5	\$ (76,962)	\$ —
Total Recommendation	5.5	\$ (81,244)	\$ —



Department of Environmental Health



Gross Appropriation Trend



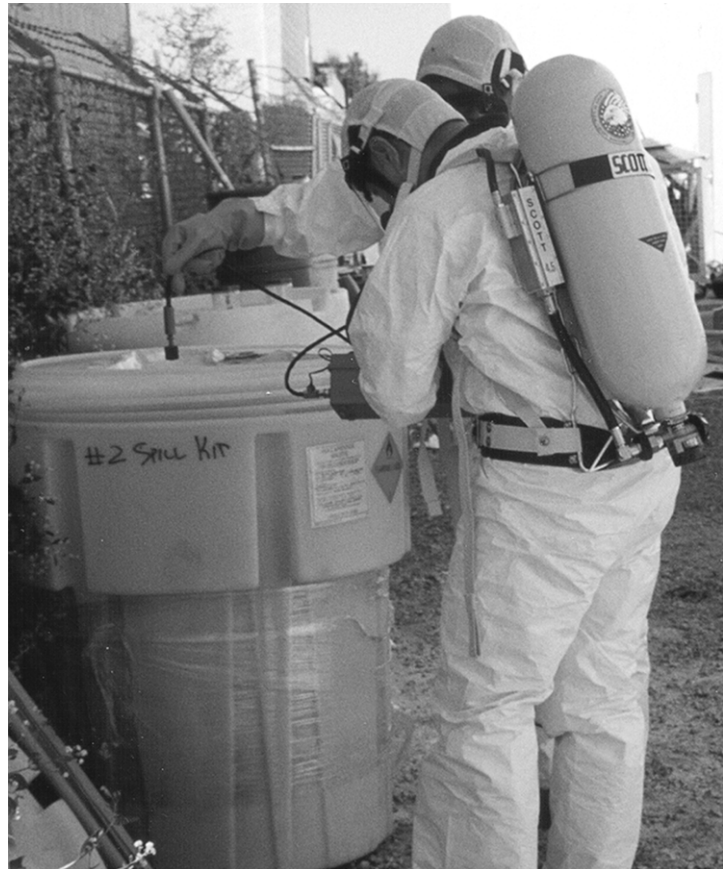
Staffing Trend

In the FY 2005 document, gross appropriations replace net appropriations.



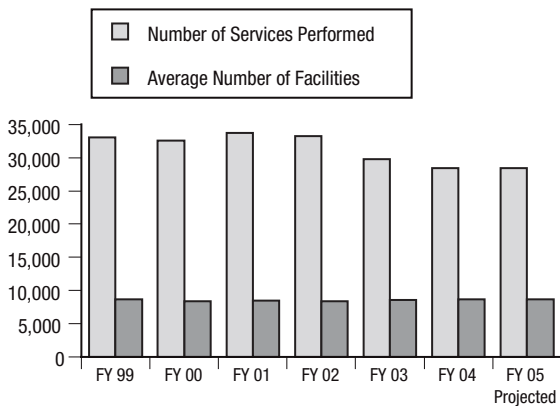
Public Purpose

- **Protect the Environment**
- **Protect Public Health and Safety**
- **Protect the Consumer**



Desired Results

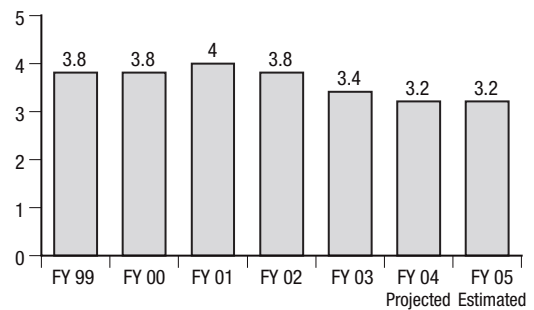
Enforce food standards by ensuring that facility inspections are performed at the frequency required.



Services Conducted at Food Facilities

Measure: Monitoring of safe food handling practices in permitted food facilities. Goal is 31,332 services performed at an average of 8,500 facilities.

Services at food facilities include: inspections, communications regarding enforcement actions, and educational outreach such as food handling classes.

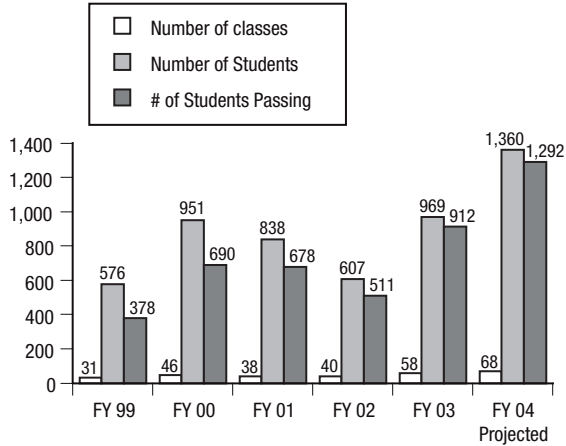


Number of Services per Facility

Measure: Monitoring of safe food handling practices in permitted food facilities. The goal is to achieve 3-4 services per year for each facility.

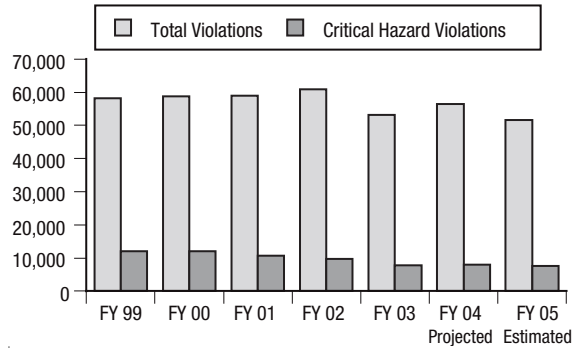


Prevention of disease by ensuring legal and responsible operation of regulated facilities.



Number of Classes, Students and Students Passing

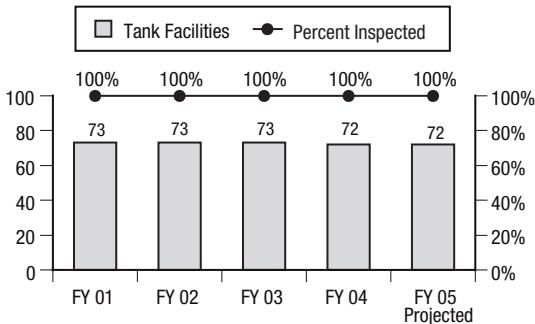
Measure: Food safety training classes



Number of Total Violations and Critical Hazard Violations Observed in Food Facilities

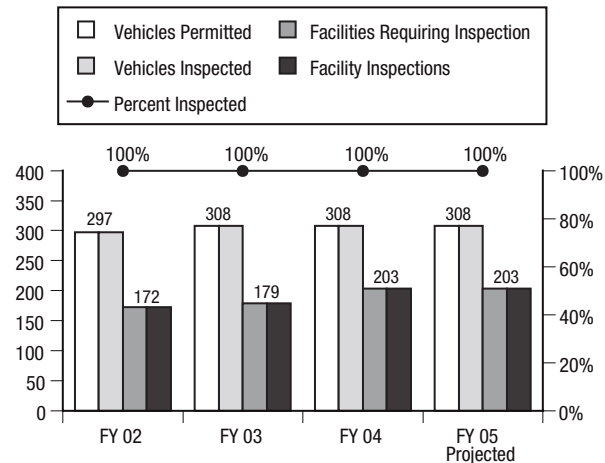
Measure: Reduced critical violations by 10% per year

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

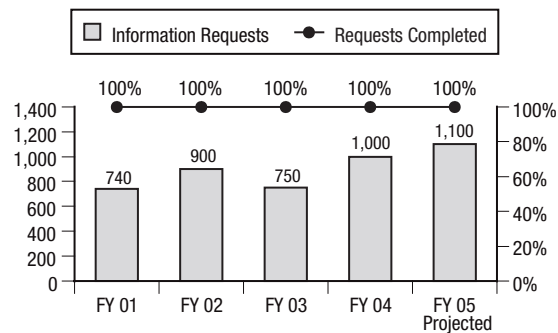
Measure: Goal is 100%.



Solid Waste Facility and Refuse Vehicle Inspections.

Measure: Goal is 100%.

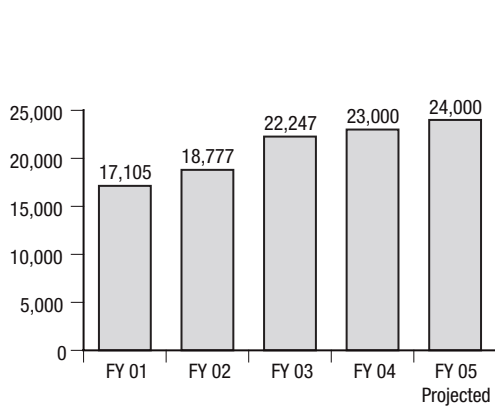
Provide customer service to the public and regulated community by supplying information from facility files when requested.



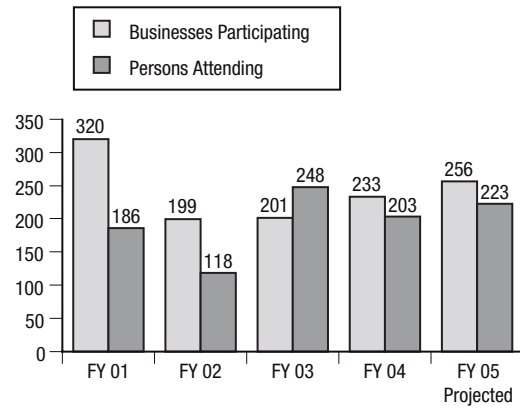
Information Requests Made Available Within 10 Days



Increase Resident Participation in household hazardous waste collections and facility compliance by providing education and outreach materials to the public.

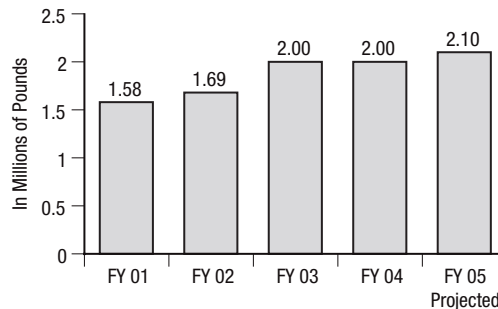


Households Participating in HHW collections



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.

Consumer Protection Division (CPD)

The division 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 and illness, which is achieved by providing education and outreach, and enforcing standards throughout the entire County. CPD accomplishes this through plan review and inspections of recreational bathing places, along with providing education and outreach services to operators.



Drinking Water Safety

CPD continues its efforts to ensure that new development has an 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. CPD has made a concerted effort to provide and update a variety of information concerning this subject on its 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. CPD 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.

Childhood Lead Poisoning Prevention

The desired result of this action is to minimize childhood lead exposure. The program provides public outreach, environmental monitoring of possible childhood lead exposure, and coordination with the Department of Public Health in these efforts. During FY 2003, staff conducted over 450 services for the childhood lead program, expending approximately 707 hours.

Hazardous Material Compliance Division (HCMD)

The 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.

This year, the Household Hazardous Waste Program will implement a grant-funded education and outreach program to inform residents about the proper recycling of universal wastes containing mercury, such as batteries, thermometers, fluorescent bulbs and thermostats. Residents will no longer be permitted to dispose of these wastes in the trash after February 9, 2006.

Residents will receive an educational message through home distribution of door hangers, flyer distribution to parents of elementary school students and to homeowner associations, media outreach, in-store education at hardware stores, and HHW staff attendance at community events.

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 residents with information about safe management of hazardous waste.

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 of Environmental Health is funded through Fund 0030, and as a department not supported by the General Fund, it was not assigned a reduction plan for FY 2005. However, the economy has affected some of the revenues generated through various inspection functions, so the department is making reductions in order to maintain 100% cost recovery.

Delete Positions in Consumer Protection Division

Recommendation: Delete the following vacant positions in the Consumer Protection Division (CPD), for a total cost reduction of \$277,512.

- 1 FTE Environmental Health Program Manager (V11) - \$101,952
- 3 FTE Office Specialist III (D09) - \$175,560

Background: CPD plans to delete four vacant positions in order to balance its revenues and expenditures in the future. One vacant Environmental Health Program Manager will be deleted and duties will be shifted to the CPD Director. This position was responsible for supervising the 13-person unit that performs inspections at temporary food events and food vehicles, inspects public pools, and performs plan checks for land development applications. The deletion of 3 Office Specialist III positions will leave 13 remaining clerical support positions throughout the entire Environmental Health Department.

Impact on Services: The unit formerly supervised by the program manager will continue to perform all functions previously provided. The tasks of the three clerical positions will be absorbed by remaining office support staff.

Total Ongoing Reduction: (\$277,512)

Delete Position in Hazardous Materials Compliance Division

Recommendation: Delete vacant 1.0 FTE Environmental Health Program Manager (V11) - \$101,952

Background: This position managed the Solid Waste and Medical Waste Programs before it became vacant. The division currently has five Environmental Health Program Manager positions, and this action will delete one of them. One of the other managers, the Certified Unified Program Agency (CUPA) Administrator, will supervise the five environmental health specialists in the unit, along with the four hazardous materials specialists in the CUPA unit.

Impact on Services: The responsibilities of this position will be absorbed to the extent possible by other staff. The full range of program services will continue.

Total Ongoing Reduction: (\$101,952)

Delete Information Systems Manager Position in Administration

Recommendation: Delete 1 vacant FTE Information Systems Manager I (G14) in Administration - \$132,864

Background: The Department's information technology needs are supported by three information systems positions. The deletion of this vacant position will leave an Information Systems Manager II and an Information Systems Analyst II.

Impact on Services: The remaining two information technology positions will absorb the work of this position to the extent possible.

Total Ongoing Reduction: (\$132,864)

Increase Overtime Expenditures in Consumer Protection Division for Weekend Events

Recommendation: Increase expenditures for overtime costs in the amount of \$61,000.

Background: The division is responsible for inspection of temporary food facilities at public events such as community festivals. This requires overtime pay for

employees to work on weekends and some evenings. The division has found it necessary to add additional funding for overtime costs to the budget.

Impact on Services: The level of service will remain the same, however the proper level of funding will be placed in the budget to cover this expense.

Total Ongoing New Cost: \$61,000

Environmental Health Services — Budget Unit 261 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1194	DEH - Admin Fund 0030	\$ 1,804,936	\$ 1,866,973	\$ 1,940,403	\$ 1,740,978	\$ (125,995)	-6.7%
26102	EHS - Planning Fund 0030	6,145,501	6,659,386	6,607,986	6,819,411	160,025	2.4%
26103	Toxics, Solid & Haz Materials Fund 0030	5,139,344	5,628,186	5,721,666	5,824,361	196,175	3.5%
Total Net Expenditures		\$ 13,089,781	\$ 14,154,545	\$ 14,270,055	\$ 14,384,750	\$ 230,205	1.6%

Environmental Health Services — Budget Unit 261 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1194	DEH - Admin Fund 0030	\$ 1,904,936	\$ 2,006,873	\$ 2,080,303	\$ 1,892,878	\$ (113,995)	-5.7%
26102	EHS - Planning Fund 0030	6,145,501	6,659,386	6,607,986	6,819,411	160,025	2.4%
26103	Toxics, Solid & Haz Materials Fund 0030	5,150,737	5,628,186	5,721,666	5,824,361	196,175	3.5%
Total Gross Expenditures		\$ 13,201,174	\$ 14,294,445	\$ 14,409,955	\$ 14,536,650	\$ 242,205	1.7%

Environmental Health Services — Budget Unit 261 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 9,721,694	\$ 10,682,699	\$ 10,631,299	\$ 10,720,654	\$ 37,955	0.4%
Services And Supplies	3,404,899	3,611,746	3,758,656	3,717,467	105,721	2.9%
Fixed Assets	74,581	—	20,000	—	—	—
Reserves	—	—	—	98,529	98,529	—
Subtotal Expenditures	13,201,174	14,294,445	14,409,955	14,536,650	242,205	1.7%
Expenditure Transfers	(111,393)	(139,900)	(139,900)	(151,900)	(12,000)	8.6%
Total Net Expenditures	13,089,781	14,154,545	14,270,055	14,384,750	230,205	1.6%



Environmental Health Services — Budget Unit 261

Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1194	DEH - Admin Fund 0030	\$ 116,809	\$ 161,024	\$ 161,024	\$ 83,100	\$ (77,924)	-48.4%
26102	EHS - Planning Fund 0030	6,842,490	7,378,433	7,378,433	7,579,966	201,533	2.7%
26103	Toxics, Solid & Haz Materials Fund 0030	6,140,703	6,489,796	6,548,276	5,641,624	(848,172)	-13.1%
Total Revenues		\$ 13,100,002	\$ 14,029,253	\$ 14,087,733	\$ 13,304,690	\$ (724,563)	-5.2%

DEH - Admin Fund 0030 — Cost Center 1194

Major Changes to the Budget

	Positions	Appropriations	Revenues
Environmental Health (Fund Number 0030)			
FY 2004 Approved Budget	11.0	\$ 1,866,973	\$ 161,024
Board Approved Adjustments During FY 2004	—	73,430	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	78,222	—
Internal Service Fund Adjustments	—	174,204	—
Other Required Adjustments	—	25,099	(77,924)
Subtotal (Current Level Budget)	11.0	\$ 2,217,928	\$ 83,100
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
ISD Service Cost Adjustment	—	119	—
Postage	—	960	—
Decision Packages			
1. Delete 1 vacant Information Systems Manager I	-1.0	(132,864)	—
Delete the following vacant position in DEH Administration:			
◆ 1 FTE G14-Information Systems Manager I			
2. Recognize Savings Related to Maintenance Contracts	—	(4,238)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.			
3. Reduce Workers Compensation Expense	—	(127,860)	—
4. Reduce Retirement Expenditures	—	(213,067)	—
Subtotal (Recommended Changes)	-1.0	\$ (476,950)	\$ —
Total Recommendation	10.0	\$ 1,740,978	\$ 83,100

EHS - Planning Fund 0030 — Cost Center 26102

Major Changes to the Budget

	Positions	Appropriations	Revenues
Environmental Health (Fund Number 0030)			
FY 2004 Approved Budget	68.0	\$ 6,659,386	\$ 7,378,433
Board Approved Adjustments During FY 2004	-1.0	(51,400)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	481,371	—



EHS - Planning Fund 0030 — Cost Center 26102

Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	(64,727)	—
Other Required Adjustments	—	—	201,533
Subtotal (Current Level Budget)	67.0	\$ 7,024,630	\$ 7,579,966
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	14,293	—
Postage Reduction	—	(3,000)	—
Decision Packages			
1. Delete Positions in Consumer Protection Division	-4.0	(277,512)	—
Delete the following vacant positions in the Consumer Protection Division:			
◆ 1 FTE V11-Environmental Health Program Manager			
◆ 3 FTE D09-Office Specialist III positions			
2. Allocate Funding for Overtime Expenditures	—	61,000	—
Allocate overtime funding of \$61,000 for mandated inspections of food booths at weekend events such as festivals.			
Subtotal (Recommended Changes)	-4.0	\$ (205,219)	\$ —
Total Recommendation	63.0	\$ 6,819,411	\$ 7,579,966

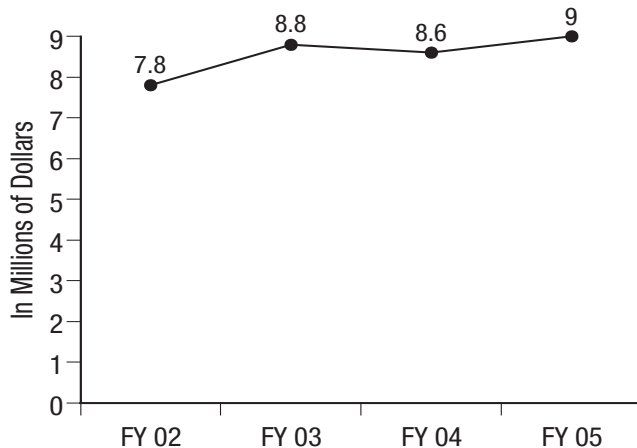
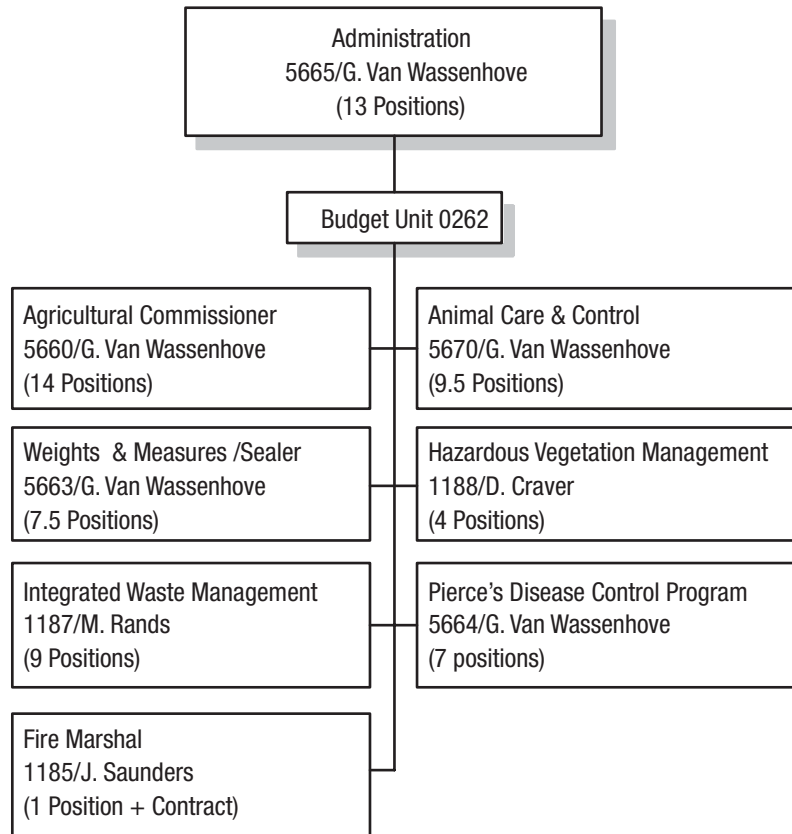
Toxics, Solid & Haz Materials Fund 0030 — Cost Center 26103

Major Changes to the Budget

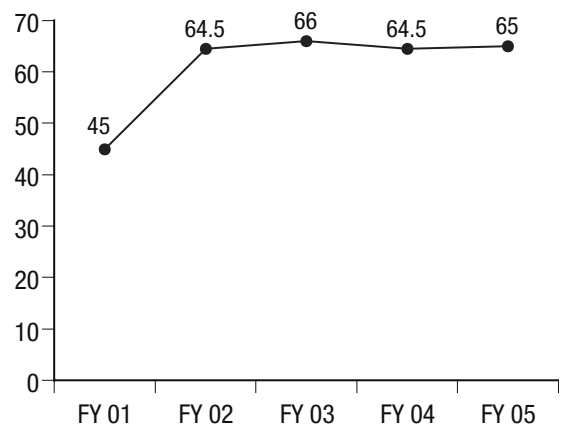
	Positions	Appropriations	Revenues
Environmental Health (Fund Number 0030)			
FY 2004 Approved Budget	38.0	\$ 5,628,186	\$ 6,489,796
Board Approved Adjustments During FY 2004	—	93,480	58,480
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	322,017	—
Internal Service Fund Adjustments	—	(24,578)	—
Other Required Adjustments	—	(93,480)	(906,652)
Subtotal (Current Level Budget)	37.0	\$ 5,925,625	\$ 5,641,624
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	10,611	—
Postage Reduction	—	(9,923)	—
Decision Packages			
1. Delete 1 vacant Environmental Health Manager	-1.0	(101,952)	—
Delete the following vacant position in the Hazardous Materials Division:			
◆ 1 FTE V11-Environmental Health Program Manager			
Subtotal (Recommended Changes)	-1.0	\$ (101,264)	\$ —
Total Recommendation	36.0	\$ 5,824,361	\$ 5,641,624



Agriculture and Resource Management



Gross Appropriation Trend



Staffing Trend

In the FY 2005 document, gross appropriations replace net appropriations.

Section 5: Housing, Land Use, Environment & Transportation



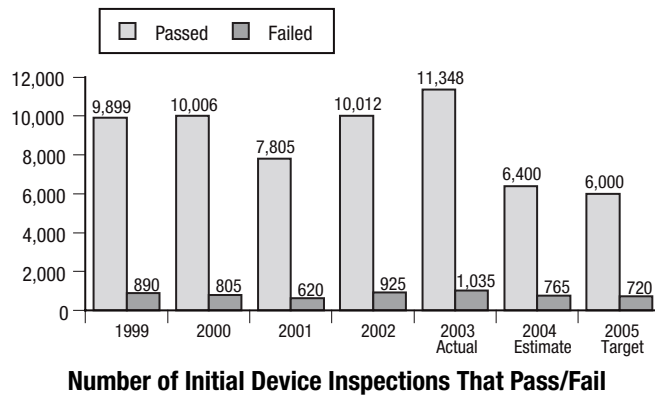
Public Purpose

- Protection of the Environment
- Protection of Public Health
- Consumer Protection

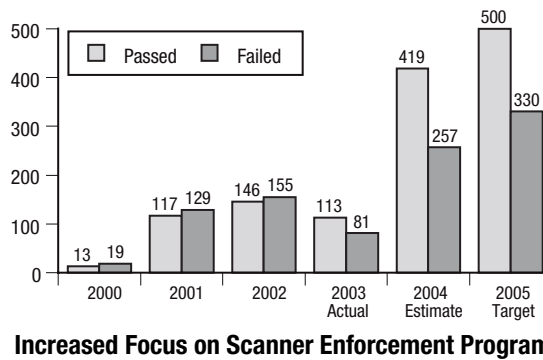
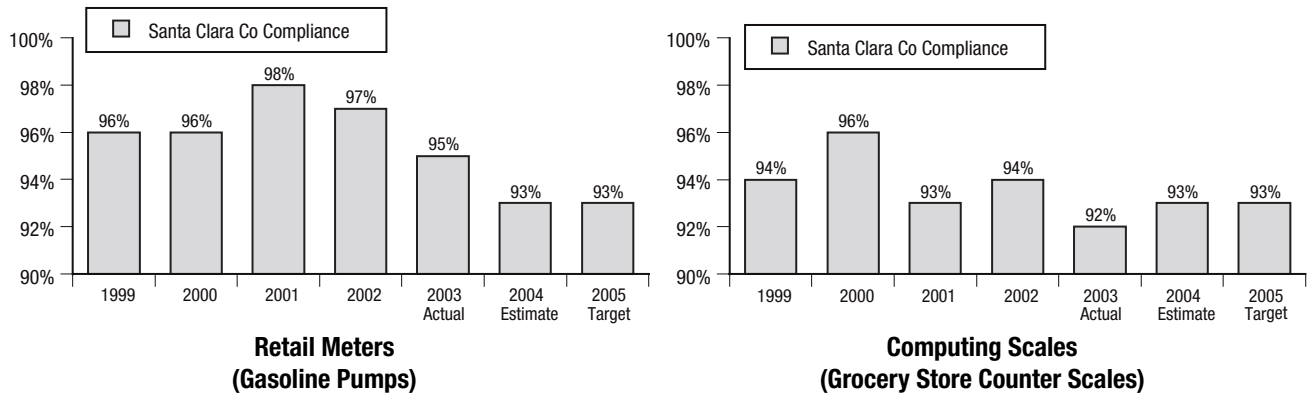


Desired Results

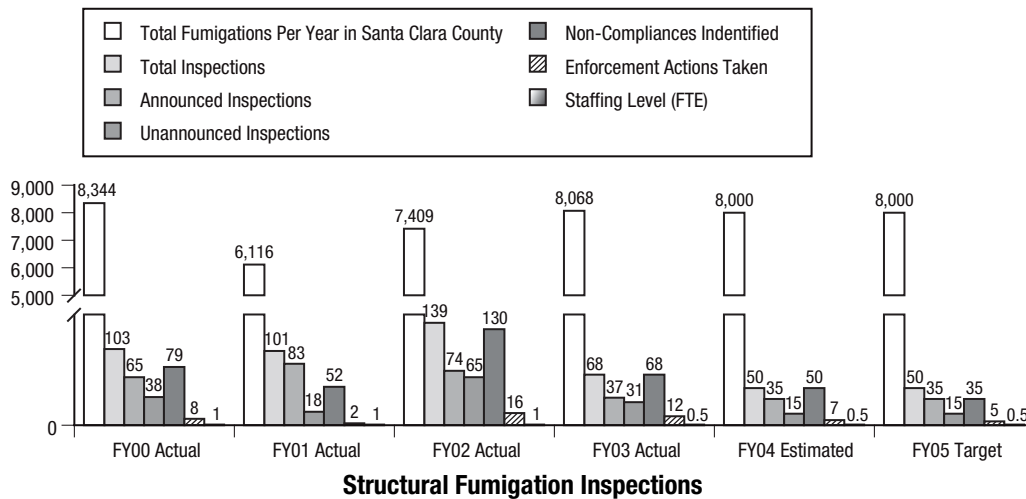
Equity in the marketplace is promoted by assuring the correct pricing of commodities and the accuracy of commercial weighing and measuring devices operated in Santa Clara County.



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.



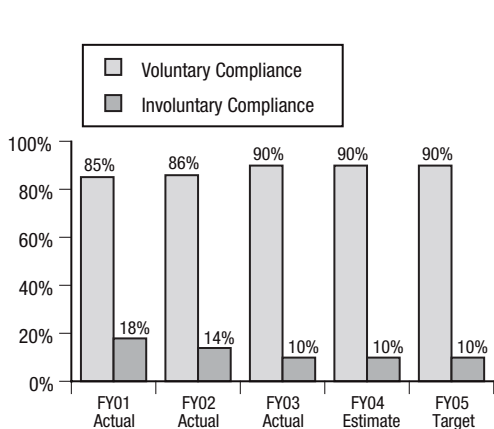
Human and animal populations are protected through the department's efforts to ensure compliance with environmental laws and regulations in Santa Clara County.



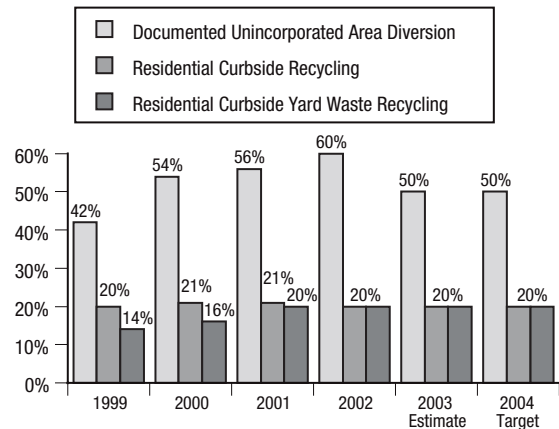
Significant violations occur during fumigation of residences. With an increase in the number of unannounced inspections, there were higher rates of non-compliance. 1.0 FTE Fumigations Inspector was deleted in FY 2003.



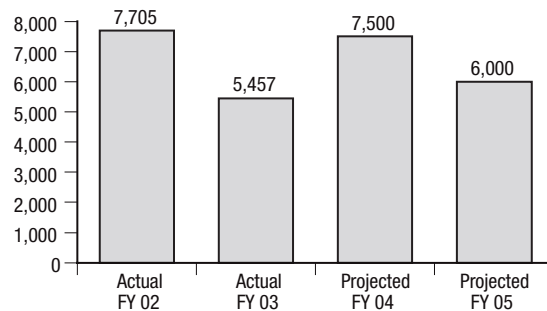
Human and animal populations are protected through the department's efforts to ensure compliance with environmental laws and regulations in Santa Clara County.



Percentage of Voluntary Compliance in Hazardous Vegetation Abatement by Property Owners on the Program List

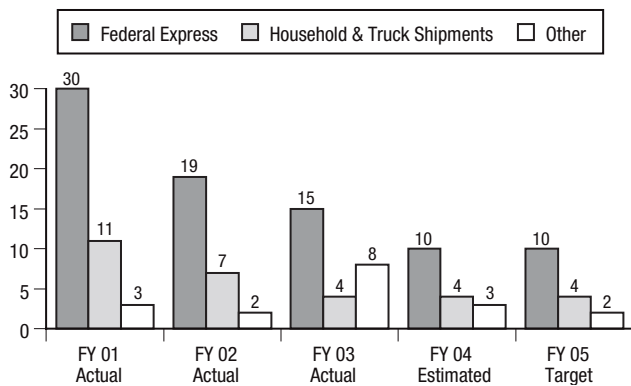


State-mandated Goal to Reduce Landfilled Waste by Increasing Diversion Rate



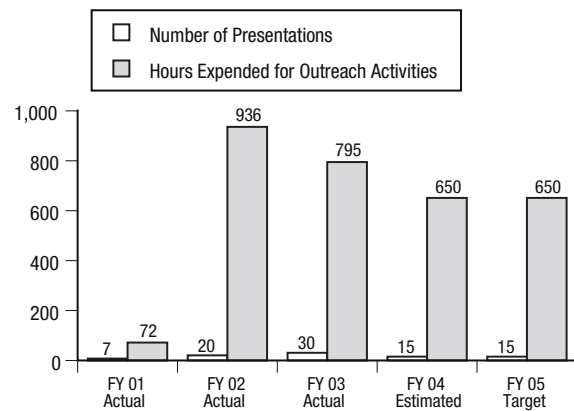
Total Square Feet of Graffiti Removed

A healthy agricultural economy and a wholesome, ample and marketable food supply in Santa Clara County.



Pest Interception by Location

Pest interceptions are attributed to inspections of incoming parcels. Interceptions will continue to decrease due to reductions in the State budget.

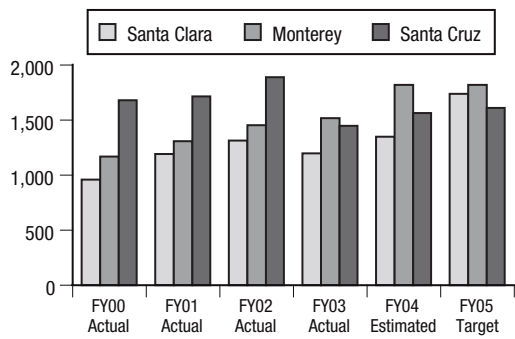


Educational Outreach to the Pest Management Community

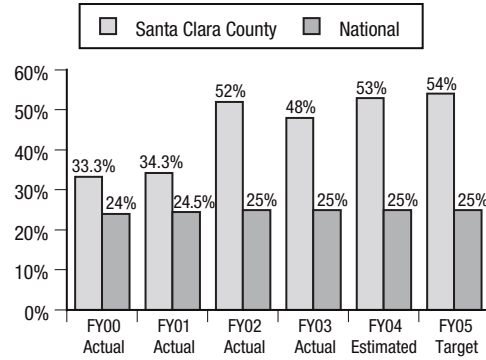
The amount of outreach peaked in FY 2001-2002 with a dedicated 0.5 unclassified biologist position. After the position expired this function was consolidated with other activities.



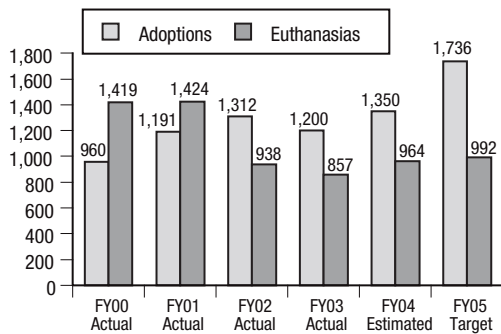
A healthy animal population is promoted by ensuring the humane treatment of animals in Santa Clara County.



Adoption Rates in Santa Clara County Compared to Surrounding Counties

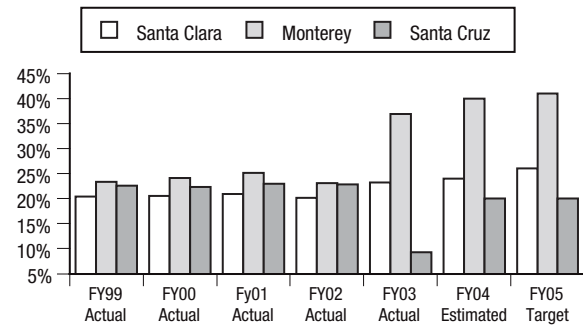


Adoption Rates in Santa Clara County Compared to National Adoption Rates



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 (includes University of California Cooperative Extension Program)
- Weights and Measures
- Animal Care and Control
- Fire Marshal

- Hazardous Vegetation Management
- Integrated Waste Management (includes Green Business Program, Graffiti and Litter Abatement Program, and Home Composting 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, taxi meter, 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 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.

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.

Hazardous Vegetation Management

The primary objective of the Hazardous Vegetation Management program is to achieve voluntary weed abatement 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 the County tax roll, 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. In addition, the Green Business Program and the Graffiti and Litter Abatement Program were added to this division in FY 2004.

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 AB 939 Implementation Fee. Surcharge and AB 939 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.

County Executive's Recommendation

Eliminate Support for University of California Cooperative Extension (UCCE) Program

Recommendation: Eliminate support for the UCCE

Program, including deletion of the following filled positions:

- 1.0 FTE Administrative Assistant (C60)

- 0.5 FTE Office Specialist II (D49)
- 0.5 FTE Office Specialist II (D49)

Background: U.C. Cooperative Extension provides an array of programs in support of agriculture, natural resources, food and nutrition education, youth development, horticulture and related issues. All of the UCCE programs encourage business and community involvement. For example, the 4-H Youth Club, a national organization for youth, is owned and administered solely through the UCCE program throughout California, and involves nearly 1,000 participants and volunteers throughout the County. The Master Gardener horticultural program trains volunteers in organic gardening methods, and then asks for the volunteers to provide training to the community. UCCE also provides a Food and Nutrition Education program to the community under a cooperative Federal grant, and UCCE Farm Advisors and Natural Resources Advisors provide information and support to farmers, ranchers and others in the agri-business community. The Harvey Rose Mandate Study performed in 2003 identified the UCCE program as a non-mandated program.

Since 1966, the County has been a party to a Memorandum of Understanding with UCCE to provide office space, clerical support and other services and supplies in return for approximately \$1.8 million worth of UCCE staffing and services, including 20 State employees. The County share currently totals \$429,070, and includes 2.0 FTE County employees. The current estimate for the date at which the County can vacate the lease for space at Empey Way is April 2006. Therefore this proposal includes a one-time cost of \$175,927 to cover the lease payment through FY 2005. Lease costs for FY 2006 will be evaluated in the FY 2006 Recommended Budget.

Impact on Services: UCCE officials have indicated that if the County eliminates its financial support, the State will no longer provide any of the UCCE programs in Santa Clara County.

Total Ongoing Reduction: \$429,080
One-Time Cost for Leased Space: \$175,927

Recognize New Revenue for Scanner Device Registration and Inspection Services and Add Unclassified Weights and Measures Inspector Position

Recommendation: Recognize \$30,000 in additional revenue for fees charged to businesses for registration and inspection of scanner devices, and add the following unclassified part-time position for a period of 18 months:

- 0.5 FTE Unclassified Weights and Measures Inspector I/II/III (Z31/Z30/Z29) - \$33,996

Background: In FY 2004 the Board of Supervisors approved an ordinance establishing a registration fee to businesses using scanner (price verification) devices. Since that time the department has identified an additional 250 businesses requiring registration and inspection of scanner devices. An additional half-time position is needed to manage this increase in business. It is recommended that an unclassified half-time position be added at this time. This will give the department the ability to re-evaluate whether or not a position is still necessary at the end of the unclassified term.

Impacts on Service: The addition of an unclassified half-time inspector will allow the department to manage the additional workload caused by the increase in new businesses needing the scanner device services.

Total Ongoing Net Cost: \$3,996

Total Ongoing New Revenue: \$30,000

Total Ongoing Cost: \$33,996

The Weights and Measures Inspector I/II/III (U) will expire in 18 months

Recognize New Revenue in the Integrated Waste Management Program (Fund 0037)

Recommendation: Recognize the following new revenues in the Integrated Waste Management Program, totaling \$277,000:

- Local Contributions to Green Business Program - \$145,000
- Increase Solid Waste Planning Fee - \$112,000
- Increase AB 939 Implementation Fee - \$20,000

Background: The increased Green Business Program revenue is the result of new agreements with the cities of San Jose and Sunnyvale, and the Santa Clara Valley Water District. The Solid Waste Planning fee increase was approved by the Board of Supervisors in FY 2004, and results in additional funds for the Countywide Cooperative Program. At that time the Board of Supervisors also increased the AB 939 Implementation fee, which is received by local landfills and collected by the County for implementation of the countywide integrated waste management plan.

Impact on Services: There is no impact on services as a result of these increases in revenues. Two of the revenues consist of increased fees to offset the cost of existing services. The Green Business revenue is due to an increase in local contributions to the program.

Total Ongoing New Revenue: \$277,000
Revenue is in Solid Waste Management Fund 0037

Add Unclassified Public Communication Specialist Positions in Integrated Waste Management Program (IWMP) and Reduce Contract Services Expenditures (Fund 0037)

Recommendation: Add the following unclassified Public Communication Specialist positions in IWMP, and reduce contract services expenditures by \$110,000:

- 1.0 FTE Unclassified Public Communication Specialist
- 0.5 FTE Unclassified Public Communication Specialist
- 0.5 FTE Unclassified Public Communication Specialist

Background: The unclassified positions will replace existing contracts for services for public education projects, including outreach for the Countywide Cooperative Program and the Green Business Program. This action will reduce contract services expenditures by \$110,000. An additional one-time cost of \$6,000 will allow the department to purchase office equipment and furniture for the new positions, and an ongoing cost of \$1,400 will cover mileage expenditures.

Impact on Services: There will be no impact on public educated-related services within these programs.

Total Ongoing Cost: \$44,112

Total One-Time Cost: \$6,000

Positions are funded through Solid Waste Management Fund 0037
These unclassified positions will expire in 18 months

Transfer Accountant Positions Between Agriculture and Resource Management (ARM) and Environmental Resources Agency (ERA) Administration

Recommendation: Transfer the following positions between ARM (Budget Unit 262) and ERA Administration (Budget Unit 260), and adjust the ERA Administration overhead cost allocation to reflect a revenue-neutral action:

- Transfer vacant 0.5 FTE Accountant II (B78) from ARM Administration to ERA Administration
- Transfer filled 1.0 FTE Accountant III (B77) from ERA Administration to ARM Administration

Background: ARM is one of four departments within the Environmental Resources Agency, and like all ERA departments it uses the services of personnel in ERA Administration for various administrative tasks, review functions, and projects. Over time, more program functions and responsibilities have been added to ARM, and a clerical position in the department was converted to an accountant position in the last two years to provide additional fiscal support. ERA Administration has continued to provide increased accounting support to ARM to keep pace with the workload. It now makes sense to transfer these positions between the two budget units to better utilize existing resources.

Both positions are supported by the General Fund. ERA Administration will charge lower overhead costs to ARM when the transfer takes place, resulting in a revenue neutral-action between the two budget units.

Impact on Services: The transfer of accountants between the two budget units will reflect the amount of fiscal support needed in each respective office.

Total Ongoing Net Cost: \$0

The transfer of positions between budget units is offset by a change in the overhead cost being charged by ERA Administration, and results in no impact on the General Fund



Agriculture and Resource Mgmt — Budget Unit 262

Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1185	Fire Marshal Fund 0001	\$ 751,857	\$ 842,151	\$ 797,438	\$ 852,202	\$ 10,051	1.2%
1186	Pollution Prevention Fund 0001	369,715	—	—	—	—	—
1187	Integrated Waste Mgt Fund 0037	590,378	1,311,543	1,363,989	1,423,666	112,123	8.5%
1188	Weed Abatement Fund 0031	560,345	730,029	851,287	884,387	154,358	21.1%
5660	Agriculture Fund 0001	2,242,286	1,311,550	1,289,435	1,326,401	14,851	1.1%
5661	Home Composting Fund 0001	8,774	—	—	—	—	—
5663	Weights & Measures Fund 0001	575,147	576,386	575,546	619,445	43,059	7.5%
5665	Administration Fund 0001	1,315,900	1,498,398	1,630,632	1,559,981	61,583	4.1%
5670	Animal Control Fund 0001	852,661	950,819	949,901	1,037,017	86,198	9.1%
5710	U.C. Cooperative Ext Fund 0001	395,740	418,227	415,252	175,927	(242,300)	-57.9%
26211	Pierces Disease Control Prog Fund 0001	292,534	889,616	838,710	999,538	109,922	12.4%
Total Net Expenditures		\$ 7,955,337	\$ 8,528,719	\$ 8,712,190	\$ 8,878,564	\$ 349,845	4.1%

Agriculture and Resource Mgmt — Budget Unit 262

Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1185	Fire Marshal Fund 0001	\$ 780,542	\$ 855,707	\$ 810,994	\$ 852,202	\$ (3,505)	-0.4%
1186	Pollution Prevention Fund 0001	369,715	—	—	—	—	—
1187	Integrated Waste Mgt Fund 0037	590,378	1,336,543	1,388,989	1,448,666	112,123	8.4%
1188	Weed Abatement Fund 0031	560,345	730,029	851,287	884,387	154,358	21.1%
5660	Agriculture Fund 0001	2,242,286	1,311,550	1,289,435	1,326,401	14,851	1.1%
5661	Home Composting Fund 0001	119,283	—	—	—	—	—
5663	Weights & Measures Fund 0001	575,147	576,386	575,546	619,445	43,059	7.5%
5665	Administration Fund 0001	1,340,900	1,532,827	1,691,717	1,644,051	111,224	7.3%
5670	Animal Control Fund 0001	878,941	978,819	977,901	1,067,017	88,198	9.0%
5710	U.C. Cooperative Ext Fund 0001	395,740	418,227	415,252	175,927	(242,300)	-57.9%
26211	Pierces Disease Control Prog Fund 0001	543,480	889,616	838,710	999,538	109,922	12.4%
Total Gross Expenditures		\$ 8,396,757	\$ 8,629,704	\$ 8,839,831	\$ 9,017,634	\$ 387,930	4.5%



Agriculture and Resource Mgmt — Budget Unit 262 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 4,628,951	\$ 4,780,015	\$ 4,838,243	\$ 5,208,639	\$ 428,624	9.0%
Services And Supplies	3,759,724	3,827,689	3,979,588	3,778,704	(48,985)	-1.3%
Other Charges	8,082	22,000	22,000	22,000	—	—
Reserves	—	—	—	8,291	8,291	—
Subtotal Expenditures	8,396,757	8,629,704	8,839,831	9,017,634	387,930	4.5%
Expenditure Transfers	(441,420)	(100,985)	(127,641)	(139,070)	(38,085)	37.7%
Total Net Expenditures	7,955,337	8,528,719	8,712,190	8,878,564	349,845	4.1%

Agriculture and Resource Mgmt — Budget Unit 262 Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
1185	Fire Marshal Fund 0001	\$ 374,665	\$ 463,000	\$ 463,000	\$ 320,000	\$ (143,000)	-30.9%
1186	Pollution Prevention Fund 0001	209,825	—	—	—	—	—
1187	Integrated Waste Mgt Fund 0037	616,943	921,622	1,205,816	1,123,424	201,802	21.9%
1188	Weed Abatement Fund 0031	1,227,326	730,000	851,258	851,258	121,258	16.6%
5660	Agriculture Fund 0001	2,074,597	1,038,270	1,038,270	1,078,590	40,320	3.9%
5663	Weights & Measures Fund 0001	328,126	366,600	510,600	522,100	155,500	42.4%
5665	Administration Fund 0001	633	—	—	—	—	—
5670	Animal Control Fund 0001	234,954	316,000	316,000	301,000	(15,000)	-4.7%
5710	U.C. Cooperative Ext Fund 0001	74	—	—	—	—	—
26211	Pierces Disease Control Prog Fund 0001	918,255	1,445,000	1,515,000	1,563,799	118,799	8.2%
	Total Revenues	\$ 5,985,398	\$ 5,280,492	\$ 5,899,944	\$ 5,760,171	\$ 479,679	9.1%

Fire Marshal Fund 0001 — Cost Center 1185 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	1.0	\$ 842,151	\$ 463,000
Board Approved Adjustments During FY 2004	—	(44,713)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	4,620	—
Internal Service Fund Adjustments	—	11,070	—
Other Required Adjustments	—	36,657	(143,000)
Subtotal (Current Level Budget)	1.0	\$ 849,785	\$ 320,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	3,527	—
ISD Service Cost Adjustment	—	6	—



Fire Marshal Fund 0001 — Cost Center 1185

Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
1. Reduce Retirement Expenditures	—	(1,116)	—
Subtotal (Recommended Changes)	—	\$ 2,417	\$ —
Total Recommendation	1.0	\$ 852,202	\$ 320,000

Integrated Waste Mgt Fund 0037 — Cost Center 1187

Major Changes to the Budget

	Positions	Appropriations	Revenues
Solid Waste Management Fund (Fund Number 0037)			
FY 2004 Approved Budget	7.0	\$ 1,311,543	\$ 921,622
Board Approved Adjustments During FY 2004	—	52,446	284,194
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	51,395	—
Internal Service Fund Adjustments	—	(16,575)	—
Other Required Adjustments	—	(24,086)	(359,392)
Subtotal (Current Level Budget)	7.0	\$ 1,374,723	\$ 846,424
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	536	—
Postage Reduction	—	(700)	—
Printing Rate/Service Change	—	20,000	—
Decision Packages			
1. Increase Revenues	—	—	277,000
Recognize increased revenue:			
◆ \$145,000 for new agreements with the cities of San Jose and Sunnyvale and the Santa Clara Valley Water District for the Green Business programs			
◆ \$112,000 related to increased Solid Waste planning fees approved by the Board of Supervisors in FY 2004			
◆ \$20,000 related to increased AB 939 implementation fees approved by the Board of Supervisors in FY 2004			
2. Add 1 full time and 2 half time Public Communication Specialists	2.0	50,112	—
Add 2.0 FTE Public Communication Specialist (C98), one fulltime position and two halftime positions to accommodate growth in the Integrated Waste Management Program. The positions will be used for implementation of the countywide outreach and Green Business programs. The annual cost of the new positions (\$152,712) is partially offset by the elimination of \$110,000 in funding for dependent contractors that currently provide outreach services. This action also provides an ongoing appropriation of \$1,400 for mileage costs and one-time appropriations of \$6,000 for furniture and computer equipment for the new positions.			
3. Reduce Workers Compensation Expense	—	(7,473)	—
4. Reduce Retirement Expenditures	—	(13,532)	—
Subtotal (Recommended Changes)	2.0	\$ 48,943	\$ 277,000
Total Recommendation	9.0	\$ 1,423,666	\$ 1,123,424



Weed Abatement Fund 0031 — Cost Center 1188
Major Changes to the Budget

	Positions	Appropriations	Revenues
Weed Abatement (Fund Number 0031)			
FY 2004 Approved Budget	4.0	\$ 730,029	\$ 730,000
Board Approved Adjustments During FY 2004	—	121,258	121,258
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	32,030	—
Internal Service Fund Adjustments	—	31,166	—
Other Required Adjustments	—	(24,279)	—
Subtotal (Current Level Budget)	4.0	\$ 890,204	\$ 851,258
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	2,190	—
Decision Packages			
1. Reduce Workers Compensation Expense	—	(2,797)	—
2. Reduce Retirement Expenditures	—	(5,210)	—
Subtotal (Recommended Changes)	—	\$ (5,817)	\$ —
Total Recommendation	4.0	\$ 884,387	\$ 851,258

Agriculture Fund 0001 — Cost Center 5660
Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	14.5	\$ 1,311,550	\$ 1,038,270
Board Approved Adjustments During FY 2004	-0.5	(22,115)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	42,339	—
Internal Service Fund Adjustments	—	1,452	—
Other Required Adjustments	—	22,115	40,320
Subtotal (Current Level Budget)	14.0	\$ 1,355,341	\$ 1,078,590
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	(5,648)	—
Decision Packages			
1. Reduce Retirement Expenditures	—	(23,292)	—
Subtotal (Recommended Changes)	—	\$ (28,940)	\$ —
Total Recommendation	14.0	\$ 1,326,401	\$ 1,078,590



Weights & Measures Fund 0001 — Cost Center 5663

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	7.0	\$ 576,386	\$ 366,600
Board Approved Adjustments During FY 2004	—	(840)	144,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	33,837	—
Internal Service Fund Adjustments	—	(15,220)	—
Other Required Adjustments	—	840	(18,500)
Subtotal (Current Level Budget)	7.0	\$ 595,003	\$ 492,100
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	670	—
Decision Packages			
1. Add 0.5 Weights & Measures Inspector (U)	0.5	33,996	—
2. Increase Revenue for Scanner Program	—	—	30,000
Increase revenue for registration and inspection of scanner devices in the amount of \$30,000, due to the increase of new businesses requiring these services.			
3. Reduce Retirement Expenditures	—	(10,224)	—
Subtotal (Recommended Changes)	0.5	\$ 24,442	\$ 30,000
Total Recommendation	7.5	\$ 619,445	\$ 522,100

Administration Fund 0001 — Cost Center 5665

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	12.5	\$ 1,498,398	\$ —
Board Approved Adjustments During FY 2004	—	132,234	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	94,668	—
Internal Service Fund Adjustments	—	43,453	—
Other Required Adjustments	—	(106,413)	—
Subtotal (Current Level Budget)	12.5	\$ 1,662,340	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Printing Rate/Service Change	—	(146)	—
Reduce Agency Overhead Charges	—	(46,990)	—
Service Cost Reduction due to ISD Reductions	—	(115,645)	—
Undo former REC action--already took care of ERA OH in CLB	—	46,990	—
Decision Packages			



Administration Fund 0001 — Cost Center 5665 Major Changes to the Budget

	Positions	Appropriations	Revenues
1. Transfer Accountants between BU 262 & 260	0.5	65,556	—
It is recommended that the following positions be transferred between BU 262 (ARM) and BU 260 (ERA Administration):			
◆ Transfer 0.5 FTE B78-Accountant II from ARM to ERA Administration			
◆ Transfer 1 FTE B77-Accountant III from ERA Administration to ARM			
It is also recommended that overhead charges to ERA Administration be reduced, as less support will be needed from ERA Administration.			
2. Recognize Savings Related to IT Maintenance Contracts	—	(125)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.			
3. Reduce Workers Compensation Expense	—	(33,495)	—
4. Reduce Retirement Expenditures	—	(18,504)	—
Subtotal (Recommended Changes)	0.5	\$ (102,359)	\$ —
Total Recommendation	13.0	\$ 1,559,981	\$ —

Animal Control Fund 0001 — Cost Center 5670 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	9.5	\$ 950,819	\$ 316,000
Board Approved Adjustments During FY 2004	—	(918)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	58,636	—
Internal Service Fund Adjustments	—	8,753	—
Other Required Adjustments	—	12,918	(15,000)
Subtotal (Current Level Budget)	9.5	\$ 1,030,208	\$ 301,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	18,231	—
Printing Rate/Service Change	—	(52)	—
Decision Packages			
1. Reduce Retirement Expenditures	—	(11,370)	—
Subtotal (Recommended Changes)	—	\$ 6,809	\$ —
Total Recommendation	9.5	\$ 1,037,017	\$ 301,000

U.C. Cooperative Ext Fund 0001 — Cost Center 5710 Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	2.0	\$ 418,227	\$ —
Board Approved Adjustments During FY 2004	—	(2,975)	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	10,188	—



U.C. Cooperative Ext Fund 0001 — Cost Center 5710

Major Changes to the Budget

	Positions	Appropriations	Revenues
Internal Service Fund Adjustments	—	665	—
Other Required Adjustments	—	2,975	—
Subtotal (Current Level Budget)	2.0	\$ 429,080	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Eliminate Ongoing Lease Cost for UC Coop Extension	—	(234,570)	—
One-Time Lease Cost for UC Coop Extension for FY 2005	—	175,927	—
Printing Rate/Service Change	—	(1,307)	—
Reduce 1 Vehicle	—	(11,016)	—
	—	(11,493)	—
Decision Packages			
1. Eliminate University of California Cooperative Extension Program	-2.0	(170,694)	—
Eliminate County support for the University of California Cooperative Extension (UCCE) program, including deletion of the following positions:			
◆ 1.0 FTE Administrative Assistant (C60)			
◆ Two 0.5 FTE Office Specialist II positions (D49).			
The UCCE Program includes all 4-H Club activities in the County, the Master Gardeners Program, Agricultural Advisors, and the Federal Nutrition and Education Program. The State provides support in the amount of approximately \$1.8 million, including approximately 20 State employees, and the County share is currently \$429,070, including the 2.0 FTE recommended for deletion. The program is also supported by numerous volunteer hours within the community.			
Subtotal (Recommended Changes)	-2.0	\$ (253,153)	\$ —
Total Recommendation	—	\$ 175,927	\$ —

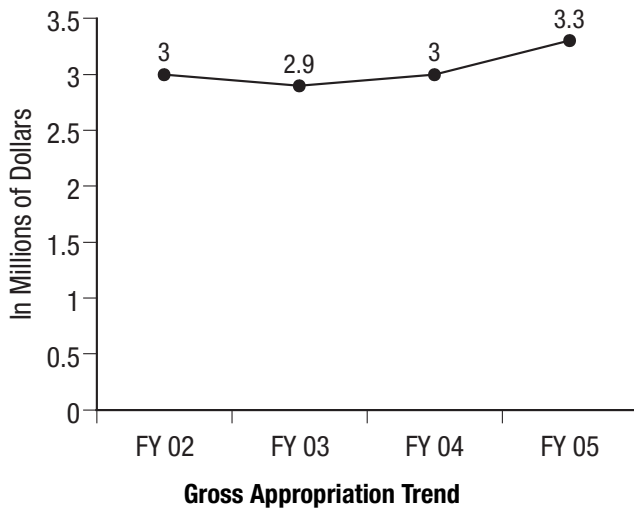
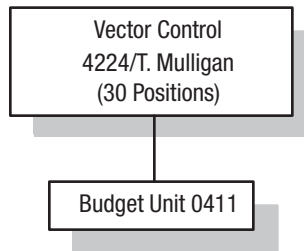
Pierces Disease Control Prog Fund 0001 — Cost Center 26211

Major Changes to the Budget

	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	7.0	\$ 889,616	\$ 1,445,000
Board Approved Adjustments During FY 2004	—	(50,906)	70,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	54,497	—
Internal Service Fund Adjustments	—	40,085	—
Other Required Adjustments	—	74,183	48,799
Subtotal (Current Level Budget)	7.0	\$ 1,007,475	\$ 1,563,799
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	6,183	—
Decision Packages			
1. Reduce Workers Compensation Expense	—	(4,859)	—
2. Reduce Retirement Expenditures	—	(9,261)	—
Subtotal (Recommended Changes)	—	\$ (7,937)	\$ —
Total Recommendation	7.0	\$ 999,538	\$ 1,563,799



Vector Control District



In the FY 2005 document, gross appropriations replace net appropriations.

Section 5: Housing, Land Use, Environment & Transportation



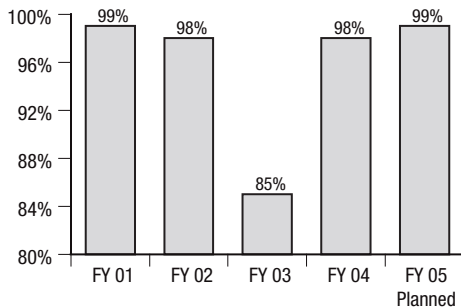
Public Purpose

- Protect the Environment
- Protect Public Health and Safety



Desired Results

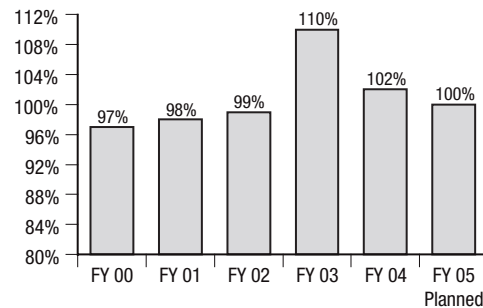
Prevent disease and illness by ensuring that sources of vector development are identified, inventoried, inspected, and treated to suppress vector development.



Percent of Monthly Inventoried Vector Breeding Sources Inspected

Goal: 99%

Staff shortages in FY 2003 resulted in less inspections than usual by Vector Control technicians.



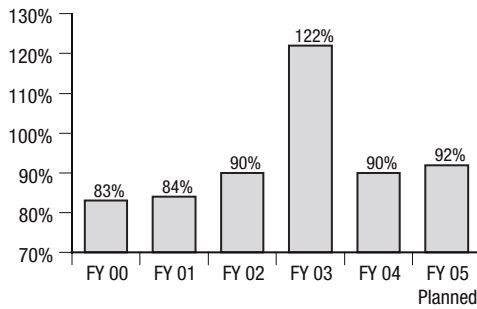
Percent of Planned Disease Surveillance Activity Conducted

Goal: 100%

The anticipation of the arrival of West Nile Virus in California resulted in a peak of surveillance activities in FY 2003. The introduction of an exotic mosquito species caused another peak in FY 2004.



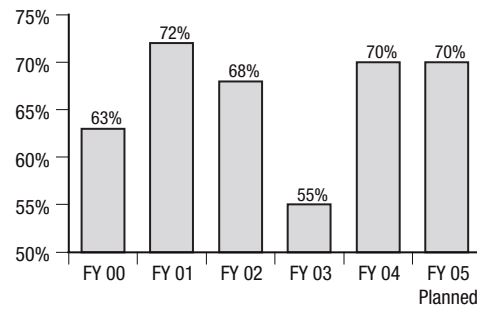
Provide education and outreach by development and distribution of educational materials, public announcements, and school presentations.



Percent of Planned Educational Outreach Activities Provided to the Community

Goal: 92%

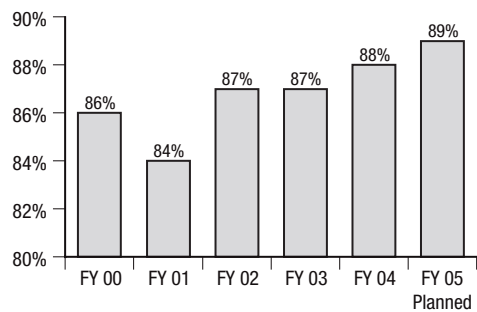
The anticipation of the arrival of West Nile Virus in California resulted in a peak of educational outreach activities in FY 2003.



Percent of Customers Who Contact the District as the Result of Education and Outreach Programs

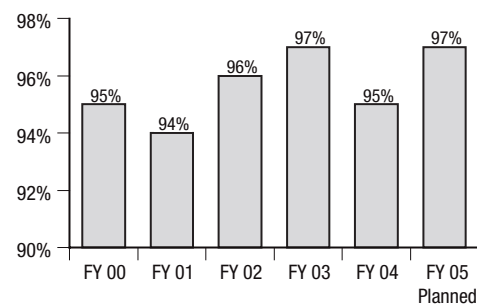
Goal: 70%

Promote customer service and satisfaction by timely delivery of services, and resolution of vector problems at an affordable cost.



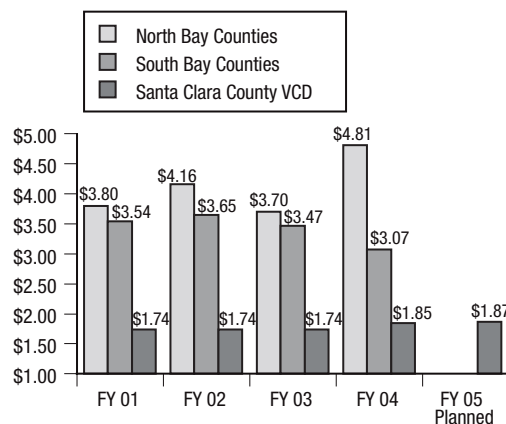
Percent Rating Services as Good to Excellent

Goal: 89%



% Of Service Opportunities Responded To And Initiated Within Two Working Days

Goal: 97%



Cost Per Capita in Comparison with Other Bay Area Vector Control Districts

Section 5: Housing, Land Use, Environment & Transportation



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.

The District will seek voter approval for an increase to its fee assessment in FY 2006, the first increase to be sought since its inception sixteen years ago. The increase is necessary to keep up with the rising costs of employee salaries and benefits.

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 arrived in California during the last year. The virus caused over 9,858 cases of illness and over 262 deaths in the United States in FY 2004.

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

- Utilize 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 30,000 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

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

Increase Services and Supplies in Vector Control District

Recommendation: Increase services and supplies in the following areas, totaling \$6,700:

- Maintenance cost for jeeps - \$5,000
- Safety shoes - \$1,500
- Replacement wearing apparel - \$200

Impact on Services: The increased expenditures will provide equipment and services to perform necessary services to the public. The maintenance cost is for recently acquired jeeps which are used for mosquito control activities. The safety shoes are for use by Vector Control Technicians. The wearing apparel will be used by field personnel who perform activities to control West Nile Virus.

Total Ongoing New Cost: \$6,700

Vector Control — Budget Unit 411 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
4224	Vector Control Fund 0028	\$ 2,873,473	\$ 3,033,934	\$ 3,233,709	\$ 3,292,191	\$ 258,257	8.5%
4225	Vector Control Fund 0199	—	—	232,275	—	—	—
Total Net Expenditures		\$ 2,873,473	\$ 3,033,934	\$ 3,465,984	\$ 3,292,191	\$ 258,257	8.5%

Vector Control — Budget Unit 411 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
4224	Vector Control Fund 0028	\$ 2,873,473	\$ 3,033,934	\$ 3,233,709	\$ 3,292,191	\$ 258,257	8.5%
4225	Vector Control Fund 0199	—	—	232,275	—	—	—
Total Gross Expenditures		\$ 2,873,473	\$ 3,033,934	\$ 3,465,984	\$ 3,292,191	\$ 258,257	8.5%

Vector Control — Budget Unit 411 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 2,024,072	\$ 2,376,972	\$ 2,376,972	\$ 2,395,904	\$ 18,932	0.8%
Services And Supplies	849,401	656,962	828,487	875,302	218,340	33.2%
Fixed Assets	—	—	28,250	—	—	—
Operating/Equity Transfers	—	—	232,275	—	—	—
Reserves	—	—	—	20,985	20,985	—
Subtotal Expenditures	2,873,473	3,033,934	3,465,984	3,292,191	258,257	8.5%
Total Net Expenditures	2,873,473	3,033,934	3,465,984	3,292,191	258,257	8.5%



Vector Control — Budget Unit 411

Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
4224	Vector Control Fund 0028	\$ 2,660,735	\$ 2,709,528	\$ 2,796,803	\$ 2,709,729	\$ 201	0.0%
4225	Vector Control Fund 0199	49,859	45,000	132,275	3,366	(41,634)	-92.5%
Total Revenues		\$ 2,710,594	\$ 2,754,528	\$ 2,929,078	\$ 2,713,095	\$ (41,433)	-1.5%

Vector Control Fund 0028 — Cost Center 4224

Major Changes to the Budget

	Positions	Appropriations	Revenues
Vector Control District (Fund Number 0028)			
FY 2004 Approved Budget	30.0	\$ 3,033,934	\$ 2,709,528
Board Approved Adjustments During FY 2004	—	199,775	87,275
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	92,462	—
Internal Service Fund Adjustments	—	155,002	—
Other Required Adjustments	—	(108,790)	(87,074)
Subtotal (Current Level Budget)	30.0	\$ 3,372,383	\$ 2,709,729
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	(10,991)	—
Postage Reduction	—	(770)	—
Decision Packages			
1. Recognize Savings Related to IT Maintenance Contracts	—	(1,601)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.			
2. Reduce Workers Compensation Expense	—	(29,288)	—
3. Increase Services and Supplies in Vector Control District	—	6,700	—
Increase services and supplies in Vector Control District, including the following:			
◆ Maintenance costs for recently acquired jeeps - \$5,000			
◆ Safety shoes for Vector Control Technicians - \$1,500			
◆ Replacement apparel for West Nile Virus activities - \$200			
4. Reduce Retirement Expenditures	—	(44,242)	—
Subtotal (Recommended Changes)	—	\$ (80,192)	\$ —
Total Recommendation	30.0	\$ 3,292,191	\$ 2,709,729

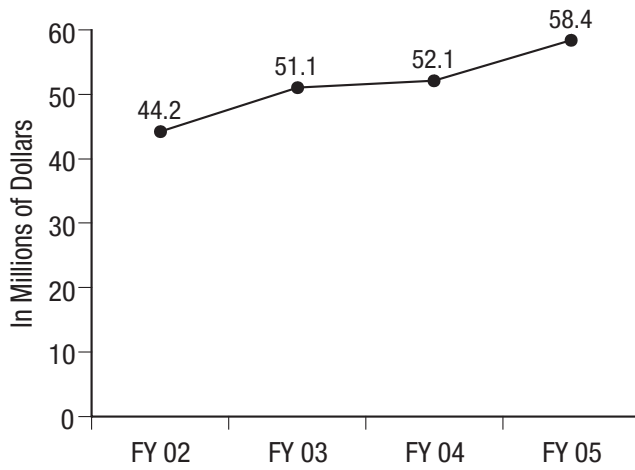
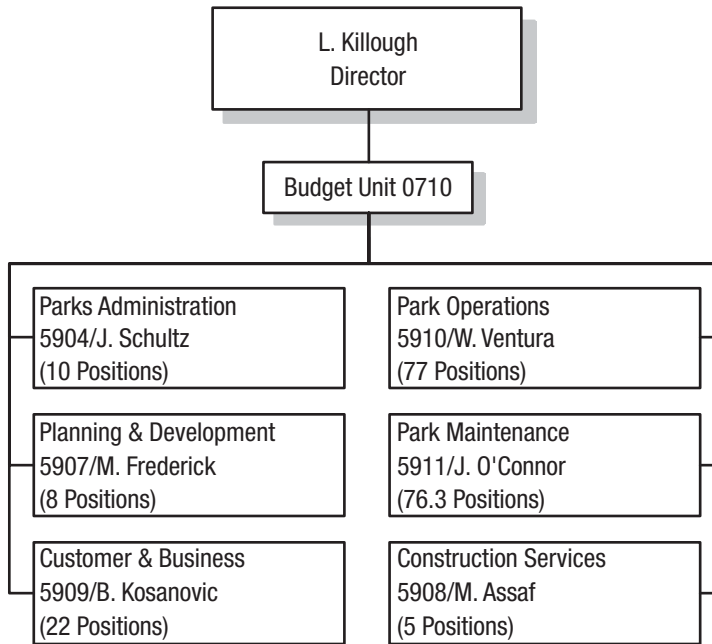


Vector Control Fund 0199 — Cost Center 4225
Major Changes to the Budget

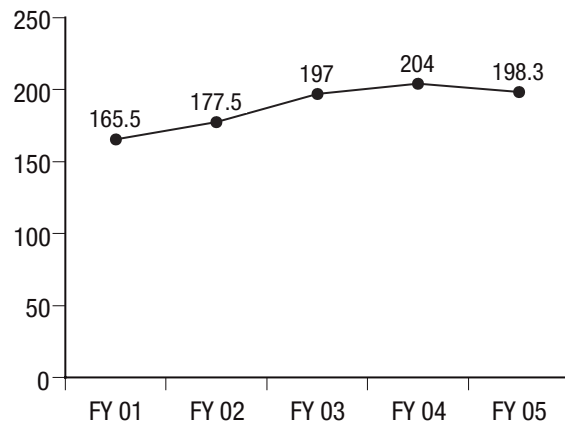
	Positions	Appropriations	Revenues
VCD Capital Fund (Fund Number 0199)			
FY 2004 Approved Budget	—	\$ —	\$ 45,000
Board Approved Adjustments During FY 2004	—	232,275	87,275
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(232,275)	(128,909)
Subtotal (Current Level Budget)	—	\$ —	\$ 3,366
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ —	\$ 3,366



Department of Parks and Recreation



Gross Appropriation Trend



Staffing Trend

In the FY 2005 document, gross appropriations replace net appropriations.



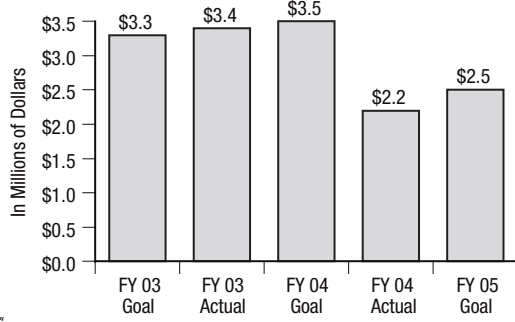
Public Purpose

- Provide, protect, and preserve regional parklands for the enjoyment, education, and inspiration of this and future generations



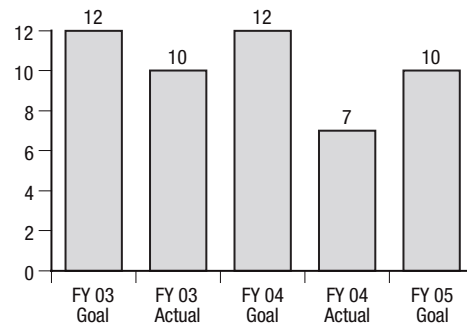
Desired Results

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.



Total Grant Funding Awarded Per Year

FY 2005 Initiative: Apply for grants totaling \$2.5 million by June 2005.



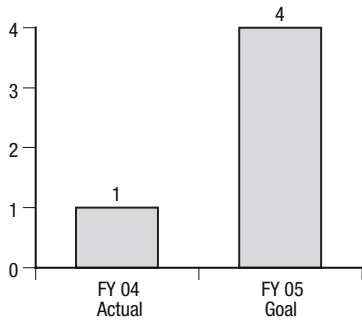
Number of Grants Applied for Annually

FY 2005 Initiative: Apply for 10 grants by June 2005 to supplement CIP funding.

Amount is lower than FY 2003 because of decrease in available State bond funding. FY 2003 is the first year for which data are available. FY 2004 actual data is to February 2, 2004.

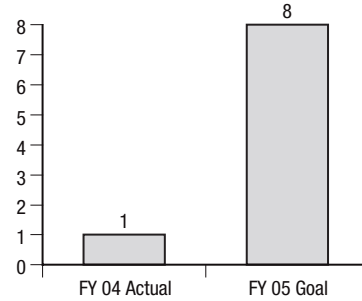


Ensure that the department meets the regional recreation, trail and open space needs of the public by providing a vision for the parks system, expanding the parks system and providing quality park facilities.



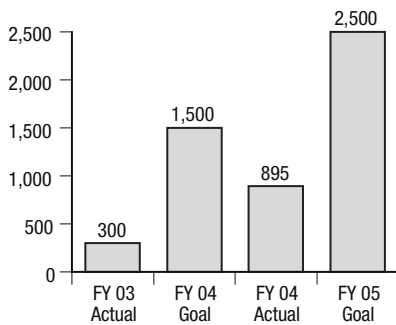
Number of New Partnerships Developed with Other Recreation Organizations

FY 2004 is the first year for which data are available. FY 2004 actual data is to February 2, 2004.



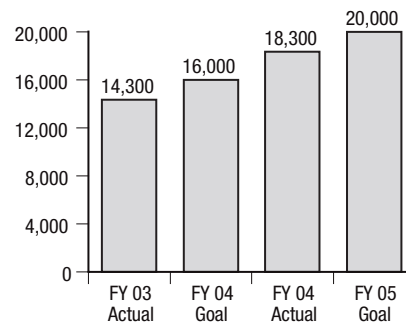
Number of New Programs Developed with Other Recreation Organizations

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.



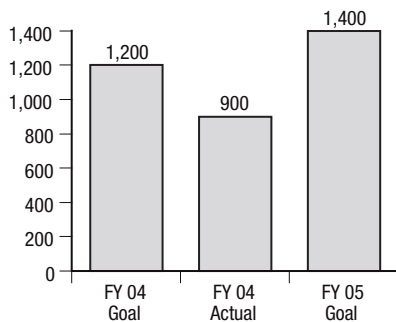
Number of Camping Reservations Made via Departments Website

FY 2003 is the first year for which data are available. FY 2004 actual data is to February 2, 2004.

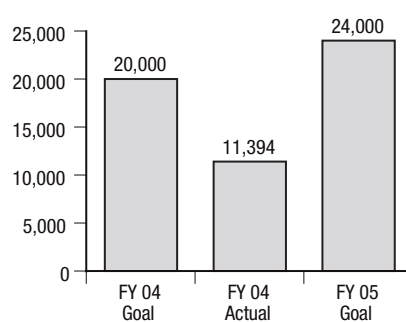


Number of Website Hits Per Month

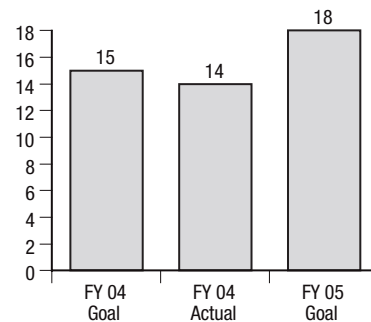
Create opportunities for community service, in partnership with the department, that support the successful completion of projects and programs that provide visitors with safe, educational and enjoyable experiences.



Number of Volunteers Participating in All Volunteer Programs



Number of Volunteer Hours Worked in All Volunteer Programs

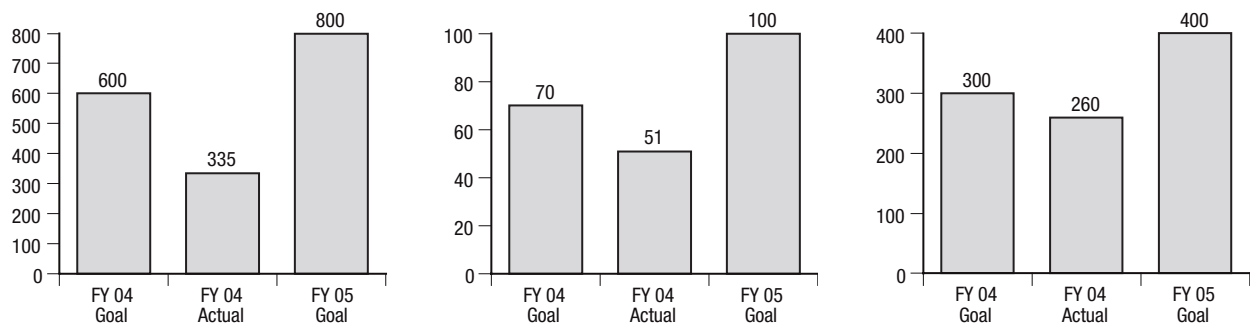


Number of Groups Participating in "Adopt-a-Trail" Program

FY 2004 is the first year for which data are available. FY 2004 actual data is to February 2, 2004.



Create opportunities for community service, in partnership with the department, that support the successful completion of projects and programs that provide visitors with safe, educational and enjoyable experiences.



Number of Volunteer Hours Worked in "Adopt-a-Trail" Program

Number of Trail Crew Program Volunteer Members

Number of Trail Crew Program Volunteer Hours Worked

FY 2004 is the first year for which data are available. FY 2004 actual data is to February 2, 2004.

Description of Major Services

The Department of Parks and Recreation administers the County's parks and recreation programs, operates and maintains the 28 diverse parks, and works with other jurisdictions to develop complementary park and recreation programs. The Department maintains more than 45,000 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 290 acre Martial Cottle Park was added to the County park system in FY 2004. Walter Lester Cottle gifted the County with 153.3 acres, and sold the remaining property to the State at a significant discount, for development as an historic agricultural park. The County will develop and manage the entire property, located in South San Jose, and bounded by Snell Avenue, Branham Lane and Chynoweth Avenue.

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 FY 2009. In anticipation of the reduction of available funding in FY 2003, the Department began a Revenue Enhancement Program in FY 1998, 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 countywide 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.

Financial Services

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 of Parks and Recreation is funded through the Park Charter Fund, and as a department not supported by the General Fund, it was not assigned a reduction plan for FY 2005. However, the economy has affected revenues, which are based upon a percentage of the property tax, and has also affected the availability of State grants, so the department is making reductions in order to remain fiscally sound. In addition, park use fees were recently increased, to become effective in FY 2005.

Delete Vacant Park Ranger Supervisor Position

Recommendation: Delete 1.0 FTE vacant Park Ranger Supervisor (T29) for a cost reduction of \$89,940.

Background: This position supervises the Interpretive Program and the Volunteer Coordinator for the entire park system. There are three other Park Ranger Supervisors, each of whom supervise the parks within a particular geographic region of the County.

Impact on Services: The workload of this position will be divided among the other three Park Ranger Supervisor positions. In particular, there will be a reduced level of service in the Ranger operations administrative area.

Total Ongoing Cost Reduction: (\$89,940)

Delete Vacant Park Equipment Operator Position and Reduce State Grant Revenue

Recommendation: Delete 1.0 FTE vacant Park Equipment Operator for a cost reduction of \$70,164, and decrease offsetting State grant revenues by \$51,729.



Background: This position was added in FY 2004 with State Off Highway Vehicle grant funding that provided 75% reimbursement to provide an improved level of trail and track maintenance at Motorcycle Park. The State has significantly reduced the amount of the grant revenue for FY 2005, to the point where the department can no longer afford to provide the position.

Impact on Services: The reduction in grant revenue and corresponding position deletion will result in the department not being able to provide an improved level of maintenance for the track and trail system at Motorcycle Park.

Total Ongoing Net Cost: \$18,435
 Total Ongoing Cost Reduction: (\$70,164)
 Total Ongoing Revenue Reduction (\$51,729)

Delete Vacant Part-Time Park Maintenance Worker II Position

Recommendation: Delete 0.75 FTE vacant Park Maintenance Worker II (T16), for a cost reduction of \$47,172.

Background: This 0.75 FTE position has been vacant for most of the last two years. The department has been unable to find people willing to fill this position long-term because of its part-time nature.

Impact on Services: The responsibilities of this position will continue to be absorbed by existing staff. The department has approximately 45 remaining Park Maintenance worker positions, excluding lead positions.

Total Ongoing Reduction: (\$47,172)

Add Park Ranger Position and Reduce Extra Help Hours

Recommendation: Add 1.0 FTE Park Ranger (T09) for a new cost of \$84,741 and reduce 3,100 extra help hours for a cost reduction of \$78,624.

Background: The Department has been working toward the long-term goal of substantially reducing the use of seasonal support in the Park Ranger classification, due to high training costs and limited availability of

qualified seasonal candidates. This action will eliminate extra help hours that equal 1.0 FTE, and will replace those hours with a new Park Ranger position.

Impact on Services: The level of service will not change with this action, as one new position will replace the equivalent amount of extra help hours.

Total Ongoing Net Cost: \$6,117
 Total Ongoing New Cost: \$84,741
 Total Ongoing Reduction: (\$78,624)

New Park Use Fee Revenue

Recommendation: Increase the Parks operating revenue by \$250,000 through a increase in park use fees to the public, in the following areas:

- Vehicle Entry Fees - \$178,000
- Trap and Skeet Range Fees - \$50,000
- Rifle and Pistol Range Fees - \$22,000

Background: The recommended park user fee adjustments are based on fee survey results and market analysis, and were approved by the Board of Supervisors during Winter 2004.

Impact on Services: There is no impact on services. The increased revenue will allow the department to continue to provide high-quality services and natural resources to the visiting public.

Total New Revenue: \$250,000

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 New One-Time Cost: \$450,000

One-Time Fixed Asset Purchases

Recommendation: Allocate one-time funding in the amount of \$213,830 to purchase the following items:

FY 2005 Fixed Assets

Item	Amount
SWECO Trail Dozer, for new trail construction, and trail maintenance, to replace renting a unit for \$4,500 per month.	\$65,000
Backhoe, to replace existing 14-year-old backhoe, for general heavy equipment work.	\$60,000
Seven (7) Fire Pumpers, to replace existing old units on park patrol vehicles, for fire suppression capability.	\$67,130
Fire Pumper, to replace existing equipment, which is needed to conduct flail mowing. Existing unit is old, unreliable, and does not meet current standards.	\$8,700
Computer Hard Drive, to store GIS, photo and CADD files, and serve Department's new intranet website.	\$6,000
Portable Boat Storage Shed, to provide shelter to patrol boat at Lexington Reservoir Park.	\$7,000
Total	\$213,830

Total New One-Time Cost: \$213,830

Capital Projects and Land Acquisition

Consistent with prior years, Parks' Capital Improvement Plan budget recommendation for FY 2005 was developed and recommended through the Parks and Recreation Commission CIP review process, which was open to the public. Following is a listing of capital improvement projects for FY 2005, endorsed by the Parks Commission on April 7, 2004. Total funding for the projects is \$3,779,062. It consists of \$3,104,000 from various grants and \$675,000 from Park Charter Funds.

The Park Charter Fund portion consists of \$575,062 of re-allocated funds from existing CIP projects that have remaining balances, due to low bids or redesigned scope of work, and an additional \$100,000 in newly allocated funds for FY 2005. The total one-time appropriation for land acquisition is \$8,382,511 and the one-time appropriation for capital improvement contingencies is \$400,000.

Alviso Master Plan Implementation

This project is to construct a re-designed parking lot, picnic area, board walk, and interpretive signage. The project is jointly funded by a Bay Trail Grant (\$150,000), a Proposition 12 Roberti-Z'berg-Harris (RZH) Block

Grant (\$200,000), a Coastal Conservancy Grant (\$700,000), and a cost sharing funding agreement with the Santa Clara Valley Water District (\$1,250,000).

Total One-Time Cost: \$2,300,000

Los Gatos Creek Day Use

This project is to remove the existing parking area to develop a new family picnic area with tables, grills, and an irrigated turf play area. The project is jointly funded by a Land and Water Conservation Fund Grant (\$204,000) and a Proposition 12 RZH Block Grant (\$300,000).

Total One-Time Cost: \$504,000

Penitencia Creek J-Weirs

This project is for installing J-Weirs diversion structure to direct water flow away from the Penitencia Creek Trail. The project is funded by grants money.

Total One-Time Cost: \$100,000

Sanborn Trail Master Plan

This project is to develop a comprehensive Trail Master Plan, and a Negative Declaration (environmental document) for the entire park. The Master Plan will provide a design for a major section of the Ridge Trail. The total cost of the project is estimated to be \$150,000. \$75,000 is funded by re-programming existing CIP projects and the balance will be funded with an application for a grant from the Ridge Trail Council.

Total One-Time Cost: \$75,000

Anderson and Uvas Visitor Centers

This project is the preparation of construction documents for a new visitor center/park office for Anderson and Uvas County Parks. The project is funded by the Park Charter Fund.

Total One-Time Cost: \$100,000



Coyote Lake Paving Management

This project includes repairing the ramp, and repaving the parking lot and road leading to the campground. The project is funded by Park Charter Funds through the re-allocation of existing CIP projects.

Total One-Time Cost: \$300,062

Los Gatos Trail Widening

This project is to resurface and widen the trail from Camden Avenue to Highway 85 (approximately 2 miles), as recommended by Master Plan improvements. The project is jointly funded by the Recreation Trails Program Grant (\$200,000) and Park Charter Funds from re-allocation of existing CIP projects (\$200,000).

Total One-Time Cost: \$400,000

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: \$400,000

Land Acquisition

Appropriate funding for general parkland acquisition as mandated by the Park Charter. Specific acquisitions will be determined as the opportunity arises. All parkland acquisitions will require future approval by the Board of Supervisors.

Total One-Time Cost: \$8,382,511

**Parks Department — Budget Unit 710
Net Expenditures by Cost Center**

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
71010	Administration Fund 0039	\$ 1,522,109	\$ 1,920,569	\$ 1,920,569	\$ 1,994,047	\$ 73,478	3.8%
71011	Customer & Business Svcs Fund 0039	2,063,822	1,981,301	1,981,301	1,740,840	(240,461)	-12.1%
5901	Parks Capital Improvement Fund 0056	17,505,668	21,646,713	27,495,278	24,814,363	3,167,650	14.6%
5902	Parks Hist Heritage Fund 0065	272,952	500,000	2,259,489	—	(500,000)	-100.0%
5903	Parks Acquisition Fund 0066	4,048,846	5,293,844	8,736,848	8,769,476	3,475,632	65.7%
5905	Parks Capital Improve Grant Fund 0067	2,048,755	840,000	3,785,748	—	(840,000)	-100.0%
5906	Parks Int Fund 0068	—	—	5,783,565	—	—	—
5907	Planning & Dev Fund 0039	1,053,954	1,035,378	1,035,378	1,087,070	51,692	5.0%
71013	Park Operations Fund 0039	7,128,590	9,070,111	9,070,111	9,537,973	467,862	5.2%
71014	Park Maintenance Fund 0039	6,730,538	7,712,942	7,712,942	8,412,773	699,831	9.1%
5908	Construction Svcs Fund 0039	470,739	533,310	533,310	598,905	65,595	12.3%
Total Net Expenditures		\$ 42,845,973	\$ 50,534,168	\$ 70,314,539	\$ 56,955,447	\$ 6,421,279	12.7%



Parks Department — Budget Unit 710
Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
71010	Administration Fund 0039	\$ 1,522,109	\$ 1,920,569	\$ 1,920,569	\$ 1,994,047	\$ 73,478	3.8%
71011	Customer & Business Svcs Fund 0039	3,222,036	3,501,301	3,501,301	3,190,840	(310,461)	-8.9%
5901	Parks Capital Improvement Fund 0056	17,505,668	21,646,713	27,495,278	24,814,363	3,167,650	14.6%
5902	Parks Hist Heritage Fund 0065	272,952	500,000	2,259,489	—	(500,000)	-100.0%
5903	Parks Acquisition Fund 0066	4,048,846	5,293,844	8,736,848	8,769,476	3,475,632	65.7%
5905	Parks Capital Improve Grant Fund 0067	2,048,755	840,000	3,785,748	—	(840,000)	-100.0%
5906	Parks Int Fund 0068	—	—	5,783,565	—	—	—
5907	Planning & Dev Fund 0039	1,053,954	1,035,378	1,035,378	1,087,070	51,692	5.0%
71013	Park Operations Fund 0039	7,128,590	9,070,111	9,070,111	9,537,973	467,862	5.2%
71014	Park Maintenance Fund 0039	6,730,538	7,712,942	7,712,942	8,412,773	699,831	9.1%
5908	Construction Svcs Fund 0039	470,739	533,310	533,310	598,905	65,595	12.3%
Total Gross Expenditures		\$ 44,004,187	\$ 52,054,168	\$ 71,834,539	\$ 58,405,447	\$ 6,351,279	12.2%

Parks Department — Budget Unit 710
Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 13,303,064	\$ 15,536,113	\$ 15,536,113	\$ 16,351,486	\$ 815,373	5.2%
Services And Supplies	8,206,855	9,702,035	9,702,035	9,780,011	77,976	0.8%
Other Charges	26,712	28,000	28,000	28,000	—	—
Fixed Assets	7,292,556	7,448,440	21,445,246	12,200,341	4,751,901	63.8%
Operating/Equity Transfers	15,175,000	19,000,000	24,783,565	19,500,000	500,000	2.6%
Reserves	—	339,580	339,580	545,609	206,029	60.7%
Subtotal Expenditures	44,004,187	52,054,168	71,834,539	58,405,447	6,351,279	12.2%
Expenditure Transfers	(1,158,214)	(1,520,000)	(1,520,000)	(1,450,000)	70,000	-4.6%
Total Net Expenditures	42,845,973	50,534,168	70,314,539	56,955,447	6,421,279	12.7%



Parks Department — Budget Unit 710

Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
71011	Customer & Business Svcs Fund 0039	16,027,409	21,802,450	21,802,450	22,581,200	778,750	3.6%
5901	Parks Capital Improvement Fund 0056	20,979,248	21,225,369	27,073,934	25,031,223	3,805,854	17.9%
5902	Parks Hist Heritage Fund 0065	500,000	500,000	500,000	—	(500,000)	-100.0%
5903	Parks Acquisition Fund 0066	7,112,304	5,293,844	5,293,844	5,481,806	187,962	3.6%
5905	Parks Capital Improve Grant Fund 0067	2,052,567	840,000	840,000	—	(840,000)	-100.0%
5906	Parks Int Fund 0068	2,053,323	550,000	550,000	550,000	—	—
5907	Planning & Dev Fund 0039	1,550,163	1,604,880	1,604,880	1,520,000	(84,880)	-5.3%
71013	Park Operations Fund 0039	1,665	51,729	51,729	51,729	—	—
Total Revenues		\$ 50,276,679	\$ 51,868,272	\$ 57,716,837	\$ 55,215,958	\$ 3,347,686	6.5%

Administration Fund 0039 — Cost Center 71010

Major Changes to the Budget

	Positions	Appropriations	Revenues
County Park Charter Fund (Fund Number 0039)			
FY 2004 Approved Budget	11.0	\$ 1,920,569	\$ —
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	36,727	—
Internal Service Fund Adjustments	—	5,599	—
Other Required Adjustments	—	31,152	—
Subtotal (Current Level Budget)	10.0	\$ 1,994,047	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	10.0	\$ 1,994,047	\$ —

Customer & Business Svcs Fund 0039 — Cost Center 71011

Major Changes to the Budget

	Positions	Appropriations	Revenues
County Park Charter Fund (Fund Number 0039)			
FY 2004 Approved Budget	21.0	\$ 1,981,301	\$ 21,802,450
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	1.0	145,140	—
Internal Service Fund Adjustments	—	261,492	3,460,011
Other Required Adjustments	—	(462,073)	(2,931,261)
Subtotal (Current Level Budget)	22.0	\$ 1,925,860	\$ 22,331,200
Recommended Changes for FY 2005			
Internal Service Fund Adjustments	—	—	—



Customer & Business Svcs Fund 0039 — Cost Center 71011
Major Changes to the Budget

	Positions	Appropriations	Revenues
Postage Reduction	—	(10,000)	—
Service Cost Reduction due to ISD Reductions	—	(4,790)	—
Decision Packages			
1. Allocate Funding for Fixed Asset Purchase in Administration	—	6,000	—
Appropriate one-time funding for the purchase of a computer hard drive, in the amount of \$6,000, to store GIS, photo and CADD files, and the Department's new intranet website.			
2. Appropriate 2% Contingency Reserve for Parks Operations	—	450,000	—
Appropriate a 2% contingency reserve for Parks operations, in the amount of \$450,000 . The contingency reserve is re-established annually and used for emergency funding and unanticipated budget augmentations.			
3. Increase Parks Operating Revenue Through an Increase in Park Use Fees	—	—	250,000
Increase Parks operating revenue by \$250,000 through a increase in park use fees to the public. The recommended park user fee adjustments are based on fee survey results and market analysis, and were approved by the Board of Supervisors in March 2004, to become effective on July 1, 2004.			
4. Recognize Savings Related to IT Maintenance Contracts	—	(4,101)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.			
5. Reduce Workers Compensation Expense	—	(221,855)	—
6. Reduce Retirement Expenditures	—	(400,274)	—
Subtotal (Recommended Changes)	—	\$ (185,020)	\$ 250,000
Total Recommendation	22.0	\$ 1,740,840	\$ 22,581,200



Parks Capital Improvement Fund 0056 — Cost Center 5901
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Park Fund-Discretionary (Fund Number 0056)			
FY 2004 Approved Budget	—	\$ 21,646,713	\$ 21,225,369
Board Approved Adjustments During FY 2004	—	5,848,565	5,848,565
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	3,073,661	—
Other Required Adjustments	—	(9,358,576)	(5,146,711)
Subtotal (Current Level Budget)	—	\$ 21,210,363	\$ 21,927,223
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Allocate Funding from Park Charter Fund and Various Grants for Parks Capital Improvement Program Projects	—	3,604,000	3,104,000
Allocate funding from the Park Charter Fund and various grants for Parks Capital Improvement Program projects, as recommended by the Parks and Recreation Commission:			
◆ Alviso Master Plan Implementation - \$2,300,000			
◆ Los Gatos Creek Day Use - \$504,000			
◆ Penitencia Creek J-Weirs - \$100,000			
◆ Sanborn Trail Master Plan - \$75,000			
◆ Coyote Lake Paving Management - \$300,062			
◆ Anderson Visitor Center - \$65,000			
◆ Uvas Visitor Center - \$35,000			
◆ Los Gatos Trail Widening - \$400,000			
◆ Parks Capital Improvement Plan Contingency - \$400,000			
Subtotal (Recommended Changes)	—	\$ 3,604,000	\$ 3,104,000
Total Recommendation	—	\$ 24,814,363	\$ 25,031,223

Parks Acquisition Fund 0066 — Cost Center 5903
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Park Fund - Acquisition (Fund Number 0066)			
FY 2004 Approved Budget	—	\$ 5,293,844	\$ 5,293,844
Board Approved Adjustments During FY 2004	—	3,443,004	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(31,439)	—
Other Required Adjustments	—	(8,318,444)	187,962
Subtotal (Current Level Budget)	—	\$ 386,965	\$ 5,481,806
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			



Parks Acquisition Fund 0066 — Cost Center 5903
Major Changes to the Budget

	Positions	Appropriations	Revenues
Decision Packages			
1. Allocate Funding for Land Acquisition	—	8,382,511	—
Appropriate funding for general parkland acquisition, in the amount of \$8,382,511, as mandated by the Park Charter. Specific acquisitions will be determined as the opportunity arises. All parkland acquisitions will require future approval by the Board of Supervisors.			
Subtotal (Recommended Changes)	—	\$ 8,382,511	\$ —
Total Recommendation	—	\$ 8,769,476	\$ 5,481,806

Parks Int Fund 0068 — Cost Center 5906
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Park Fund - Interest (Fund Number 0068)			
FY 2004 Approved Budget	—	\$ —	\$ 550,000
Board Approved Adjustments During FY 2004	—	5,783,565	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(5,783,565)	—
Subtotal (Current Level Budget)	—	\$ —	\$ 550,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ —	\$ 550,000

Planning & Dev Fund 0039 — Cost Center 5907
Major Changes to the Budget

	Positions	Appropriations	Revenues
County Park Charter Fund (Fund Number 0039)			
FY 2004 Approved Budget	8.0	\$ 1,035,378	\$ 1,604,880
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	56,826	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(5,134)	(84,880)
Subtotal (Current Level Budget)	8.0	\$ 1,087,070	\$ 1,520,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	8.0	\$ 1,087,070	\$ 1,520,000



Park Operations Fund 0039 — Cost Center 71013 Major Changes to the Budget

	Positions	Appropriations	Revenues
County Park Charter Fund (Fund Number 0039)			
FY 2004 Approved Budget	83.0	\$ 9,070,111	\$ 51,729
Board Approved Adjustments During FY 2004	-4.0	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-2.0	592,611	—
Internal Service Fund Adjustments	—	(16,953)	—
Other Required Adjustments	—	(98,103)	—
Subtotal (Current Level Budget)	77.0	\$ 9,547,666	\$ 51,729
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Allocate One-Time Funding for Fixed Asset Purchases in Parks Operations Division	—	74,130	—
Appropriate one-time funding for the purchase of:			
◆ Portable Boat Storage Shed, to provide shelter for the patrol boat at Lexington Reservoir Park - \$7,000			
◆ Seven Fire Pumpers, to replace existing units on vehicles - \$67,130			
2. Delete 1 vacant Park Ranger Supervisor	-1.0	(89,940)	—
Delete vacant 1 FTE Park Ranger Supervisor (T29) for a cost reduction of \$89,940.			
3. Add 1 Park Ranger and Delete 3,100 Overtime Hours	1.0	6,117	—
It is recommended that the following position be added: 1 FTE T09-Park Ranger in Park Operations Division. It is further recommended that 3,100 hours of overtime be deleted, due to the creation of this position			
Subtotal (Recommended Changes)	—	\$ (9,693)	\$ —
Total Recommendation	77.0	\$ 9,537,973	\$ 51,729

Park Maintenance Fund 0039 — Cost Center 71014 Major Changes to the Budget

	Positions	Appropriations	Revenues
County Park Charter Fund (Fund Number 0039)			
FY 2004 Approved Budget	76.0	\$ 7,712,942	\$ —
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	2.0	792,941	—
Internal Service Fund Adjustments	—	(40,192)	—
Other Required Adjustments	—	(17,553)	—
Subtotal (Current Level Budget)	78.0	\$ 8,448,138	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
1. Allocate One-Time Funding for Fixed Asset Purchases in Maintenance Division	—	133,700	—
Appropriate one-time funding for the purchase of the following equipment in the Maintenance Division:			
◆ Backhoe, to replace existing 14 year old unit, for general heavy equipment work - \$60,000			
◆ Fire Pumper, to replace existing equipment, needed to conduct flail mowing - \$8,700			
◆ SWECO Trail Dozer, for new trail construction and trail maintenance - \$65,000			



Park Maintenance Fund 0039 — Cost Center 71014
Major Changes to the Budget

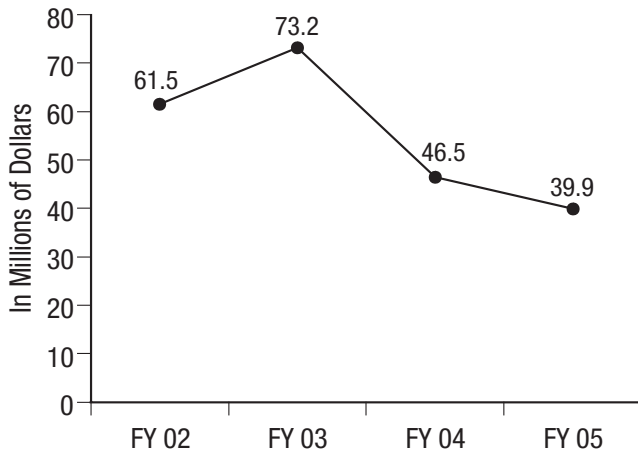
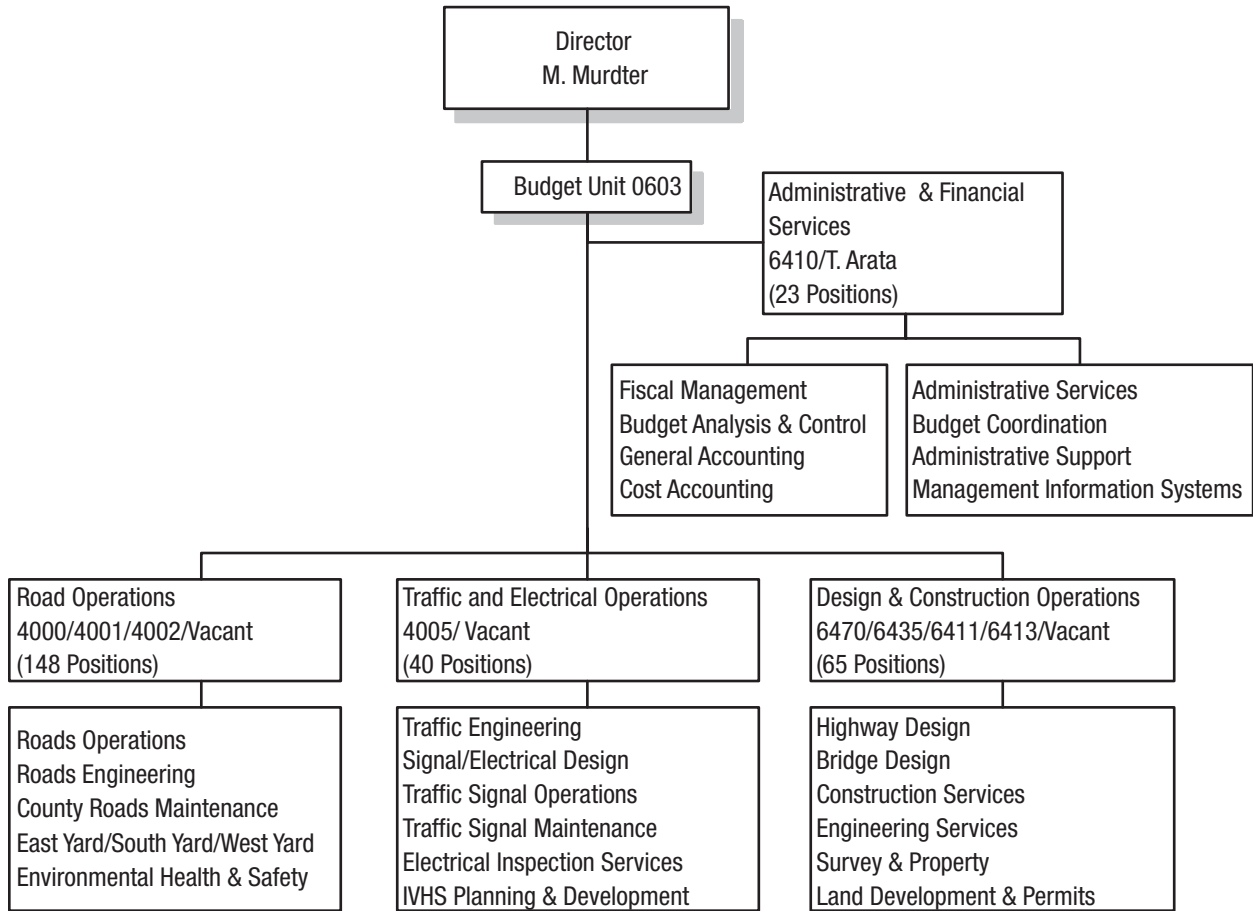
	Positions	Appropriations	Revenues
2. Delete 1.0 FTE Vacant Park Equipment Operator and Offsetting State Grant Revenues	-1.0	(121,893)	—
Delete vacant 1.0 FTE Park Equipment Operator (T13) for a cost reduction of \$70,164, and decrease State Off-Highway Vehicle grant revenues by \$51,729. This position was added in FY 2004 with 75% State reimbursement to provide an improved level of trail and track maintenance at Motorcycle Park.			
3. Delete 0.75 vacant Park Maintenance Worker II	-0.8	(47,172)	—
Delete vacant 0.75 FTE Park Maintenance Worker II (T16).			
Subtotal (Recommended Changes)	-1.8	\$ (35,365)	\$ —
Total Recommendation	76.3	\$ 8,412,773	\$ —

Construction Svcs Fund 0039 — Cost Center 5908
Major Changes to the Budget

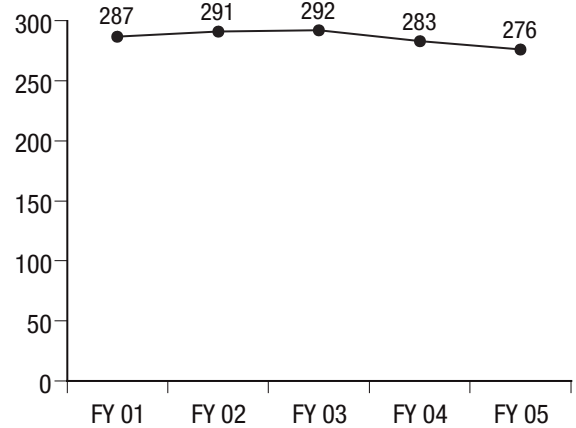
	Positions	Appropriations	Revenues
County Park Charter Fund (Fund Number 0039)			
FY 2004 Approved Budget	5.0	\$ 533,310	\$ —
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	66,145	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(550)	—
Subtotal (Current Level Budget)	5.0	\$ 598,905	\$ —
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	5.0	\$ 598,905	\$ —



Roads Department



Gross Appropriation Trend



Staffing Trend

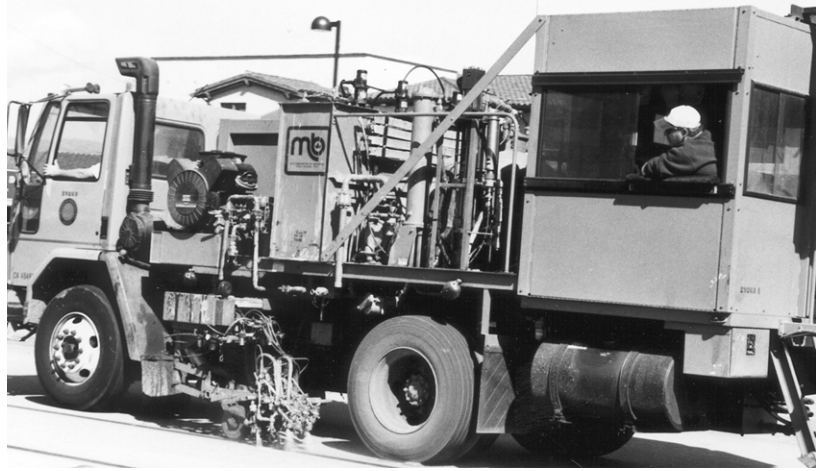
In the FY 2005 document, gross appropriations replace net appropriations.

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

Major Service: Housing, Land Use, Transportation, and Environment		Organization: Roads Department			
Activity:					
<ul style="list-style-type: none"> ◆ Traffic Management ◆ Road & Expressway Infrastructure Improvement and Preservation ◆ Property Management 					
Program Mission: The Mission of the Roads Department is to promote the economic vitality and quality of life of the County by ensuring the safety of the traveling public and accommodating road travelers.					
Program Objectives					
Traffic is Managed by:					
<ul style="list-style-type: none"> ◆ Providing ongoing roadway monitoring, traffic engineering services as needed or in conjunction with Capital Improvement Projects. ◆ Optimizing traffic signal timing. ◆ Installing and maintaining traffic control devices to mitigate recurrent traffic congestion. 					
Road & Expressway Infrastructure is improved and preserved by:					
<ul style="list-style-type: none"> ◆ Maintaining, repairing, and replacing paved surfaces, bridges, and traffic signals. ◆ Repairing and replacing road signage, pavement striping, and road markings, and street lights. ◆ Maintaining and improving other road features to ensure safety and minimize life-cycle costs. 					
Property is managed by providing land development, survey, inspection, permit, and property services in a responsive and effective manner.					
	Responsiveness Indicators	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected	FY 2005 Estimate
1.	Percentage of Land Development applications completed within 15 days	90	87	87	86
2.	Percentage of Environmental Reviews successfully completed within 30 days	85	90	90	90
3.	Percentage of inspections responded to within 24 hours of request	80	84	85	86

Responsiveness: The responsiveness measures relate to the Department's Land Development Services unit.

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.

Workload Indicators	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected	FY 2005 Estimate
1. Percentage of Engineering Study Requests requiring action	85	67	60	65
2. Metal Beam Guard Rail Projects in total lineal feet	4,688	9,262	1,400	1,400

Workload: The workload measures relate to the Department's Traffic and Electrical Operations Branch. 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, and school districts, or by referral from the Board of Supervisors. The quantity of requests received is driven by customer demand. Each request received, in most cases, requires 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. This performance measure simply tracks the number of lineal feet of Metal Beam Guard Rail installed each fiscal year. The Department received an infusion of additional one-time funds for this program between FY 2001 through FY 2003, which is reflected in the workload figures above.

Effectiveness Indicators	FY 2002 Actual	FY 2003 Actual	FY 2004 Projected	FY 2005 Estimate
1. Average travel speed on all expressways during a.m. peak hours – General Use Lanes	28.45	28.53	29.58	29.75
2. Average travel speed on all expressways during p.m. peak hours – General Use Lanes	27.76	29.18	28.56	29.25
3. Average travel speed of General Use lanes on expressways with HOV lanes – a.m. peak hours	26.45	26.65	28.25	28.50
4. Average travel speed of General Use lanes on expressways with HOV lanes – p.m. peak hours	26.68	27.98	26.75	27.75
5. Average travel speed on expressway HOV lanes during a.m. peak hours	33.04	35.68	NA	35.75
6. Average travel speed on expressway HOV lanes during p.m. peak hours	32.06	36.30	NA	35.75
7. Total number of stops per mile on all expressways during a.m. peak hours – General Use Lanes	0.86	0.85	0.79	0.77
8. Total number of stops per mile on all expressways during p.m. peak hours – General Use Lanes	0.91	0.77	0.71	0.70
9. Total number of stops per mile on General Use Lanes on expressways that have HOV lanes – a.m. peak hours	1.02	1.00	0.96	0.87
10. Total number of stops per mile on General Use Lanes on expressways that have HOV lanes – p.m. peak hours	0.94	0.82	0.83	0.76
11. Total number of stops per mile on expressway HOV lanes during a.m. peak hours	0.75	0.81	NA	0.75
12. Total number of stops per mile on expressway HOV lanes during p.m. peak hours	0.76	0.50	NA	0.59
13. Percentage of County bridges with a sufficiency rating above 50	77	77	77	77



Effectiveness: The effectiveness measures relate to the Department's Traffic and Electrical Operations Branch and the Bridge Design unit. The ongoing operation of the traffic control and synchronization systems involve 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 not only helps in determining the optimum signal timing for the expressways, it also assists in determining the efficiency and effectiveness of the High Occupancy Vehicle (HOV) lanes that are on several of the expressways.

The Department strives to maximize the average travel speed and minimize the number of stops per 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 slight increase of average speed for both general use lanes and HOV lanes during peak hours in FY 2005, based on certain roadway Level-of-Service improvements.

The total number of stops per mile during a.m. and p.m. peak hours is projected to decrease slightly on all lane types in FY 2005.

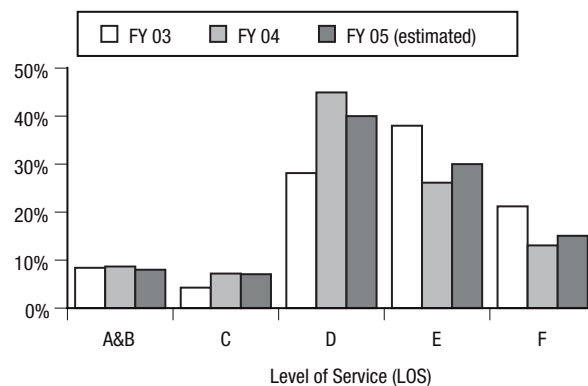
A Comprehensive County Expressway Planning Study is now completed. The study will serve as a long range strategic plan for the improvement and maintenance of the expressway system. Implementation of all or part of the study's recommendations will assist in reducing the number of stops and increase the 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.

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

FY04 LOS is calculated from FY 03 data with new methodology requirements from CMA

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.

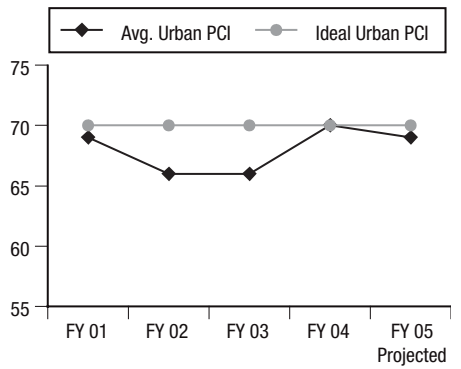
LOS D describes operations with delay greater than 25 and up to 40 seconds per vehicle. At level D, the influence of congestion becomes more noticeable. Longer delays may result from some combination of unfavorable progression, long cycle lengths, or high v/c ratios. Many vehicles stop, and the proportion 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.

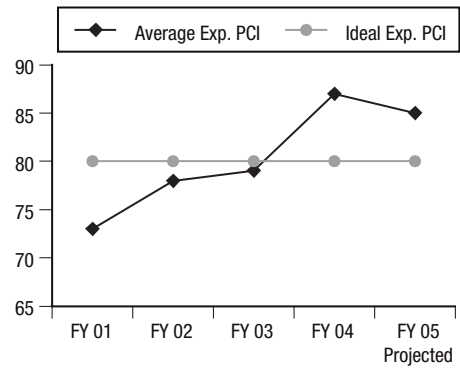
The Roads and Airports Department has set LOS D as the goal for the operation of the intersections on the Expressway system. As part of the County's congestion management program, major intersections are monitored on an annual basis and a list of "deficient" intersections is prepared for consideration 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 has identified long range operation and maintenance improvements, as well as a funding strategies, to drastically reduce congestion and improve the Level-of-Service on the expressway system.



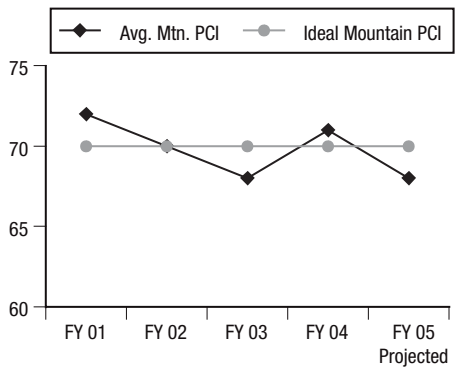
Average Pavement Condition Index (PCI) — Urban Pockets

Measure: PCI of 100 indicates new pavement



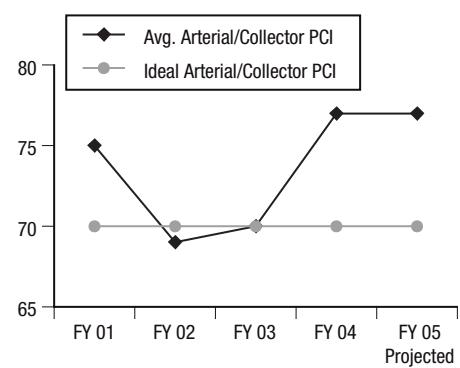
Pavement Condition Index (PCI) — Expressways

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 623 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 five 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 623 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

Contingency Reserve

Recommendation: Add ongoing funding for contingency reserve in the Road Fund.

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. This recommendation increases a consolidated contingency funds account for all Roads activities, roughly 2% of the operating budget.

Impact on Services: This recommendation allows the Department to have a reserve for contingencies.

Total Ongoing Cost: \$600,000

Chipseal and Slurry Seal Materials

Recommendation: Add one-time funding for Chipseal and Slurry Seal materials.

Background: Asphalt deteriorates over time due to environmental conditions. A chipseal is a preventative maintenance treatment that extends the life of a roadway, providing a coat for skid and weather resistance. A chipseal helps seal the surface, and the materials will be used to cover 12 miles of County roads.

Impact on Services: This recommendation will allow the Department to provide preventative maintenance on public roadways.

Total One-time Cost: \$468,000

Hazardous Materials Management

Recommendation: Increase ongoing and one-time funding for hazardous materials management.

Background: The Department operates a hazardous materials management program in order to meet the requirements of various regulatory agencies. Funds are needed to comply with new State and County underground tank regulatory requirements, including installation of flow meters on vehicle washracks and enhancement of vapor recovery systems on all gasoline tanks.

Impact on Services: This action allow the Department to comply with regulatory requirements.

Total Ongoing Cost: \$71,900

Total One-time Cost: \$61,000

Pigeon Exclusion

Recommendation: Increase one-time funding for the installation of a pigeon exclusion system at the South Yard vehicle storage building.

Background: Over the years, the Department has been installing pigeon exclusion systems on all buildings where a problem exists. The South Yard vehicle storage building was recently completed and is experiencing severe pigeon nesting problems. The installation of a pigeon exclusion system will keep the pigeons from nesting in the building and mitigate potential health hazards.

Impact on Services: This action provides for maintenance of structures and will mitigate potential health hazards.

Total One-time Cost: \$19,805

Delete Positions

Recommendation: Delete 6.0 FTE vacant positions from the Road Fund.

Background: This recommendation deletes the following positions:

FTE	Code	Class Description	Filled/Vacant
-1.0	B2N	Administrative Services Officer III	Vacant
-1.0	N60	Roads Operations Superintendent	Vacant
-1.0	L31	Supervising Transportation Engineer	Vacant
-1.0	K62	Field Survey Supervisor	Vacant
-1.0	L16	Associate Civil Engineer	Vacant
-1.0	L18	Assistant Civil Engineer	Vacant
			-6.0 Vacant
-6.0		Total Deletions	0.0 Filled

Impact on Services: The deletions are a necessary part of balancing the Department's budget. These deletions in the management and engineering areas reduce management layers and engineering support services.

Total Ongoing Reduction: \$666,353

Capital Projects

Recommendation: Add one-time funding for Roads Capital Projects

Background: 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 another 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 \$435,000 in one-time funds.

Total One-time Cost: \$435,000

Maintenance Capital Projects

The additional funds recommended for Maintenance Capital Projects total \$520,000 in one-time funds.

Total One-time Cost: \$520,000

Highway and Bridge Capital Projects

The additional funds recommended for Highway and Bridge Capital Projects total \$4,027,000 in one-time funds.

Total One-time Cost: \$4,027,000
Capital Projects Combined Total: \$4,982,000

Reimbursable Labor for Capital Projects

Recommendation: Add one-time funding for reimbursable labor costs related to capital projects.

Background: This recommendation provides for the one-time 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. 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: Funding for reimbursable labor allows the Department to budget labor costs associated with capital projects.

Total One-time Cost: \$5,000,000

Roads Department Capital Plan Project Detail

Traffic and Electrical

Road	Treatment	Total
Various County Roads	Metal Beam Guard Rail	\$50,000
Various County Roads	Pavement Markers	\$75,000
Various County Roads	Pedestrian Ramps	\$50,000
Lawrence Expressway/Mitty Road	Intersection Improvements	\$260,000
Total		\$435,000

Maintenance

Road	Treatment	Total
East Maintenance Yard	Pavement Repair	\$125,000
San Antonio Maint Yard	Maintain Future Yard Property	\$75,000
Gilroy Hot Springs Phase II	Creek Realignment	\$120,000
Misc Road Maintenance	Job Order Contracts	\$200,000
Total		\$520,000



Highways and Bridges

Road	Treatment	Total
Central Expressway	Pedestrian Sidewalk	\$165,000
San Tomas Expressway	Intersection Modifications	\$65,000
Montague Expressway	Widening	\$2,400,000
Los Gatos Creek/Aldercroft Heights Rd	Seismic Retrofit	\$453,000
Bailey Ave OC/Central Expy	Seismic Retrofit	\$894,000
Whisman OC/Central Expressway Bridge	Joint Seal Repair	\$50,000
Total		\$4,027,000

Roads & Airports Department - Roads — Budget Unit 603 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
60020	Roads Capital Improvement Fund 0020	\$ 21,709,641	\$ 12,184,000	\$ 11,656,934	\$ 4,982,000	\$ (7,202,000)	-59.1%
60023	Roads Fund 0023	29,865,334	28,832,222	29,823,216	29,245,749	413,527	1.4%
61528	County Lighting District Fund 1528	313,612	345,000	345,000	372,000	27,000	7.8%
61618	Overlook Road District Fund 1618	5,554	61,000	61,000	60,000	(1,000)	-1.6%
61620	El Matador District Fund 1620	—	45,000	45,000	45,000	—	—
61622	Casa Loma District Fund 1622	41,370	26,000	30,000	76,000	50,000	192.3%
Total Net Expenditures		\$ 51,935,511	\$ 41,493,222	\$ 41,961,150	\$ 34,780,749	\$ (6,712,473)	-16.2%

Roads & Airports Department - Roads — Budget Unit 603 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
60020	Roads Capital Improvement Fund 0020	\$ 21,746,341	\$ 12,184,000	\$ 11,656,934	\$ 4,982,000	\$ (7,202,000)	-59.1%
60023	Roads Fund 0023	35,221,016	33,832,222	34,823,216	34,410,949	578,727	1.7%
61528	County Lighting District Fund 1528	313,612	345,000	345,000	372,000	27,000	7.8%
61618	Overlook Road District Fund 1618	5,554	61,000	61,000	60,000	(1,000)	-1.6%
61620	El Matador District Fund 1620	—	45,000	45,000	45,000	—	—
61622	Casa Loma District Fund 1622	41,370	26,000	30,000	76,000	50,000	192.3%
Total Gross Expenditures		\$ 57,327,893	\$ 46,493,222	\$ 46,961,150	\$ 39,945,949	\$ (6,547,273)	-14.1%



Roads & Airports Department - Roads — Budget Unit 603

Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 22,338,841	\$ 23,727,633	\$ 23,727,633	\$ 23,774,107	\$ 46,474	0.2%
Services And Supplies	33,481,039	9,832,089	10,627,083	11,212,609	1,380,520	14.0%
Fixed Assets	1,508,013	12,933,500	12,606,434	4,782,000	(8,151,500)	-63.0%
Reserves	—	—	—	177,233	177,233	—
Subtotal Expenditures	57,327,893	46,493,222	46,961,150	39,945,949	(6,547,273)	-14.1%
Expenditure Transfers	(5,392,382)	(5,000,000)	(5,000,000)	(5,165,200)	(165,200)	3.3%
Total Net Expenditures	51,935,511	41,493,222	41,961,150	34,780,749	(6,712,473)	-16.2%

Roads & Airports Department - Roads — Budget Unit 603

Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
60020	Roads Capital Improvement Fund 0020	\$ 14,743,536	\$ 11,868,000	\$ 5,859,761	\$ 3,726,000	\$ (8,142,000)	-68.6%
60023	Roads Fund 0023	36,191,203	30,010,256	30,010,256	31,205,543	1,195,287	4.0%
61528	County Lighting District Fund 1528	322,659	334,720	334,720	363,000	28,280	8.4%
61618	Overlook Road District Fund 1618	21,532	23,700	23,700	23,700	—	—
61620	El Matador District Fund 1620	1,082	2,000	2,000	1,000	(1,000)	-50.0%
61622	Casa Loma District Fund 1622	23,594	26,000	26,000	26,000	—	—
	Total Revenues	\$ 51,303,606	\$ 42,264,676	\$ 36,256,437	\$ 35,345,243	\$ (6,919,433)	-16.4%

Roads Capital Improvement Fund 0020 — Cost Center 60020

Major Changes to the Budget

	Positions	Appropriations	Revenues
Road CIP (Fund Number 0020)			
FY 2004 Approved Budget	—	\$ 12,184,000	\$ 11,868,000
Board Approved Adjustments During FY 2004	—	(527,066)	(6,008,239)
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	(11,656,934)	(2,133,761)
Subtotal (Current Level Budget)	—	\$ —	\$ 3,726,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			



Roads Capital Improvement Fund 0020 — Cost Center 60020

Major Changes to the Budget

	Positions	Appropriations	Revenues
1. Capital Projects - Traffic and Electrical Operations	—	435,000	—
This recommendation adds one-time funding in the amount of \$435,000 for Traffic and Electrical Capital Projects.			
◆ Various County Roads, install Metal Beam Guard Rail - \$50,000			
◆ Various County Roads, install Pavement Markers - \$75,000			
◆ Various County Roads, install Pedestrian Ramps - \$50,000			
◆ Lawrence Expy/Mitty Rd, Intersection Improvements - \$260,000			
2. Capital Projects - Maintenance	—	520,000	—
This recommendation adds one-time funding in the amount of \$520,000 for Maintenance Capital Projects.			
◆ East Maintenance Yard, Pavement Repair - \$125,000			
◆ San Antonio Maintenance Yard, Maintain Future Yard Property - \$75,000			
◆ Gilroy Hot Springs Phase II, Creek Realignment - \$120,000			
◆ Misc Road Maintenance, Job Order Contracts - \$200,000			
3. Capital Projects - Highways and Bridges	—	4,027,000	—
This recommendation adds one-time funding in the amount of \$4,027,000 for Highways and Bridges Capital Projects.			
◆ Central Expressway, Pedestrian Sidewalk - \$165,000			
◆ San Tomas Expressway, Intersection Modifications - \$65,000			
◆ Montague Expressway, Widening - \$2,400,000			
◆ Los Gatos Creek/Aldercroft Heights Road, Seismic Retrofit - \$453,000			
◆ Bailey Ave OC/Central Expy, Seismic Retrofit - \$894,000			
◆ Whisman OC/Central Expressway, Bridge Joint Seal Repair - \$50,000			
Subtotal (Recommended Changes)	—	\$ 4,982,000	\$ —
Total Recommendation	—	\$ 4,982,000	\$ 3,726,000

Roads Fund 0023 — Cost Center 60023

Major Changes to the Budget

	Positions	Appropriations	Revenues
Road Fund (Fund Number 0023)			
FY 2004 Approved Budget	283.0	\$ 28,832,222	\$ 30,010,256
Board Approved Adjustments During FY 2004	—	990,994	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	-1.0	1,877,536	—
Internal Service Fund Adjustments	—	133,719	159,267
Other Required Adjustments	—	3,020,305	1,036,020
Subtotal (Current Level Budget)	282.0	\$ 34,854,776	\$ 31,205,543
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	2,160	—
ISD Service Cost Adjustment	—	340	—
Postage	—	188	—
Postage Reduction	—	(299)	—
Decision Packages			
1. Ongoing Funding for Contingency Reserve	—	600,000	—



Roads Fund 0023 — Cost Center 60023

Major Changes to the Budget

	Positions	Appropriations	Revenues
This recommendation adds ongoing funding for contingency reserve in the Road Fund. In the Administration division, the consolidated contingency funds account is for all Road Fund activities and includes local match requirements for Capital Project grants. This recommendation increases a consolidated contingency funds account for all Roads activities, roughly 2% of the operating budget.			
2. Delete 1.0 FTE Supervising Transportation Engineer	-1.0	(128,165)	—
This action deletes 1.0 FTE vacant Supervising Transportation Engineer in the Highway and Bridge Design Division. The responsibilities will be absorbed by existing supervisory staff.			
3. Delete 1.0 FTE Field Survey Supervisor	-1.0	(121,483)	—
This action deletes 1.0 FTE vacant Field Survey Supervisor in the Survey and Property Division. The responsibilities will be absorbed by existing supervisory staff.			
4. Delete 1.0 FTE Assistant Civil Engineer	-1.0	(110,871)	—
This action deletes 1.0 FTE vacant Assistant Civil Engineer position in the Traffic and Electrical Operations Division. The responsibilities will be absorbed by existing staff.			
5. Reduce Workers Compensation Expense	—	(708,738)	—
6. Recognize Savings Related to Copier Leases	—	(1,059)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.			
7. Reduce Retirement Expenditure	—	(458,738)	—
8. One-time Funding for Chipseal/Slurry Seal	—	468,000	—
This recommendation adds one-time funding for Chipseal and Slurry Seal materials. Asphalt deteriorates over time due to environmental conditions. A chipseal is a preventative maintenance treatment that extends the life of a roadway, providing a coat for skid and weather resistance. A chipseal helps seal the surface, and the materials will be used to cover 12 miles of County roads.			
9. Hazardous Materials Management	—	132,900	—
This recommendation increases ongoing and one-time funding for hazardous materials management. The Department operates a hazardous materials management program in order to meet the requirements of various regulatory agencies. Funds are needed to comply with new State and County underground tank regulatory requirements, including installation of flow meters on vehicle washracks and enhancement of vapor recovery systems on all gasoline tanks.			
10. Pigeon Exclusion	—	19,805	—
This recommendation increase one-time funding for the installation of a pigeon exclusion system at the South Yard vehicle storage building. Over the years, the Department has been installing pigeon exclusion systems on all buildings where a problem exists. The South Yard vehicle storage building was recently completed and is experiencing severe pigeon nesting problems. The installation of a pigeon exclusion system will keep the pigeons from nesting in the building and mitigate potential health hazards.			
11. Reimbursable Labor for Capital Projects	—	(5,000,000)	—
This recommendation adds one-time funding for reimbursable labor costs related to capital projects. The funding provides for the one-time 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. 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.			
12. Delete 1.0 FTE Associate Civil Engineer	-1.0	(108,957)	—
This action deletes 1.0 FTE vacant Associate Civil Engineer position in the Highway and Bridge Design Division. The responsibilities will be absorbed by existing staff.			



Roads Fund 0023 — Cost Center 60023 Major Changes to the Budget

	Positions	Appropriations	Revenues
13. Delete 1.0 FTE Road Operations Superintendent	-1.0	(103,716)	—
This action deletes 1.0 FTE vacant Road Operations Superintendent in the Road Maintenance Division. The responsibilities will be absorbed by existing supervisory staff.			
14. Delete 1.0 FTE Administrative Support Officer III	-1.0	(90,394)	—
This action deletes 1.0 FTE vacant Administrative Officer III position in the Road Operations Division. The responsibilities will be absorbed by existing staff.			
Subtotal (Recommended Changes)	-6.0	\$ (5,609,027)	\$ —
Total Recommendation	276.0	\$ 29,245,749	\$ 31,205,543

County Lighting District Fund 1528 — Cost Center 61528 Major Changes to the Budget

	Positions	Appropriations	Revenues
County Lighting Service Fund (Fund Number 1528)			
FY 2004 Approved Budget	—	\$ 345,000	\$ 334,720
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	22,000	—
Other Required Adjustments	—	5,000	28,280
Subtotal (Current Level Budget)	—	\$ 372,000	\$ 363,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 372,000	\$ 363,000

Overlook Road District Fund 1618 — Cost Center 61618 Major Changes to the Budget

	Positions	Appropriations	Revenues
Overlook Road District (Fund Number 1618)			
FY 2004 Approved Budget	—	\$ 61,000	\$ 23,700
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	30,000	—
Other Required Adjustments	—	(31,000)	—
Subtotal (Current Level Budget)	—	\$ 60,000	\$ 23,700
Recommended Changes for FY 2005			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 60,000	\$ 23,700



El Matador District Fund 1620 — Cost Center 61620 Major Changes to the Budget

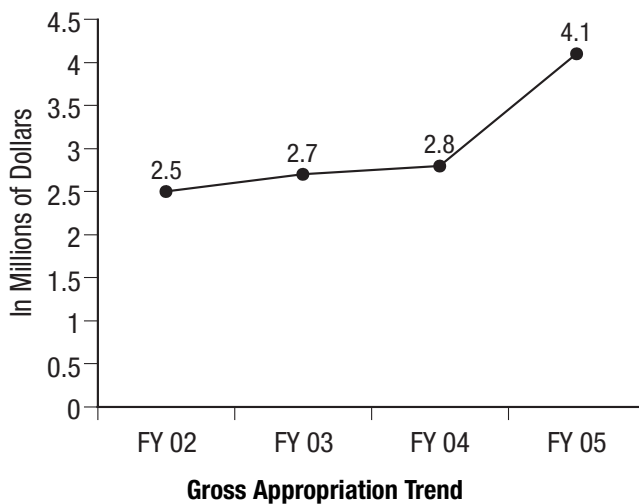
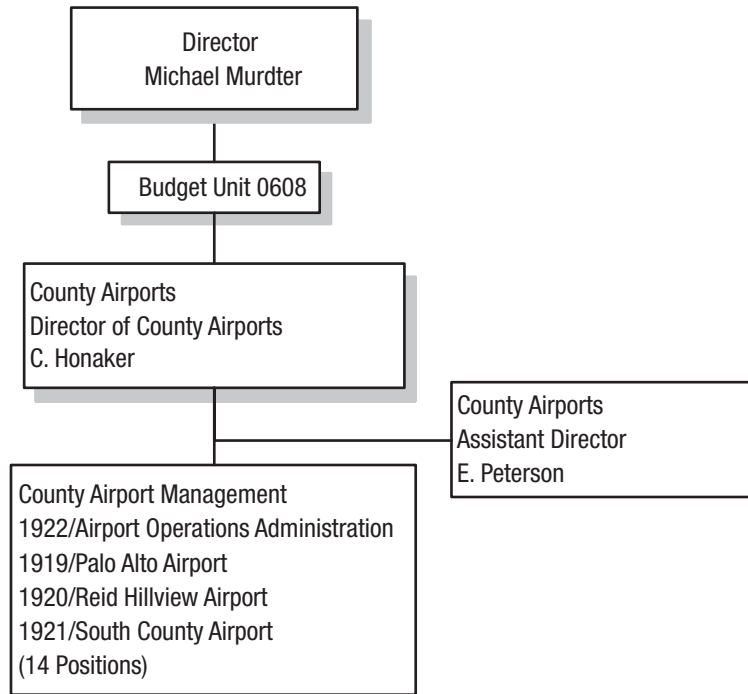
	Positions	Appropriations	Revenues
El Matador Drive Maint (Fund Number 1620)			
FY 2004 Approved Budget	—	\$ 45,000	\$ 2,000
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	20,000	—
Other Required Adjustments	—	(20,000)	(1,000)
Subtotal (Current Level Budget)	—	\$ 45,000	\$ 1,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 45,000	\$ 1,000

Casa Loma District Fund 1622 — Cost Center 61622 Major Changes to the Budget

	Positions	Appropriations	Revenues
Casa Loma-Loma Chiquita (Fund Number 1622)			
FY 2004 Approved Budget	—	\$ 26,000	\$ 26,000
Board Approved Adjustments During FY 2004	—	4,000	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	10,000	—
Other Required Adjustments	—	36,000	—
Subtotal (Current Level Budget)	—	\$ 76,000	\$ 26,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 76,000	\$ 26,000



Airports Department



In the FY 2005 document, gross appropriations replace net appropriations.

Section 5: Housing, Land Use, Environment & Transportation



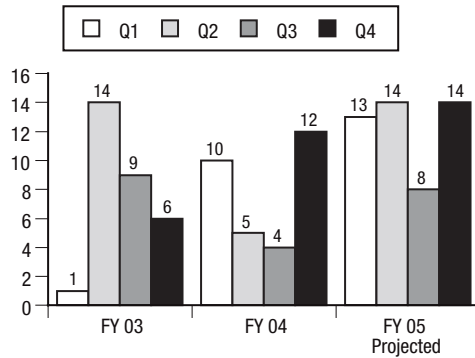
Public Purpose

- ➔ 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.



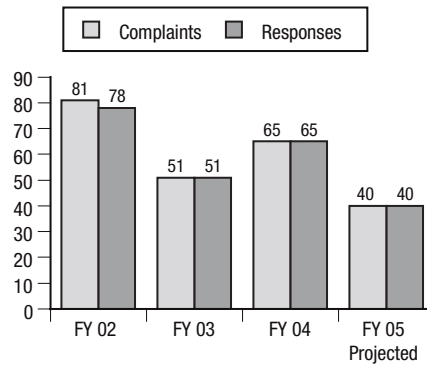
Hangars Repaired

Most hangar repairs are 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

- General Aviation aircraft are defined by their use and typically include 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).

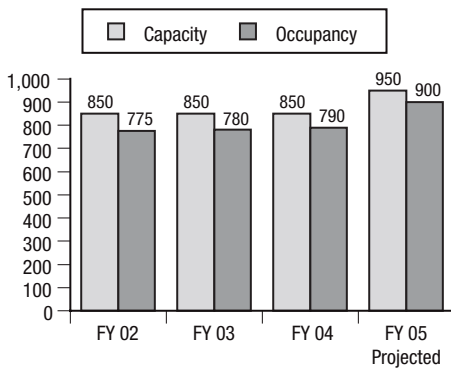


Community Relations Enhanced by continued outreach through the ongoing efforts to design an Airport Master Plan and Business Plan for each of the three County Airports.

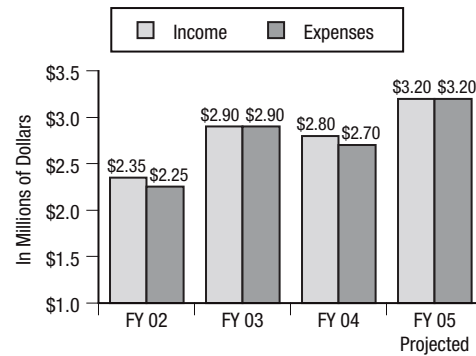


Noise Complaint Responses

Financial Self-Sufficiency Maintained by ensuring the proper fiscal management of airport property.



Hangar Capacity versus Occupancy



Income versus Expenses

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 95% of an FAA-eligible project. In addition, the California Department of Transportation’s (Caltrans) Aeronautical division has historically provided an additional 4.5% of the project cost in grant money. However, with current State budget constraints, the Department does not anticipate receiving the normal



State assistance. Consequently, the Airport Enterprise Fund will need to fund the full 5% local match on all eligible projects.

In order to maintain airport safety, the Airports Department has recently received 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, the Department will apply for a grant to install a noise monitoring and flight tracking system during FY 2005 as part of the ongoing noise mitigation measures incorporated by the airport.

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 and taxiway maintenance, storm-water pollution prevention, aircraft storage and twice-daily airfield safety inspections. In addition, Airport 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 the 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 creating a Business Plan for each airport. When completed, the Business Plans will provide the Department with specific and feasible options. The Plans will serve as a guideline to improve the facilities and operations of the airports, enhance financial performance, and expand the 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. Recently, there has been an increase in demand for aircraft storage. Airport Administration is overseeing a project building 100 County-owned hangar spaces at the South County airport. Additional hangars will increase income for the Airport Enterprise Fund while providing a desired level of service to the community.

County Executive's Recommendation

Server for Security System

Recommendation: Add one-time funding for a server to support the security system at Reid Hillview Airport.

Background: The Department recently completed an Airports security analysis at all of its facilities. One of the recommendations was to install a computerized access control and video monitoring system. A new computer server will be needed in order to facilitate the needs of the related systems.

Impact on Services: The installation of a new server will allow security systems to be implemented, creating a more secure environment at Reid Hillview Airport.

Total One-time Cost: \$6,000

Building Modifications

Recommendation: Add one-time funding for building improvements at Reid Hillview Airport.

Background: The terminal building and the Swift Avenue building both require roof and HVAC replacements due to the age of the structures and equipment. Also, asbestos remediation is required on the second floor of the terminal building.

Impact on Services: This recommendation provides preventative maintenance on the two buildings will create a safer working environment.

Total One-time Cost: \$235,000

Capital Projects

Recommendation: Add one-time revenues and expenses related to Airports Capital Projects.

Background: Board approval is required on all capital project proposals before implementation. The following table outlines the capital projects for Reid Hillview and Palo Alto Airports.

Airport	Treatment	Total
Reid Hillview	Infrastructure Repairs	\$525,000
Palo Alto	Access Road Repair	\$450,000
Total		\$975,000

Impact on Services: This recommendation allows the Department to fund maintenance and repair projects.

Total One-time Cost: \$975,000

100% Reimbursed by Grants

Roads & Airports Dept - Airports — Budget Unit 608 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
60805	Airports Operations	\$ 4,027,542	\$ 2,806,000	\$ 3,100,575	\$ 4,043,430	\$ 1,237,430	44.1%
	Total Net Expenditures	\$ 4,027,542	\$ 2,806,000	\$ 3,100,575	\$ 4,043,430	\$ 1,237,430	44.1%

Roads & Airports Dept - Airports — Budget Unit 608 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
60805	Airports Operations	\$ 4,027,542	\$ 2,822,539	\$ 3,117,114	\$ 4,059,969	\$ 1,237,430	43.8%
	Total Gross Expenditures	\$ 4,027,542	\$ 2,822,539	\$ 3,117,114	\$ 4,059,969	\$ 1,237,430	43.8%

Roads & Airports Dept - Airports — Budget Unit 608 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 1,010,384	\$ 1,142,777	\$ 1,142,777	\$ 1,178,268	\$ 35,491	3.1%
Services And Supplies	1,158,709	1,097,527	1,277,527	1,161,520	63,993	5.8%
Other Charges	1,029,587	582,235	945,459	501,055	(81,180)	-13.9%



Roads & Airports Dept - Airports — Budget Unit 608

Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Fixed Assets	828,862	—	(248,649)	1,210,000	1,210,000	—
Reserves	—	—	—	9,126	9,126	—
Subtotal Expenditures	4,027,542	2,822,539	3,117,114	4,059,969	1,237,430	43.8%
Expenditure Transfers	—	(16,539)	(16,539)	(16,539)	—	—
Total Net Expenditures	4,027,542	2,806,000	3,100,575	4,043,430	1,237,430	44.1%

Roads & Airports Dept - Airports — Budget Unit 608

Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
60805	Airports Operations	\$ 2,746,583	\$ 3,003,609	\$ 3,203,609	\$ 4,166,069	\$ 1,162,460	38.7%
	Total Revenues	\$ 2,746,583	\$ 3,003,609	\$ 3,203,609	\$ 4,166,069	\$ 1,162,460	38.7%

Airports Operations — Cost Center 60805

Major Changes to the Budget

	Positions	Appropriations	Revenues
Airport Enterprise Fund (Fund Number 0061)			
FY 2004 Approved Budget	14.0	\$ 2,806,000	\$ 3,003,609
Board Approved Adjustments During FY 2004	—	294,575	200,000
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	67,527	—
Internal Service Fund Adjustments	—	3,031	—
Other Required Adjustments	—	(313,649)	(12,540)
Subtotal (Current Level Budget)	14.0	\$ 2,857,484	\$ 3,191,069
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Fleet service rate change	—	5,109	—
Postage Reduction	—	(2,251)	—
Decision Packages			
1. Capital Improvements at Palo Alto Airport	—	450,000	450,000
This recommendation adds one-time revenues and expenses related to Airports Capital Projects. This Palo Alto Airport project will be the repair of the access road.			
2. Reduce Workers Compensation Expense	—	(12,230)	—
3. Recognize Savings Related to Copier Leases	—	(876)	—
Reduce appropriations to reflect savings negotiated by the Procurement Department related to leased copiers.			
4. Reduce Retirement Expenditure	—	(19,806)	—
5. Server for Security Systems	—	6,000	—
This recommendation adds one-time funding for a server to support the security system at Reid Hillview Airport. The Department recently completed an Airports security analysis at all facilities. One of the recommendations was to install a computerized access control and video monitoring system. A new computer server will be needed in order to facilitate the needs of the related systems.			



Airports Operations — Cost Center 60805

Major Changes to the Budget

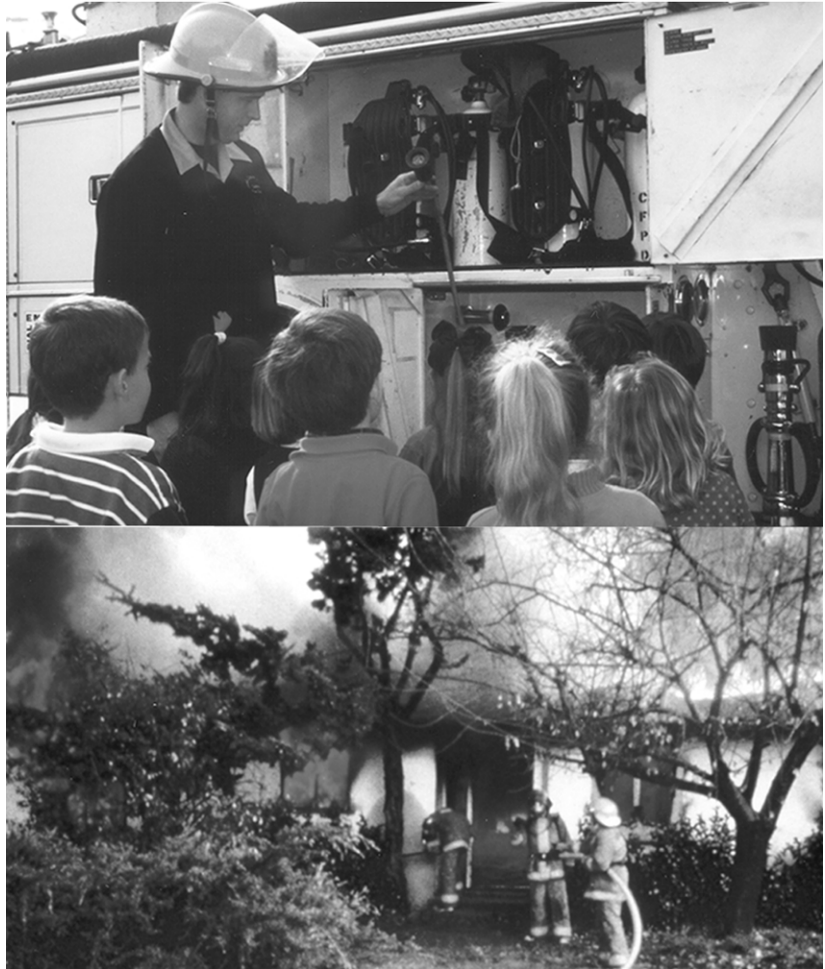
	Positions	Appropriations	Revenues
6. Funding for Minor Building Modifications	—	235,000	—
This recommendation adds one-time funding for building improvements at Reid Hillview Airport. The terminal building and the Swift Avenue building both require roof and HVAC replacements due to the age of the structures and equipment. Also, asbestos remediation is required on the second floor of the terminal building.			
7. Capital Improvements at Reid Hillview Airport	—	525,000	525,000
This recommendation adds one-time revenues and expenses related to Airports Capital Projects. This Reid Hillview Airport project will be infrastructure repairs.			
Subtotal (Recommended Changes)	—	\$ 1,185,946	\$ 975,000
Total Recommendation	14.0	\$ 4,043,430	\$ 4,166,069



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 adjustments in expenditures for the Santa Clara County Fire District. The Santa Clara County Fire District operates under special fund 1524. In the current economic climate, the District plans to conduct careful economic analysis before moving forward with each purchase or project.

The revenue and expenses for Los Altos Hills Fire District, Saratoga Fire District, and South Santa Clara County Fire District will remain at the current level budget for FY 2005.

Capital Projects and Fixed Assets

Recommendation: Increase appropriations for fixed assets and capital projects in the Santa Clara County Fire District budget.

Background: This recommendation adds one-time funding for Capital Projects and Fixed Assets purchases.

- Replace old mobile offices at El Toro Fire Station - \$250,000

- Design and construction of workshop for craft workers to replace existing shop that is old and poorly designed - \$250,000
- Remodel Winchester Station due to overcrowding - \$300,000
- Emergency power back-up system for headquarters - \$175,000
- Replacement of two fire engines - \$700,000
- Vehicle Replacement - \$170,000
- Computer and operating system replacement - \$315,000
- Replace various machinery - \$50,000

Impact on Services: These appropriations will allow the District to make necessary operational and safety improvements.

Total One-time Cost: \$2,210,000

Santa Clara County Fire Dept — Budget Unit 904 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
9104	CFD Admin Gen Dist Fund 1524	\$ 13,459,384	\$ 62,971,431	\$ 62,971,431	\$ 64,827,460	\$ 1,856,029	2.9%
9144	General Support Svcs Fund 1524	1,160,451	—	—	—	—	—
90403	Operations Div Fund 1524	33,254,352	26,728	26,728	—	(26,728)	-100.0%
90404	Training Div Fund 1524	901,096	—	—	—	—	—
90405	Prevention Div Fund 1524	2,700,105	—	—	—	—	—
Total Net Expenditures		\$ 51,475,388	\$ 62,998,159	\$ 62,998,159	\$ 64,827,460	\$ 1,829,301	2.9%



Santa Clara County Fire Dept — Budget Unit 904 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
9104	CFD Admin Gen Dist Fund 1524	\$ 14,106,051	\$ 63,656,442	\$ 63,656,442	\$ 65,541,516	\$ 1,885,074	3.0%
9144	General Support Svcs Fund 1524	1,160,451	—	—	—	—	—
90403	Operations Div Fund 1524	33,254,352	26,728	26,728	—	(26,728)	-100.0%
90404	Training Div Fund 1524	901,096	—	—	—	—	—
90405	Prevention Div Fund 1524	2,700,105	—	—	—	—	—
Total Gross Expenditures		\$ 52,122,055	\$ 63,683,170	\$ 63,683,170	\$ 65,541,516	\$ 1,858,346	2.9%

Santa Clara County Fire Dept — Budget Unit 904 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 39,523,344	\$ 44,289,793	\$ 44,854,793	\$ 47,225,000	\$ 2,935,207	6.6%
Services And Supplies	3,997,579	3,891,377	3,891,377	8,649,278	4,757,901	122.3%
Other Charges	5,314,925	5,059,000	5,059,000	427,000	(4,632,000)	-91.6%
Fixed Assets	3,286,207	1,043,000	1,043,000	2,210,000	1,167,000	111.9%
Reserves	—	9,400,000	8,835,000	7,030,238	(2,369,762)	-25.2%
Subtotal Expenditures	52,122,055	63,683,170	63,683,170	65,541,516	1,858,346	2.9%
Expenditure Transfers	(646,667)	(685,011)	(685,011)	(714,056)	(29,045)	4.2%
Total Net Expenditures	51,475,388	62,998,159	62,998,159	64,827,460	1,829,301	2.9%

Santa Clara County Fire Dept — Budget Unit 904 Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
9104	CFD Admin Gen Dist Fund 1524	\$ 50,175,729	\$ 53,979,326	\$ 53,979,326	\$ 54,857,850	\$ 878,524	1.6%
90405	Prevention Div Fund 1524	477,634	—	—	—	—	—
Total Revenues		\$ 50,653,363	\$ 53,979,326	\$ 53,979,326	\$ 54,857,850	\$ 878,524	1.6%

CFD Admin Gen Dist Fund 1524 — Cost Center 9104 Major Changes to the Budget

	Positions	Appropriations	Revenues
Central Fire District (Fund Number 1524)			
FY 2004 Approved Budget	—	\$ 62,971,431	\$ 53,979,326
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	2,370,207	—
Internal Service Fund Adjustments	—	(8,895)	—
Other Required Adjustments	—	(2,715,205)	878,524



CFD Admin Gen Dist Fund 1524 — Cost Center 9104

Major Changes to the Budget

	Positions	Appropriations	Revenues
Subtotal (Current Level Budget)	—	\$ 62,617,538	\$ 54,857,850
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Service Cost Reduction due to ISD Reductions	—	(78)	—
Decision Packages			
1. Capital Projects and Fixed Assets	—	2,210,000	—
This recommendation adds one-time funding for Capital Projects and Fixed Assets purchases.			
<ul style="list-style-type: none"> ◆ Replace old mobile offices at El Toro Fire Station - \$250,000 ◆ Design and construction of workshop for craftworkers to replace existing shop that is old and poorly designed - \$250,000 ◆ Remodel Quito or Winchester Station due to overcrowding - \$300,000 ◆ Emergency power back-up system for headquarters - \$175,000 ◆ Replacement of two fire engines - \$700,000 ◆ Vehicle Replacement - \$170,000 ◆ Computer and operating system replacement - \$315,000 ◆ Replace various machinery - \$50,000 			
Subtotal (Recommended Changes)	—	\$ 2,209,922	\$ —
Total Recommendation	—	\$ 64,827,460	\$ 54,857,850

Los Altos Hills County Fire District — Budget Unit 979

Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
9114	Los Altos Co Fire Protect Dist Fund 1606	\$ 3,118,573	\$ 13,250,339	\$ 13,250,339	\$ 2,729,257	\$ (10,521,082)	-79.4%
Total Net Expenditures		\$ 3,118,573	\$ 13,250,339	\$ 13,250,339	\$ 2,729,257	\$ (10,521,082)	-79.4%

Los Altos Hills County Fire District — Budget Unit 979

Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
9114	Los Altos Co Fire Protect Dist Fund 1606	\$ 3,118,573	\$ 13,250,339	\$ 13,250,339	\$ 2,729,257	\$ (10,521,082)	-79.4%
Total Gross Expenditures		\$ 3,118,573	\$ 13,250,339	\$ 13,250,339	\$ 2,729,257	\$ (10,521,082)	-79.4%



Los Altos Hills County Fire District — Budget Unit 979 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Services And Supplies	2,452,800	2,625,339	2,625,339	2,729,257	103,918	4.0%
Fixed Assets	665,773	2,125,000	2,125,000	—	(2,125,000)	-100.0%
Reserves	—	8,500,000	8,500,000	—	(8,500,000)	-100.0%
Subtotal Expenditures	3,118,573	13,250,339	13,250,339	2,729,257	(10,521,082)	-79.4%
Total Net Expenditures	3,118,573	13,250,339	13,250,339	2,729,257	(10,521,082)	-79.4%

Los Altos Hills County Fire District — Budget Unit 979 Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
9114	Los Altos Co Fire Protect Dist Fund 1606	\$ 4,759,450	\$ 5,123,700	\$ 5,123,700	\$ 8,994,215	\$ 3,870,515	75.5%
	Total Revenues	\$ 4,759,450	\$ 5,123,700	\$ 5,123,700	\$ 8,994,215	\$ 3,870,515	75.5%

Los Altos Co Fire Protect Dist Fund 1606 — Cost Center 9114 Major Changes to the Budget

	Positions	Appropriations	Revenues
Los Altos Fire District (Fund Number 1606)			
FY 2004 Approved Budget	—	\$ 13,250,339	\$ 5,123,700
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(17)	—
Other Required Adjustments	—	(10,521,065)	3,870,515
Subtotal (Current Level Budget)	—	\$ 2,729,257	\$ 8,994,215
Recommended Changes for FY 2005			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 2,729,257	\$ 8,994,215



South Santa Clara County Fire District — Budget Unit 980 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
9118	South Santa Clara Co Fire Dist Fund 1574	\$ 2,736,760	\$ 2,911,683	\$ 3,516,266	\$ 2,805,785	\$ (105,898)	-3.6%
9120	South Santa Clara Co Fire Dist Fund 1574	34,773	120,000	120,000	120,000	—	—
Total Net Expenditures		\$ 2,771,533	\$ 3,031,683	\$ 3,636,266	\$ 2,925,785	\$ (105,898)	-3.5%

South Santa Clara County Fire District — Budget Unit 980 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
9118	South Santa Clara Co Fire Dist Fund 1574	\$ 2,736,760	\$ 2,911,683	\$ 3,516,266	\$ 2,805,785	\$ (105,898)	-3.6%
9120	South Santa Clara Co Fire Dist Fund 1574	34,773	120,000	120,000	120,000	—	—
Total Gross Expenditures		\$ 2,771,533	\$ 3,031,683	\$ 3,636,266	\$ 2,925,785	\$ (105,898)	-3.5%

South Santa Clara County Fire District — Budget Unit 980 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 17,268	\$ 20,000	\$ 20,000	\$ 20,000	\$ —	—
Services And Supplies	328,719	426,649	466,649	425,751	(898)	-0.2%
Other Charges	2,356,637	2,480,034	2,984,617	2,480,034	—	—
Fixed Assets	68,909	105,000	165,000	—	(105,000)	-100.0%
Subtotal Expenditures	2,771,533	3,031,683	3,636,266	2,925,785	(105,898)	-3.5%
Total Net Expenditures	2,771,533	3,031,683	3,636,266	2,925,785	(105,898)	-3.5%

South Santa Clara County Fire District — Budget Unit 980 Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
9118	South Santa Clara Co Fire Dist Fund 1574	\$ 2,926,238	\$ 2,441,261	\$ 2,441,261	\$ 2,441,261	\$ —	—
9120	South Santa Clara Co Fire Dist Fund 1574	108,177	120,000	120,000	120,000	—	—
Total Revenues		\$ 3,034,415	\$ 2,561,261	\$ 2,561,261	\$ 2,561,261	\$ —	—



South Santa Clara Co Fire Dist Fund 1574 — Cost Center 9118 Major Changes to the Budget

	Positions	Appropriations	Revenues
So. Santa Clara County Fire (Fund Number 1574)			
FY 2004 Approved Budget	—	\$ 2,911,683	\$ 2,441,261
Board Approved Adjustments During FY 2004	—	604,583	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	(898)	—
Other Required Adjustments	—	(709,583)	—
Subtotal (Current Level Budget)	—	\$ 2,805,785	\$ 2,441,261
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 2,805,785	\$ 2,441,261

South Santa Clara Co Fire Dist Fund 1574 — Cost Center 9120 Major Changes to the Budget

	Positions	Appropriations	Revenues
So. Santa Clara County Fire (Fund Number 1574)			
FY 2004 Approved Budget	—	\$ 120,000	\$ 120,000
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 120,000	\$ 120,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments			
Decision Packages			
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 120,000	\$ 120,000

Saratoga Fire District — Budget Unit 981 Net Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
9250	Saratoga Fire Dist Fund 1894	\$ 4,025,133	\$ 3,847,335	\$ 3,847,335	\$ 3,847,335	\$ —	—
	Total Net Expenditures	\$ 4,025,133	\$ 3,847,335	\$ 3,847,335	\$ 3,847,335	\$ —	—



Saratoga Fire District — Budget Unit 981 Gross Expenditures by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
9250	Saratoga Fire Dist Fund 1894	\$ 4,025,133	\$ 3,847,335	\$ 3,847,335	\$ 3,847,335	\$ —	—
Total Gross Expenditures		\$ 4,025,133	\$ 3,847,335	\$ 3,847,335	\$ 3,847,335	\$ —	—

Saratoga Fire District — Budget Unit 981 Expenditures by Object

Object	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
		Approved	Adjusted			
Salaries And Employee Benefits	\$ 3,114,439	\$ 3,469,289	\$ 3,469,289	\$ 3,469,289	\$ —	—
Services And Supplies	718,922	341,971	341,971	341,971	—	—
Other Charges	—	36,075	36,075	36,075	—	—
Fixed Assets	191,772	—	—	—	—	—
Subtotal Expenditures	4,025,133	3,847,335	3,847,335	3,847,335	—	—
Total Net Expenditures	4,025,133	3,847,335	3,847,335	3,847,335	—	—

Saratoga Fire District — Budget Unit 981 Revenues by Cost Center

CC	Cost Center Name	FY 2003 Actuals	FY 2004 Appropriations		FY 2005 Recommended	Amount Chg From FY 2004 Approved	% Chg From FY 2004 Approved
			Approved	Adjusted			
9250	Saratoga Fire Dist Fund 1894	\$ 3,483,284	\$ 3,780,000	\$ 3,780,000	\$ 3,780,000	\$ —	—
Total Revenues		\$ 3,483,284	\$ 3,780,000	\$ 3,780,000	\$ 3,780,000	\$ —	—

Saratoga Fire Dist Fund 1894 — Cost Center 9250 Major Changes to the Budget

	Positions	Appropriations	Revenues
Saratoga Fire District (Fund Number 1894)			
FY 2004 Approved Budget	—	\$ 3,847,335	\$ 3,780,000
Board Approved Adjustments During FY 2004	—	—	—
Cost to Maintain Current Program Services			
Salary and Benefit Adjustments	—	—	—
Internal Service Fund Adjustments	—	—	—
Other Required Adjustments	—	—	—
Subtotal (Current Level Budget)	—	\$ 3,847,335	\$ 3,780,000
Recommended Changes for FY 2005			
Internal Service Fund Adjustments	—	—	—
Decision Packages	—	—	—
Subtotal (Recommended Changes)	—	\$ —	\$ —
Total Recommendation	—	\$ 3,847,335	\$ 3,780,000



Budget User's Guide

- An explanation of the budget development process
- A glossary of budget terminology
- An annotated example of a budget detail page

Fiscal Year 2005 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 2005 Budget Requests Submitted to County Executive											
Staff Analysis of Budget											
FY 2005 Budget Review Meetings with County Executive											
FY 2005 Recommended Budget Prepared											
FY 2005 Recommended Budget Released to Public											
FY 2005 Budget Preview Workshop: Board of Supervisors Identify Budget Strategies											
Santa Clara County Board of Supervisors Budget Hearings and Adoption, June 14-18, 2004											
Implementation of FY 2005 Budget becomes Effective July 1, 2004											
FY 2005 Final Budget Prepared for Release in September, 2004											

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 2005 runs from July 1, 2004 to June 30, 2005. 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 2004.”

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 2005:"

- 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 2005."

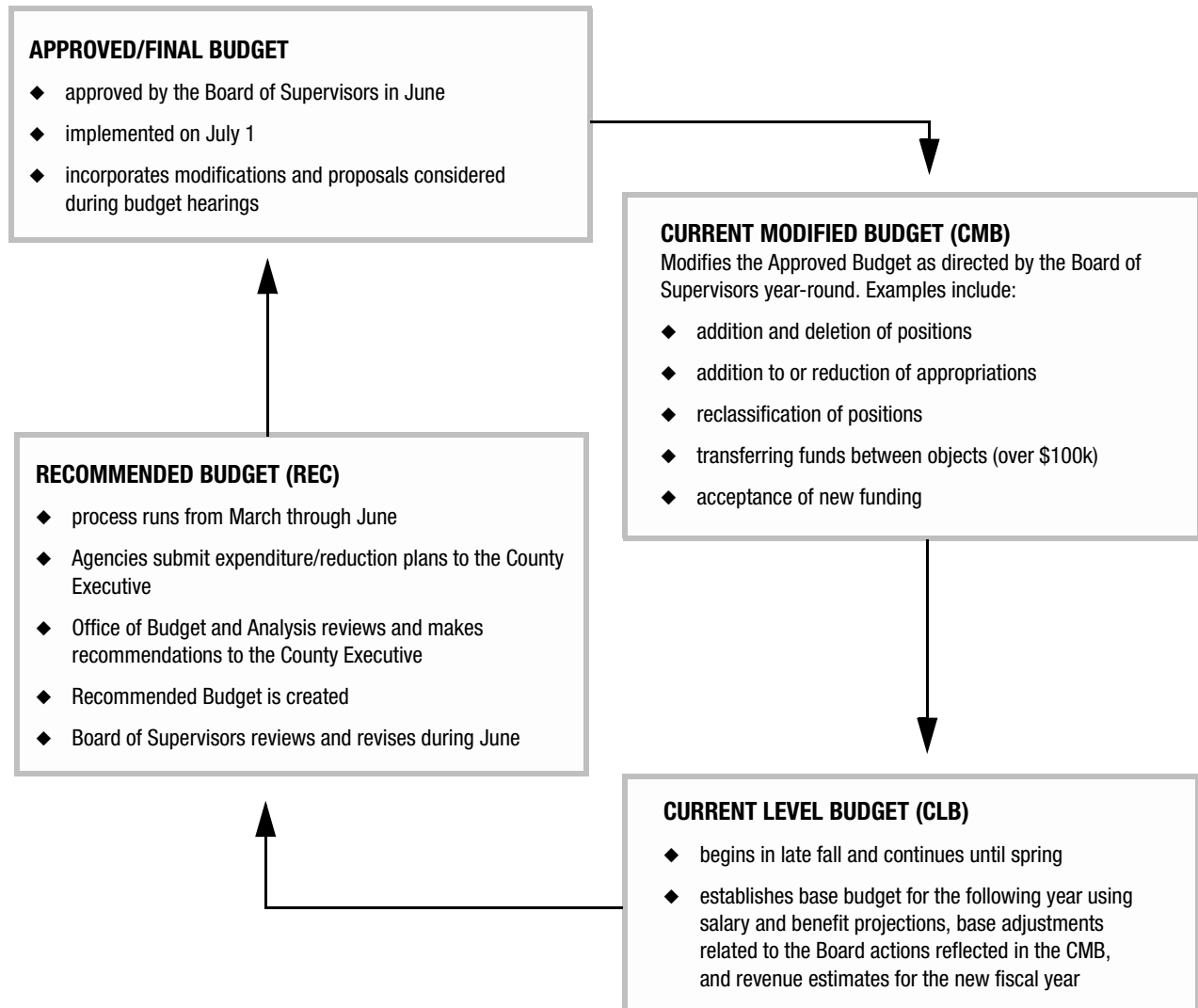
The *total* budget in each cost center recommended for FY 2005 is at the bottom of each of the cost center pages.

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 modifications, 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.

Positions, Appropriations, and Revenues - Starting with July 2003, increases or decreases during FY 2004, and recommended increases or decreases for FY 2005.

Adjustments to this cost center, approved by the Board of Supervisors during FY 2004.

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 2004.

All other adjustments required to maintain the current program services. Typical changes include: removal of one-time appropriations granted by the Board in FY 2004, annualization of partial year changes approved by the Board in FY 2004, adjustments to revenues to reflect FY 2005 factors.

Reflects the total positions, appropriations, and revenues necessary to maintain the FY 2004 level of service in FY 2005.

County Executive recommended changes to the current level of service for FY 2005.

Subtotal of FY 2004 Approved Budget levels and all adjustments to annualize for FY 2005.

Subtotal of all changes recommended by the County Executive for FY 2005.

Total positions, appropriations, and revenues necessary to fund the recommended level of service for this cost center in FY 2005. If no further action is taken by the Board of Supervisors at Budget Hearings, this line becomes the Approved Budget level for FY 2005.

Major Changes to the Budget			
	Positions	Appropriations	Revenues
General Fund (Fund Number 0001)			
FY 2004 Approved Budget	3.0	552,774	203,973
Board Approved Adjustments During FY 2004		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 2005			
Internal Service Fund Adjustments		17,197	0
1. Add 2 Emergency Planning Coordinators and 1 Secretary I/II	3.0	176,373	
The addition of two (2) Emergency Planning Coordinator positions and a Secretary I position will provide staff to monitor and improve the County's role in providing assistance to residents and organizations in preparing for, responding to, and recovering from disasters. One-time equipment costs are included.			
2. Upgrade Computer System		78,320	
The Office of Emergency Services Computer Upgrade Project was approved by the Information Technology Committee. Funds will be used to replace 10-year old computers that are slow and difficult to maintain.			
Subtotal	3.0	271,890	0
Total Recommendation	5.0	841,118	200,000



Glossary

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 Muriel Wright Program building in the Probation Department.

Categorical Aids

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

Criminal Justice Information Control (CJIC)

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



Contingency

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

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 appropriated 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

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.

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 may also be 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 0.66% of the vehicle’s market value and distributed to cities and counties. Prior to the fall of 2003, the value was 2%.

Net County Cost

The cost to the General Fund reflecting total expenditures less expenditure reimbursements and revenues. The net county cost is the amount of discretionary funding allocated to a department.

Object

A broad classification of expenditures, as defined by the state, for which the County is legally required to establish appropriations. The eight objects as defined by the State Government Code 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 2005 but not in FY 2006.

Ongoing

Refers to revenues or expenditures which are expected to recur from one fiscal year to the next e.g. in FY 2005, FY 2006, 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

Accounts generally related to bond interest and redemption, contributions to other agencies, and other miscellaneous charges. 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. In some cases, data is still in the development stages for some 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 Plans

Budget reduction plans requested of the departments to reduce or eliminate the projected County deficit. These plan amounts are developed by the County

Executive and used by department heads to develop expenditure reductions or revenue increases in their budget requests. "Across-the-board" plans are percentage reductions applied equally to all departments. "Selective" reduction plans are developed taking revenue-raising, cost-avoidance, or other factors into account, resulting in percentage reductions that vary across departments. In FY 2005, the data from the Harvey Rose Accountancy Firm Mandate Study was also incorporated into the reduction plan amounts.

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. This reserve is now depleted in FY 2005.

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.

Subject

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. This reserve is spent down as funds are utilized for program expenditures.



List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 2002 Approved	FY 2003 Approved	FY 2004 Approved	Amount as of April 2004
Alcohol Recovery Homes	Alcohol/Drug	3,209,473	3,402,041	3,972,973	3,985,228
Asian Amer Community Involvement	Alcohol/Drug	87,560	92,813	91,939	91,939
Asian American Recovery Services	Alcohol/Drug	369,348	391,508	622,078	362,078
Bill Wilson Center	Alcohol/Drug	28,687	30,408	66,012	0
Catholic Charities	Alcohol/Drug	265,026	280,927	461,369	464,662
Combined Addicts & Prof. Svcs. (CAPS)	Alcohol/Drug	273,759	290,184	477,824	474,763
Community Hlth Awareness Cncl (CHAC)	Alcohol/Drug	127,118	134,745	55,160	55,335
Community Solutions	Alcohol/Drug	458,182	485,672	535,162	319,510
Countywide Alcohol and Drug Services, Inc.	Alcohol/Drug	211,750	224,455	218,530	224,780
Crossroads	Alcohol/Drug	187,576	198,830	244,495	252,170
Eastfield Ming Quong	Alcohol/Drug	161,211	170,883	0	0
Economic and Social Opportunities (ESO)	Alcohol/Drug	342,768	363,334	414,840	427,740
Family & Children Services (FCS)	Alcohol/Drug	357,677	379,137	524,576	439,752
Gardner Family Care Corporation	Alcohol/Drug	1,030,176	1,091,986	917,746	917,921
Horizon Services Inc.	Alcohol/Drug	687,859	729,130	935,033	1,027,166
InnVision	Alcohol/Drug	108,175	114,665	90,002	90,002
National Council on Alcohol and Drug Dependence	Alcohol/Drug	304,654	322,933	175,800	0
Pate House	Alcohol/Drug	49,725	52,708	0	0
Pathway Society	Alcohol/Drug	1,000,269	1,060,285	1,325,553	1,359,487
Rainbow Recovery	Alcohol/Drug	542,880	575,452	705,087	705,087
Ujima	Alcohol/Drug	78,687	83,408	0	0
National Guard	Clerk of the Board	2,557	2,710	2,805	2,450
Santa Clara Arts Council	Clerk of the Board	425,000	425,000	375,653	375,653
United Veterans Parade	Clerk of the Board	20,538	21,770	10,608	10,608
Emergency Housing Consortium	County Executive	339,695	360,077	369,777	369,777
NCCJ (Spousal Abuse)	District Attorney	65,000	70,400	72,864	57,680
NCCJ (Victim Witness)	District Attorney	65,000	70,400	72,864	70,400
Center for Training and Careers (CTC)	DOC	527,864	518,000	0	0
Hands On Services	Employee Service Agency	9,064	9,607	3,485	3,485
Silicon Valley Independent Living Center	Employee Service Agency	388,752	412,077	344,798	344,798
Clara-Mateo Alliance	Housing and Community Development	27,202	0	0	0
Achieve	Mental Health	897,304	928,709	834,511	834,511
Ali Baba Riviera / Oasis Care	Mental Health	324,872	336,242	1,533,739	1,533,739
Alliance for Community Care	Mental Health	11,415,522	11,815,065	10,413,766	10,771,706
Alum Rock Counseling Center	Mental Health	67,660	70,028	0	0
Asian Amer Community Involvement	Mental Health	1,163,682	1,204,410	1,081,357	1,081,357
Catholic Charities	Mental Health	628,422	650,416	335,231	551,002
Chamberlain's Mental Health Services	Mental Health	394,050	407,841	363,437	362,428
Children's Health Council	Mental Health	231,060	239,147	213,822	213,822
City of San Jose/Grace Baptist	Mental Health	227,136	235,085	208,913	208,913
Community Solutions	Mental Health	1,306,751	1,352,487	1,216,684	1,216,684
Eastern European Services Agency	Mental Health	155,490	160,932	146,532	146,532
Eastfield Ming Quong	Mental Health	4,665,004	4,828,279	4,298,659	4,298,659
Emergency Housing Consortium	Mental Health	169,986	175,935	172,385	176,624
Family and Children's Services	Mental Health	531,682	550,290	512,940	512,940

Appendix

List of General-Funded Community-Based Organizations



County of Santa Clara
FY 2005 Recommended Budget

List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 2002 Approved	FY 2003 Approved	FY 2004 Approved	Amount as of April 2004
Gardner Family Care Corp.	Mental Health	2,771,316	2,868,312	2,647,740	2,647,740
HOPE Rehabilitation Services	Mental Health	466,299	448,464	447,142	446,942
Indian Health Center	Mental Health	222,484	230,270	209,634	209,634
InnVision	Mental Health	553,450	572,820	476,299	476,299
Mekong Community Center	Mental Health	247,920	256,597	233,436	233,436
MH Advocacy Project - SC Co Bar Assoc	Mental Health	380,737	394,062	359,300	359,300
Rebekah Children's Services	Mental Health	593,819	614,602	546,179	546,179
Seneca Center	Mental Health	66,929	69,271	0	0
Ujima Adult & Family Services	Mental Health	409,893	424,239	376,980	376,980
Alum Rock Counseling Center	Probation	0	360,000	342,000	342,000
Asian American Recovery Services - Aftercare	Probation	0	71,000	71,000	71,000
Asian American Recovery Services - Youth Intervention	Probation	140,000	420,000	390,814	390,814
Bill Wilson Center - MAAC Life Skills	Probation	0	12,500	12,500	12,500
Bill Wilson Center - Youth Intervention	Probation	330,000	330,000	307,145	307,145
Breakout Prison Outreach (CYO) - Aftercare	Probation	115,000	100,000	409,000	409,000
Breakout Prison Outreach (CYO) - Gang Intervention	Probation	0	12,500	12,500	12,500
Breakout Prison Outreach (CYO) - Restorative Justice	Probation	330,000	330,000	307,145	307,145
Breakout Prison Outreach (CYO) - Youth Intervention	Probation	0	42,000	35,700	35,700
Catholic Charities - Counseling Services	Probation	0	29,167	29,750	29,750
Catholic Charities - Foster Grandparents	Probation	7,660	9,500	9,240	9,240
Catholic Charities - Youth Intervention	Probation	355,000	330,000	306,422	306,422
Center for Human Development	Probation	37,000	78,160	23,927	23,927
Challenge Learning Center	Probation	0	0	4,214	4,214
Combined Addicts & Professional Services	Probation	0	35,000	35,000	35,000
Community Health Awareness Council	Probation	165,000	165,000	153,573	153,573
Community Solutions - Wright Center	Probation	0	30,000	15,000	15,000
Community Solutions - Youth Intervention	Probation	280,000	430,000	400,351	400,351
Correctional Institution Chaplaincy	Probation	0	18,000	18,000	18,000
EMQ Children & Family Services	Probation	98,408	98,407	50,000	50,000
Fresh Lifelines for Youth - Aftercare	Probation	0	0	38,000	38,000
Fresh Lifelines for Youth - Education	Probation	0	20,000	20,000	20,000
Friends Outside - Anger Mgmt	Probation	0	0	34,000	34,000
Friends Outside - Domestic Violence	Probation	0	30,000	30,000	30,000
Friends Outside - Gang Intervention	Probation	0	0	16,615	16,615
Gardner Family Care Corporation	Probation	205,000	0	99,000	99,000
Law Foundation of Silicon Valley	Probation	0	108,000	54,000	54,000
MACSA - Employment	Probation	0	12,500	12,500	12,500
MACSA - Personal Enhancement Program	Probation	0	508,333	482,916	482,916
MACSA - Youth Intervention	Probation	330,000	330,000	307,145	307,145
Morrissey/Compton Educational Center	Probation	30,360	0	40,000	40,000



List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 2002 Approved	FY 2003 Approved	FY 2004 Approved	Amount as of April 2004
Parents Helping Parents	Probation	80,010	54,000	54,000	54,000
Pathway Society - Aftercare	Probation	0	0	71,000	71,000
Pathway Society - Substance Abuse	Probation	363,672	370,819	348,570	348,570
Project Sentinel	Probation	0	0	55,056	55,056
Sentencing Alternatives Program, Inc.	Probation	199,879	159,153	190,983	190,983
YWCA in Santa Clara Valley	Probation	0	25,000	25,000	25,000
Aris	Public Health	441,786	457,248	0	0
Asian Amer Community Involvement	Public Health	0	0	65,000	0
Billy deFrank	Public Health	0	0	179,750	0
Gardner Family Health Network	Public Health	1,019,866	1,055,561	1,055,561	1,055,561
Gardner Family Health Network (Tobacco Settlement Funding)	Public Health	0	0	440,000	440,000
Indian Health Center	Public Health	0	0	150,000	150,000
May View Community Health Center	Public Health	600,930	621,962	663,054	663,054
Planned Parenthood Mar Monte	Public Health	609,442	630,772	671,864	671,864
Women's Health Alliance	Public Health	0	67,000	67,000	67,000
AIDS Resources Information & Svcs (ARIS) Housing Program	Social Svcs Gen Fund Contracts	22,714	0	0	0
AIDS Resources Information Svcs (ARIS) Food and Nutrition	Social Svcs Gen Fund Contracts	70,621	0	0	0
Asian Americans for Community Involvement - All Stars (Children)	Social Svcs Gen Fund Contracts	47,250	0	0	0
Asian Americans for Community Involvement - Domestic Violence Prgm	Social Svcs Gen Fund Contracts	19,463	25,000	21,000	21,000
Avenidas	Social Svcs Gen Fund Contracts	63,305	64,340	54,046	54,046
Bay Area Legal Aid	Social Svcs Gen Fund Contracts	0	55,754	46,833	46,833
Bill Wilson Drop-in Center (Children)	Social Svcs Gen Fund Contracts	42,000	38,767	32,564	32,564
Billy De Frank Lesbian and Gay Community Center (Adult Services)	Social Svcs Gen Fund Contracts	63,000	64,640	54,298	54,298
Billy De Frank Lesbian and Gay Community Center (Youth Services)	Social Svcs Gen Fund Contracts	21,000	19,384	16,283	16,283
Camp Fire Boys & Girls - Teen Leadership Corps	Social Svcs Gen Fund Contracts	26,250	0	0	0
Catholic Charities - Grandparent Caregiver Program	Social Svcs Gen Fund Contracts	31,500	29,075	24,423	24,423
Catholic Charities - Immigration Legal Services Program	Social Svcs Gen Fund Contracts	158,995	159,000	133,560	133,560
Catholic Charities - Shared Housing Program	Social Svcs Gen Fund Contracts	33,110	0	0	0
Catholic Charities - YES (LEAP Project)	Social Svcs Gen Fund Contracts	78,750	72,689	61,059	61,059
Catholic Charities - YES (Truancy Outreach & Support Project)	Social Svcs Gen Fund Contracts	76,650	0	0	0
City Year San Jose/ Silicon Valley - Project CAST (Children)	Social Svcs Gen Fund Contracts	78,750	0	0	0
Community Health Awareness Council	Social Svcs Gen Fund Contracts	63,000	59,228	49,752	49,752

Appendix

List of General-Funded Community-Based Organizations



County of Santa Clara
FY 2005 Recommended Budget

List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 2002 Approved	FY 2003 Approved	FY 2004 Approved	Amount as of April 2004
Community Solutions - Domestic Violence Support Services	Social Svcs Gen Fund Contracts	0	30,368	25,509	25,509
Community Solutions - La Isle Pacific Shelter	Social Svcs Gen Fund Contracts	30,743	36,909	31,004	31,004
Community Solutions - Senior Caregiver Support	Social Svcs Gen Fund Contracts	42,000	0	0	0
Community Solutions-Domestic Violence Support Services	Social Svcs Gen Fund Contracts	0	30,368	25,509	25,509
Community Svcs Agency of Mtn. View & Los Altos-Alpha Omega Shelter	Social Svcs Gen Fund Contracts	15,750	0	0	0
Community Svcs Agency of Mtn. View & Los Altos-Emergency Assistance	Social Svcs Gen Fund Contracts	26,324	24,298	20,410	20,410
Community Svcs Agency of Mtn. View & Los Altos-Senior Case Mgmt.	Social Svcs Gen Fund Contracts	19,121	19,064	16,014	16,014
Community Technology Alliance	Social Svcs Gen Fund Contracts	28,350	28,279	23,754	23,754
Concern for the Poor	Social Svcs Gen Fund Contracts	0	28,500	23,940	23,940
Court Designated Child Advocates	Social Svcs Gen Fund Contracts	64,389	62,999	52,919	52,919
Emergency Housing Consortium - Feed Project	Social Svcs Gen Fund Contracts	0	67,520	56,717	56,717
Emergency Housing Consortium (Reception Center)	Social Svcs Gen Fund Contracts	46,206	43,896	36,873	36,873
Emergency Housing Consortium (South County)	Social Svcs Gen Fund Contracts	57,409	55,813	46,883	46,883
Estrella Family Services	Social Svcs Gen Fund Contracts	22,714	20,966	17,611	17,611
Ethiopian Community Services	Social Svcs Gen Fund Contracts	37,963	36,824	30,932	30,932
Family and Children Services - FAST	Social Svcs Gen Fund Contracts	0	52,059	43,730	43,730
Fresh Lifelines for Youth (FLY)	Social Svcs Gen Fund Contracts	0	72,713	61,079	61,079
Friends Outside in Santa Clara County - Project Crime Stop (Children)	Social Svcs Gen Fund Contracts	66,913	0	0	0
Gardner Family Care Corporation - Family Wellness Classes	Social Svcs Gen Fund Contracts	21,000	0	0	0
Gilroy Citizenship/Educational Program	Social Svcs Gen Fund Contracts	0	20,000	16,800	16,800
Health Trust/School Health Centers	Social Svcs Gen Fund Contracts	0	48,785	40,979	40,979
Homeless Care Force	Social Svcs Gen Fund Contracts	26,880	20,121	16,902	16,902
HOPE Rehabilitation Services - Childcare	Social Svcs Gen Fund Contracts	26,250	0	0	0
Immigrant Resettlement & Cultural Center, Inc. (IRCC)	Social Svcs Gen Fund Contracts	0	40,318	33,867	33,867
Incubator Program	Social Svcs Gen Fund Contracts	21,000	0	0	0



List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 2002 Approved	FY 2003 Approved	FY 2004 Approved	Amount as of April 2004
Indian Health Center - Coordinating Care for Our Families	Social Svcs Gen Fund Contracts	0	15,000	12,600	12,600
Indochinese Resettlement & Cultural Center-Welfare Hotline Svcs	Social Svcs Gen Fund Contracts	43,680	0	0	0
Inn Vision- Family Place	Social Svcs Gen Fund Contracts	26,121	25,557	21,468	21,468
Inn Vision- Montgomery Shelter	Social Svcs Gen Fund Contracts	52,500	52,250	43,890	43,890
Inn Vision-Commercial Street	Social Svcs Gen Fund Contracts	33,075	38,000	31,920	31,920
InnVision - Safe Haven II for Homeless Mentally Ill	Social Svcs Gen Fund Contracts	29,400	29,039	24,393	24,393
International Rescue Committee - Citizen and Immigration Legal Services	Social Svcs Gen Fund Contracts	15,750	26,703	22,431	22,431
Live Oak Adult Day Care	Social Svcs Gen Fund Contracts	89,628	91,961	77,247	77,247
Loaves and Fishes Family Kitchen	Social Svcs Gen Fund Contracts	48,300	44,582	37,449	37,449
MATCH - Senior In-home Work Exchange	Social Svcs Gen Fund Contracts	16,380	0	0	0
Mexican American Community Services	Social Svcs Gen Fund Contracts	99,978	96,774	81,290	81,290
Next Door - Child Care Integration	Social Svcs Gen Fund Contracts	15,750	0	0	0
Next Door - The Shelter Next Door	Social Svcs Gen Fund Contracts	15,750	0	0	0
Outreach & Escort (Senior Program)	Social Svcs Gen Fund Contracts	213,507	206,664	173,598	173,598
Parents Helping Parents, Inc. (PHP)	Social Svcs Gen Fund Contracts	0	43,075	36,183	36,183
Peninsula Center for the Blind and Visually Impaired	Social Svcs Gen Fund Contracts	22,714	25,206	21,173	21,173
Planned Parenthood Mar Monte	Social Svcs Gen Fund Contracts	47,758	0	0	0
Respite & Research for Alzheimer's Disease	Social Svcs Gen Fund Contracts	47,322	48,096	40,401	40,401
Sacred Heart Community Services (At-Risk Youth Education)	Social Svcs Gen Fund Contracts	26,250	24,229	20,352	20,352
Sacred Heart Community Services (Community Food Program)	Social Svcs Gen Fund Contracts	43,313	38,981	32,744	32,744
Sacred Heart Community Services (Families First Program)	Social Svcs Gen Fund Contracts	26,250	24,229	20,352	20,352
Sacred Heart Community Services (Services to Immigrants)	Social Svcs Gen Fund Contracts	49,140	49,140	41,278	41,278
Santa Clara Unified School District - Skills Plus Program	Social Svcs Gen Fund Contracts	33,023	33,883	28,462	28,462
Santa Clara University - Legal Assistance for Low-income Immigrants	Social Svcs Gen Fund Contracts	42,000	50,891	42,748	42,748
Second Start - Youth Offenders with Disabilities	Social Svcs Gen Fund Contracts	15,750	0	0	0

Appendix

List of General-Funded Community-Based Organizations



County of Santa Clara
FY 2005 Recommended Budget

List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 2002 Approved	FY 2003 Approved	FY 2004 Approved	Amount as of April 2004
Senior Adults Legal Assistance	Social Svcs Gen Fund Contracts	45,675	45,537	38,251	38,251
Services for Brain-Injury	Social Svcs Gen Fund Contracts	49,770	52,750	44,310	44,310
SIREN - Services, Immigrant Rights and Education Network	Social Svcs Gen Fund Contracts	66,169	70,000	58,800	58,800
St. Joseph's Family Center (Children/Youth)	Social Svcs Gen Fund Contracts	31,500	28,350	23,814	23,814
St. Joseph's Family Center (Shelter)	Social Svcs Gen Fund Contracts	15,750	25,175	21,147	21,147
St. Vincent de Paul Society - Emergency Assistance Project	Social Svcs Gen Fund Contracts	23,100	21,322	17,910	17,910
Support Network for Battered Women - Project Right Response	Social Svcs Gen Fund Contracts	24,242	23,495	19,736	19,736
The Unity Care Group, Inc.Home and Education Program	Social Svcs Gen Fund Contracts	0	20,307	17,058	17,058
Unity Care Group, Inc. - Transitional Housing for Foster Care Youth	Social Svcs Gen Fund Contracts	15,750	23,750	19,950	19,950
Yu-Ai Kai	Social Svcs Gen Fund Contracts	205,676	211,029	177,264	177,264
YWCA - New Options (Children)	Social Svcs Gen Fund Contracts	52,500	0	0	0
YWCA - Next Step	Social Svcs Gen Fund Contracts	63,000	0	0	0
YWCA - Outlet Program (Children)	Social Svcs Gen Fund Contracts	15,750	15,000	12,600	12,600
Alum Rock Counseling Center	Social Svcs SOS Network	525,020	720,821	559,630	559,630
Bill Wilson Center	Social Svcs SOS Network	368,752	486,277	451,911	451,911
Community Solutions	Social Svcs SOS Network	122,090	208,915	220,601	220,601
Contact Cares	Social Svcs SOS Network	20,000	21,200	21,174	21,000
Social Advocates for Youth	Social Svcs SOS Network	173,347	263,248	220,601	220,601
Asian Americans for Community Involvement	Social Svcs Sr Nutrition Prog Contracts	44,909	47,214	37,853	33,472
Catholic Charities	Social Svcs Sr Nutrition Prog Contracts	555,557	629,466	599,421	531,552
City of Campbell	Social Svcs Sr Nutrition Prog Contracts	40,260	54,504	55,155	32,530
City of Milpitas	Social Svcs Sr Nutrition Prog Contracts	126,326	133,897	125,838	103,698
City of San Jose	Social Svcs Sr Nutrition Prog Contracts	867,826	978,380	1,000,551	890,521
City of Santa Clara	Social Svcs Sr Nutrition Prog Contracts	73,157	74,355	79,104	61,965
Community Services Agency of Mountain View & Los Altos	Social Svcs Sr Nutrition Prog Contracts	110,549	122,361	117,538	93,037
Compass Group USA, Inc. Frozen Meals	Social Svcs Sr Nutrition Prog Contracts	1,124,581	1,272,805	1,348,219	1,348,219
First Methodist Church of Sunnyvale	Social Svcs Sr Nutrition Prog Contracts	247,721	264,275	262,692	218,567
Indo-American Community Service Center in Santa Clara	Social Svcs Sr Nutrition Prog Contracts	35,568	61,280	39,481	35,239



List of General-Funded Community-Based Organizations

Contract Name	Responsible Department	FY 2002 Approved	FY 2003 Approved	FY 2004 Approved	Amount as of April 2004
Indo-American Senior Program at the Northside Community Center	Social Svcs Sr Nutrition Prog Contracts	16,036	14,750	14,602	10,557
Korean American Community Services Inc.	Social Svcs Sr Nutrition Prog Contracts	71,570	76,263	73,631	68,681
La Comida de California	Social Svcs Sr Nutrition Prog Contracts	187,260	227,541	203,133	157,573
Los Gatos United Methodist Church	Social Svcs Sr Nutrition Prog Contracts	79,259	81,892	88,008	73,513
Northside	Social Svcs Sr Nutrition Prog Contracts	68,484	97,090	95,622	37,177
Portuguese Org. for Social Services	Social Svcs Sr Nutrition Prog Contracts	54,774	50,060	54,084	50,785
Salvation Army	Social Svcs Sr Nutrition Prog Contracts	162,352	149,203	146,724	123,328
Self Help for the Elderly of Santa Clara County	Social Svcs Sr Nutrition Prog Contracts	118,796	134,569	128,518	117,954
Vietnamese American Cultural & Social	Social Svcs Sr Nutrition Prog Contracts	52,549	0	0	0
West Valley Presbyterian Church	Social Svcs Sr Nutrition Prog Contracts	140,332	154,341	151,566	125,082
Yu-Ai Kai	Social Svcs Sr Nutrition Prog Contracts	172,576	187,445	188,123	188,004
Mother's Milk Bank	Special Programs	45,412	48,137	49,822	49,822



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 (General Ledger Account #5101100)

BU	Department Name	FY 2003	FY 2004		FY 2005	\$ Change	% Change
		Actual	Approved	Adjusted	Recommended	from FY 2004 Approved	from FY 2004 Approved
101	Supervisorial District #1	26,044	4,571	4,571	4,571	-	-
102	Supervisorial District #2	27,022	4,571	4,571	4,571	-	-
103	Supervisorial District #3	2,970	4,571	4,571	4,571	-	-
104	Supervisorial District #4	23,074	4,571	4,571	4,571	-	-
105	Supervisorial District #5	10,946	4,571	4,571	4,571	-	-
106	Clerk of the Board Of Supervisors	14,120	-	-	-	-	-
107	Office of the County Executive	1,600	-	-	-	-	-
115	Assessor	187,145	256,656	256,656	256,656	-	-
120	County Counsel	127,970	-	-	-	-	-
135	Intergovernmental Services	51,252	11,484	11,484	11,484	-	-
140	Registrar Of Voters	761,795	664,244	1,345,784	881,407	217,163	32.7%
145	Information Services	16,627	38,143	38,143	38,143	-	-
190	Communications Department	67,533	9,000	9,000	9,000	-	-
263	Facilities Department	89,794	-	-	-	-	-
610	County Library	1,129,175	1,078,217	1,078,217	875,890	(202,327)	-18.8%
130	ESA-HR, LR and EOED	69,175	3,054	3,054	3,054	-	-
132	ESA-Risk Management	4,441	15,198	15,198	15,198	-	-
110	Controller-Treasurer	29,575	9,360	9,360	9,360	-	-
112	Tax Collector	92,393	99,010	99,010	99,010	-	-
114	County Recorder	69,868	91,797	91,797	91,797	-	-
148	Department Of Revenue	25,372	-	-	-	-	-
202	District Attorney Department	264,217	41,149	41,149	41,149	-	-
203	District Attorney Crime Laboratory	17,887	-	-	-	-	-
204	Public Defender	489,177	-	-	-	-	-
210	Office Of Pretrial Services	144,830	177,301	177,301	177,301	-	-
230	Sheriff's Department	1,102,188	431,023	431,023	481,023	50,000	11.6%
235	Sheriff's Doc Contract	-	-	-	-	-	-
240	Department Of Correction	285,483	3,504	3,504	3,504	-	-
246	Probation Department	3,115,686	1,781,366	1,781,366	1,462,610	(318,756)	-17.9%
293	Med Exam-Coroner Fund 0001	74,581	-	-	-	-	-
200	Dept Of Child Support Services	86,879	-	-	-	-	-
501	Social Services Agency	1,666,078	653,485	303,485	653,485	-	-
410	Public Health	750,091	1,032,067	1,032,067	1,032,067	-	-
412	Mental Health Department	523,955	241,489	241,489	241,489	-	-
414	Custody Health Services	2,655,294	1,747,255	2,147,284	2,008,138	260,883	14.9%
417	Dept Of Drug and Alcohol Services	242,927	112,305	112,305	112,305	-	-
418	Community Outreach Services	26,905	-	-	-	-	-



Extra Help Resources (General Ledger Account #5101100)

BU	Department Name	FY 2003	FY 2004		FY 2005	\$ Change	% Change
		Actual	Approved	Adjusted	Recommended	from FY 2004 Approved	from FY 2004 Approved
725	Valley Health Plan	6,076	-	-	-	-	-
921	Santa Clara Valley Medical Center	20,463,504	8,534,359	8,534,359	8,534,359	-	-
260	Planning & Development/ERA Admin	44,214	51,218	51,218	51,218	-	-
261	Environmental Health Services	107,400	129,523	129,523	129,523	-	-
262	Dept of Agriculture & Resource Mgmt	41,164	38,936	64,262	64,262	25,326	65.0%
411	Vector Control	9,494	75,000	75,000	5,000	(70,000)	-93.3%
710	Parks Department	593,399	631,099	631,099	650,919	19,820	3.1%
603	Roads Department	66,080	60,790	60,790	65,200	4,410	7.3%
608	Airports Dept	10,390	16,000	16,000	16,000	-	-
904	Santa Clara County Fire Department	100,226	-	-	-	-	-
Countywide Total		35,716,016	18,056,887	18,813,782	18,043,406	(13,481)	-0.1%



Position Detail by Cost Center

Finance and Government Operations

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Index Number and Name		Job Class Code and Title		FY 2004 Positions		FY 2005	Amount
										Approved	Adjusted	Recommended	Change
													from
													FY 2004
													Approved
Legislative And Executive													
101	Supervisorial District #1												
	1101	Supervisorial Dist #1 Fund 0001											
		A01	Supervisor	1.0	1.0	1.0	0.0						
		W52	Board Aide-U	7.0	7.0	7.0	0.0						
101				Total	8.0	8.0	8.0	0.0					
102	Supervisorial District #2												
	1102	Supervisorial Dist #2 Fund 0001											
		A01	Supervisor	1.0	1.0	1.0	0.0						
		W52	Board Aide-U	7.0	7.0	7.0	0.0						
102				Total	8.0	8.0	8.0	0.0					
103	Supervisorial District #3												
	1103	Supervisorial Dist #3 Fund 0001											
		A01	Supervisor	1.0	1.0	1.0	0.0						
		W52	Board Aide-U	7.0	7.0	7.0	0.0						
103				Total	8.0	8.0	8.0	0.0					
104	Supervisorial District #4												
	1104	Supervisorial Dist #4 Fund 0001											
		A01	Supervisor	1.0	1.0	1.0	0.0						
		W52	Board Aide-U	7.0	7.0	7.0	0.0						
104				Total	8.0	8.0	8.0	0.0					
105	Supervisorial District #5												
	1105	Supervisorial Dist #5 Fund 0001											
		A01	Supervisor	1.0	1.0	1.0	0.0						
		W52	Board Aide-U	7.0	7.0	7.0	0.0						
105				Total	8.0	8.0	8.0	0.0					
106	Clerk-Board Of Supervisors												
	1106	Clerk Of The Board Fund 0001											
		A05	Clerk of Board of Supervisors	1.0	1.0	1.0	0.0						
		B48	Div Mgr-Clerk of The Board	1.0	1.0	1.0	0.0						
		B53	Bus Mgr-Clerk of The Board	1.0	1.0	1.0	0.0						
		D09	Office Specialist III	2.0	2.0	1.5	-0.5						
		D53	Supv Board Clerk	1.0	1.0	1.0	0.0						
		D54	Board Clerk II	5.0	5.0	5.0	0.0						
		D55	Board Clerk I	8.0	8.0	8.0	0.0						
		D71	Chief Deputy-Clk of Board	1.0	1.0	1.0	0.0						
		G12	Information Systems Manager II	2.0	2.0	1.0	-1.0						
		J82	Records Assistant II	1.0	1.0	1.0	0.0						
		J83	Records Assistant I	1.0	1.0	1.0	0.0						
		J84	Records Mgr-Clerk of The Board	1.0	1.0	1.0	0.0						



Finance and Government Operations (Continued)

Agency Name						Amount
Budget Unit Number and Name						Change
Cost Center Number and Name						from
Index Number and Name		FY 2004 Positions		FY 2005	FY 2004	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	W51	Confidential Secretary-ACE-U	1.0	1.0	1.0	0.0
	W52	Board Aide-U	1.0	1.0	1.0	0.0
	X12	Office Specialist III-ACE	1.0	1.0	1.0	0.0
1173	SB 813 Admin Fund 0001					
	D09	Office Specialist III	3.0	3.0	3.0	0.0
	D55	Board Clerk I	2.0	2.0	2.0	0.0
106			Total	33.0	31.5	-1.5
107	County Executive					
	10717	County Executive Admin Fund 0001				
	A02	County Executive-U	1.0	1.0	1.0	0.0
	A10	Deputy County Executive	3.0	3.0	3.0	0.0
	A1X	Asst County Executive-U	1.0	0.0	0.0	-1.0
	A2H	Mgr Office Women'S Advocacy	1.0	1.0	0.0	-1.0
	A2L	Public Communication Director	1.0	1.0	1.0	0.0
	B02	Spec Asst For Children's Svcs	1.0	1.0	0.0	-1.0
	B1N	Sr Mgmt Analyst	2.0	2.0	1.0	-1.0
	B2K	Admin Serv Mgr III-2D	1.0	1.0	1.0	0.0
	B39	Sr Hlth Care Systems Analyst	0.0	0.0	0.0	0.0
	B3N	Program Mgr II	4.0	3.0	2.0	-2.0
	B3P	Program Mgr I	1.0	1.0	0.0	-1.0
	B51	Special Projects Director	1.0	1.0	1.0	0.0
	B73	Mgr, Integrated Pest Mgt	1.0	1.0	1.0	0.0
	B77	Accountant III	1.0	1.0	1.0	0.0
	B96	Dept Fiscal Officer	0.0	0.0	0.0	0.0
	C08	Sr Executive Assistant	2.0	2.0	2.0	0.0
	C98	Public Communications Spec	1.0	1.0	1.0	0.0
	D2F	Account Clerk II-ACE	1.0	1.0	1.0	0.0
	D9C	Accountant Assistant-ACE	1.0	1.0	1.0	0.0
	E13	Community Outreach/Proto Off	1.0	0.0	0.0	-1.0
	E18	Community Outreach/Proto Clerk	1.0	1.0	1.0	0.0
	J45	Graphic Designer II	1.0	1.0	1.0	0.0
	N07	Manager of Special Proj-Gsa	1.0	1.0	1.0	0.0
	Q19	Legislative Representative-U	1.0	1.0	1.0	0.0
	W04	Spec Asst to the Co Exec-U	0.0	1.0	1.0	1.0
	W1R	Assoc Mgmt Analyst B-U	1.0	1.0	1.0	0.0
	W44	Secretary To County Exec-U	1.0	1.0	1.0	0.0
	W45	Secretary To The Asst Co Exec	1.0	0.0	0.0	-1.0
	X12	Office Specialist III-ACE	1.5	2.0	2.0	0.5
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0
1220	Budget And Analysis Fund 0001					
	A2B	Budget Director	1.0	1.0	1.0	0.0
	B1Q	Agenda Review Administrator	1.0	1.0	1.0	0.0
	C63	Principal Budget & Policy Anal	3.0	2.0	2.0	-1.0
	C64	Budget & Public Policy Analyst	8.0	8.0	8.0	0.0
	C92	Budget Operations Manager	0.0	1.0	1.0	1.0



Finance and Government Operations (Continued)

Agency Name							
Budget Unit Number and Name						Amount Change from FY 2004	
Cost Center Number and Name							
Index Number and Name				FY 2004 Positions		FY 2005	
Job Class Code and Title				Approved	Adjusted	Recommended	Approved
2530	Office Of Emergency Svcs Fund 0001						
	B06	Sr Emergency Planning Coord		1.0	1.0	1.0	0.0
	B10	Emergency Planning Coord		1.0	1.0	1.0	0.0
	B1P	Mgmt Analyst		1.0	1.0	1.0	0.0
	B6E	Dir of Emergency Preparedness		1.0	1.0	1.0	0.0
	C29	Exec Assistant I		1.0	1.0	1.0	0.0
5700	Human Relations Fund 0001						
	A2H	Mgr Office Women'S Advocacy		0.0	0.0	1.0	1.0
	B14	Human Relations Coord III		4.0	4.0	4.0	0.0
	B16	Human Relations Coord II		5.0	4.0	4.0	-1.0
	B17	Human Relations Mgr		1.0	1.0	1.0	0.0
	B18	Human Relations Coord I		2.0	2.0	2.0	0.0
	D09	Office Specialist III		1.0	1.0	1.0	0.0
	E03	Dispute Resolution Prog Coord		0.0	1.0	1.0	1.0
	J18	Dir Citizenship & Immigrtn Svc		1.0	1.0	1.0	0.0
	X19	Admin Assistant-ACE		1.0	1.0	1.0	0.0
107			Total	67.5	65.0	61.0	-6.5
113	Local Agency Formation Comm-LAFCO						
	1114	Local Agency Formation Comm Fund 0019					
	W1N	Sr Mgmt Analyst-U		1.0	1.0	1.0	0.0
	W66	Program Mgr II-U-Brd Rng		1.0	1.0	1.0	0.0
113			Total	2.0	2.0	2.0	0.0
168	Housing And Community Development						
	1132	Homeless Concern Fund 0001					
	A2K	Homeless Services Coord		1.0	1.0	1.0	0.0
	B1R	Assoc Mgmt Analyst B		1.0	1.0	1.0	0.0
	1168	Housing And Comm Dev Fund 0035					
	B1N	Sr Mgmt Analyst		1.0	1.0	1.0	0.0
	B1P	Mgmt Analyst		2.0	2.0	2.0	0.0
	B3N	Program Mgr II		1.0	1.0	1.0	0.0
	B77	Accountant III		1.0	1.0	1.0	0.0
	D09	Office Specialist III		1.0	1.0	1.0	0.0
	L75	Housing Rehabilitation Coord		1.0	1.0	1.0	0.0
	L88	Housing Rehabilitation Spec		1.0	1.0	1.0	0.0
	1169	Housing Bond Prog Fund 0208					
	B1P	Mgmt Analyst		1.0	1.0	1.0	0.0
	1170	OAH Admin Fund 0001					
	D09	Office Specialist III		1.0	1.0	1.0	0.0
	D96	Accountant Assistant		1.0	1.0	1.0	0.0
	1174	Housing Set Aside Fund 0196					
	A44	Dir Office -Affordable Housing		1.0	1.0	1.0	0.0
168			Total	14.0	14.0	14.0	0.0
115	Assessor						
	1150	Assessor-Admin Fund 0001					
	A28	Assessor-U		1.0	1.0	1.0	0.0



Finance and Government Operations (Continued)

Agency Name							
Budget Unit Number and Name						Amount Change from FY 2004	
Cost Center Number and Name							
Index Number and Name		FY 2004 Positions		FY 2005		Approved	
Job Class Code and Title		Approved	Adjusted	Recommended			
	A29 Asst Assessor	1.0	1.0	1.0	0.0		
	A42 Assessor'S Office Admin Serv M	1.0	1.0	1.0	0.0		
	B1N Sr Mgmt Analyst	1.0	1.0	1.0	0.0		
	B3N Program Mgr II	1.0	1.0	1.0	0.0		
	D09 Office Specialist III	1.0	1.0	1.0	0.0		
	D5D Human Resources Asst II	1.0	1.0	1.0	0.0		
	D97 Account Clerk II	1.0	1.0	1.0	0.0		
	D98 Account Clerk I	1.0	1.0	1.0	0.0		
	W51 Confidential Secretary-ACE-U	1.0	1.0	1.0	0.0		
1151	Assessor-Standards Fund 0001						
	C42 Chief Assessment Standards Sv	1.0	1.0	1.0	0.0		
	C80 Supv Appraisal Data Coord	1.0	1.0	1.0	0.0		
	D51 Office Specialist I	1.0	1.0	1.0	0.0		
	D82 Appraisal Data Coord	4.0	4.0	4.0	0.0		
1152	Assessor-Exemptions Fund 0001						
	C61 Exemption Supervisor	1.0	1.0	1.0	0.0		
	C62 Exemption Investigator	1.0	1.0	1.0	0.0		
	D49 Office Specialist II	2.0	2.0	2.0	0.0		
	D83 Sr Assessment Clerk	4.0	4.0	4.0	0.0		
	D86 Supv Assessment Clerk	1.0	1.0	1.0	0.0		
	D88 Assessment Clerk	2.0	2.0	2.0	0.0		
1153	Assessor-Services Fund 0001						
	C37 Assessment Roll Admin	1.0	1.0	1.0	0.0		
	C65 Property Transfer Examiner	8.0	8.0	8.0	0.0		
	D09 Office Specialist III	3.0	3.0	3.0	0.0		
	D49 Office Specialist II	6.0	6.0	6.0	0.0		
	D83 Sr Assessment Clerk	7.0	13.0	13.0	6.0		
	D86 Supv Assessment Clerk	2.0	2.0	2.0	0.0		
	D88 Assessment Clerk	3.0	3.0	3.0	0.0		
	D92 Property & Title Id Clerk	6.0	0.0	0.0	-6.0		
	K40 Mapping & I. D. Supervisor	1.0	1.0	1.0	0.0		
	K41 Property Transfer Supv	1.0	1.0	1.0	0.0		
	K43 Sr Property Mapper	1.0	1.0	1.0	0.0		
	K46 Property Mapper II	5.0	5.0	5.0	0.0		
1154	Real Property Fund 0001						
	C44 Chief Appraiser	1.0	1.0	1.0	0.0		
	C45 Supv Appraiser	7.0	7.0	7.0	0.0		
	C46 Asst Chief Appraiser	1.0	1.0	1.0	0.0		
	C47 Sr Appraiser	26.0	26.0	26.0	0.0		
	C50 Appraiser II	34.0	34.0	34.0	0.0		
	C51 Appraiser I	3.0	3.0	3.0	0.0		
	C52 Appraisal Aide	3.0	3.0	3.0	0.0		
	C57 Sr Auditor Appraiser	2.0	2.0	2.0	0.0		
	C76 Office Mgmt Coord	1.0	1.0	1.0	0.0		
	D49 Office Specialist II	7.0	7.0	7.0	0.0		



Finance and Government Operations (Continued)

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from	
Index Number and Name		FY 2004 Positions		FY 2005	FY 2004	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	D51 Office Specialist I	2.0	2.0	2.0	0.0	
	D82 Appraisal Data Coord	1.0	1.0	1.0	0.0	
	D88 Assessment Clerk	6.0	6.0	6.0	0.0	
1155	Personal Property Fund 0001					
	B79 Auditor-Appraiser	14.0	14.0	14.0	0.0	
	C54 Supv Auditor-Appraiser	5.0	5.0	5.0	0.0	
	C55 Chief Auditor-Appraiser	1.0	1.0	1.0	0.0	
	C56 Asst Chief Auditor Appraiser	1.0	1.0	1.0	0.0	
	C57 Sr Auditor Appraiser	24.0	24.0	24.0	0.0	
	D09 Office Specialist III	2.0	2.0	2.0	0.0	
	D49 Office Specialist II	8.0	8.0	8.0	0.0	
	D82 Appraisal Data Coord	2.0	2.0	2.0	0.0	
	D86 Supv Assessment Clerk	1.0	1.0	1.0	0.0	
	D88 Assessment Clerk	6.0	6.0	6.0	0.0	
	D96 Accountant Assistant	2.0	2.0	2.0	0.0	
1156	Assessor-Systems Fund 0001					
	A1J Assessor'S Office Info Sys Mgr	1.0	1.0	1.0	0.0	
	B1N Sr Mgmt Analyst	1.0	1.0	1.0	0.0	
	D09 Office Specialist III	1.0	1.0	1.0	0.0	
	G12 Information Systems Manager II	1.0	1.0	1.0	0.0	
	G14 Information Systems Manager I	5.0	5.0	5.0	0.0	
	G50 Information Sys Tech II	1.0	1.0	1.0	0.0	
1157	State/Co Prop Tax Admin Prg Fund 0001					
	C62 Exemption Investigator	0.0	0.0	1.0	1.0	
	C79 Sr. Appraiser SCPTAP	1.0	1.0	0.0	-1.0	
	Q54 Sr Appraiser Sctap-U	1.0	1.0	1.0	0.0	
1158	State/Co Prop Tax Admin Prg 719 Fund 0001					
	D88 Assessment Clerk	1.0	1.0	1.0	0.0	
	D96 Accountant Assistant	2.0	2.0	2.0	0.0	
1160	State/Co Prop Tax Admin Grant AB 589 Fund 0001					
	B1P Mgmt Analyst	3.0	3.0	3.0	0.0	
	B79 Auditor-Appraiser	2.0	2.0	2.0	0.0	
	C52 Appraisal Aide	1.0	1.0	2.0	1.0	
	C54 Supv Auditor-Appraiser	1.0	1.0	1.0	0.0	
	C57 Sr Auditor Appraiser	2.0	2.0	2.0	0.0	
	C65 Property Transfer Examiner	1.0	1.0	1.0	0.0	
	D49 Office Specialist II	0.0	0.0	6.0	6.0	
	D82 Appraisal Data Coord	2.0	2.0	2.0	0.0	
	D83 Sr Assessment Clerk	0.0	2.0	2.0	2.0	
	D88 Assessment Clerk	5.0	5.0	5.0	0.0	
	D92 Property & Title Id Clerk	2.0	0.0	0.0	-2.0	
	D96 Accountant Assistant	2.0	2.0	2.0	0.0	
	G12 Information Systems Manager II	1.0	1.0	1.0	0.0	
	G14 Information Systems Manager I	4.0	4.0	4.0	0.0	
	K49 Property Mapper I	0.0	0.0	1.0	1.0	



Finance and Government Operations (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Index Number and Name		Job Class Code and Title		FY 2004 Positions		FY 2005	Amount
										Approved	Adjusted	Recommended	Change
													from
													FY 2004
										Approved	Adjusted	Recommended	Approved
				K79				GEOGRAPHIC INFO SYSTEM TECH II		1.0	1.0	1.0	0.0
				Q56				Appraisal Aide-U		1.0	1.0	0.0	-1.0
				U1A				Property Mapper I-U		1.0	1.0	0.0	-1.0
				V33				Office Specialist II-U		6.0	6.0	0.0	-6.0
115								Total		282.0	282.0	282.0	0.0
117								Measure B					
				1117				Measure B Default Index Fund 0011					
								A2R Admin. Meas B Trans Impr Prg		1.0	1.0	1.0	0.0
								B80 Accountant Auditor Appraiser		1.0	1.0	1.0	0.0
								N50 Adm Supt Coord Ms B Trn Prg		1.0	1.0	1.0	0.0
117								Total		3.0	3.0	3.0	0.0
120								County Counsel					
				12001				County Counsel Fund 0001					
								A62 County Counsel-U		1.0	1.0	1.0	0.0
								A79 Chief Deputy County Counsel		3.0	3.0	2.0	-1.0
								B1P Mgmt Analyst		2.0	2.0	2.0	0.0
								B2K Admin Serv Mgr III-2D		1.0	1.0	1.0	0.0
								B2P Admin Support Officer II		1.0	1.0	1.0	0.0
								B76 Sr Accountant		1.0	1.0	1.0	0.0
								D09 Office Specialist III		9.0	8.0	7.0	-2.0
								D17 Receptionist		1.5	1.0	1.0	-0.5
								D51 Office Specialist I		3.0	3.0	2.0	-1.0
								D64 Supv Legal Secretary I		2.0	1.0	1.0	-1.0
								D66 Legal Secretary II		12.5	12.5	10.5	-2.0
								D70 Legal Secretary I		6.0	6.0	6.0	0.0
								D74 Legal Secretary Trainee		1.5	0.5	0.5	-1.0
								D7B Legal Secretary I-ACE-W/O/Sh		1.0	1.0	1.0	0.0
								D7D Legal Secretary II-ACE-W/O/Sh		3.0	3.0	3.0	0.0
								D96 Accountant Assistant		1.0	1.0	1.0	0.0
								D97 Account Clerk II		1.0	1.0	1.0	0.0
								G12 Information Systems Manager II		1.0	1.0	1.0	0.0
								G19 Dept Info Systems Coord		1.0	1.0	1.0	0.0
								U27 Attorney IV-County Counsel		49.0	49.0	47.5	-1.5
								U28 Attorney III-County Counsel		5.0	5.0	4.0	-1.0
								U31 Attorney II-County Counsel		5.0	5.0	5.0	0.0
								U32 Attorney I-County Counsel		1.0	1.0	0.0	-1.0
								U39 Asst County Counsel-U		1.0	1.0	1.0	0.0
								V73 Sr Paralegal		17.0	17.0	16.0	-1.0
								V74 Paralegal		3.0	3.0	1.0	-2.0
								V82 Supervising Paralegal		1.0	1.0	1.0	0.0
								W51 Confidential Secretary-ACE-U		1.0	1.0	1.0	0.0
120								Total		135.5	132.0	120.5	-15.0
140								Registrar Of Voters					
				5600				Registrar Of Voters Fund 0001					
								A20 Registrar of Voters		1.0	1.0	1.0	0.0



Finance and Government Operations (Continued)

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from	
Index Number and Name		FY 2004 Positions		FY 2005	FY 2004	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	A21	Asst Registrar of Voters	1.0	1.0	1.0	0.0
	B2P	Admin Support Officer II	1.0	1.0	1.0	0.0
	B76	Sr Accountant	1.0	1.0	1.0	0.0
	B77	Accountant III	1.0	1.0	1.0	0.0
	C29	Exec Assistant I	1.0	1.0	1.0	0.0
	D09	Office Specialist III	1.0	1.0	1.0	0.0
	D20	Floater Clerk	2.0	2.0	2.0	0.0
	D49	Office Specialist II	3.0	3.0	2.0	-1.0
	D96	Accountant Assistant	1.0	1.0	1.0	0.0
	G12	Information Systems Manager II	1.0	1.0	1.0	0.0
	G28	Information Systems Analyst II	1.0	1.0	1.0	0.0
	G56	Election Recrt & Trng Supv	1.0	1.0	1.0	0.0
	G71	Precinct Planning Specialist	1.0	1.0	1.0	0.0
	G76	Sr Warehouse Materials Handler	2.0	2.0	2.0	0.0
	G86	Election Services Coord	1.0	1.0	1.0	0.0
	G90	Election Division Coordinator	8.0	8.0	8.0	0.0
	G97	Election Specialist	8.0	8.0	8.0	0.0
	X09	Sr Office Specialist	2.0	2.0	2.0	0.0
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0
5615	Electronic Voting Sys Fund 0001					
	G51	Information Sys Tech I	1.0	1.0	1.0	0.0
	G77	Warehouse Materials Handler	3.0	3.0	3.0	0.0
	G97	Election Specialist	2.0	2.0	2.0	0.0
	X09	Sr Office Specialist	3.0	3.0	3.0	0.0
140			Total	48.0	48.0	47.0
145	Information Services					
14501	Information Services Fund 0001					
	A1F	Chief Information Officer	1.0	1.0	1.0	0.0
	A72	Director IT Strategic Planning	1.0	1.0	1.0	0.0
	B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0
	B2E	Training & Staff Dev Spec	2.0	2.0	2.0	0.0
	B3P	Program Mgr I	1.0	1.0	1.0	0.0
	B67	Dir Crim Justice Info Svcs	1.0	1.0	1.0	0.0
	C29	Exec Assistant I	2.0	2.0	2.0	0.0
	G12	Information Systems Manager II	2.0	3.0	2.0	0.0
	G1P	Business Info Tech Consultant	1.0	1.0	1.0	0.0
	G31	Network Designer	1.0	1.0	1.0	0.0
	G3A	Sr Info Technology Proj Mgr	1.0	1.0	1.0	0.0
	G44	County Networks Manager	1.0	1.0	1.0	0.0
	G45	Senior Network Engineer	1.0	1.0	1.0	0.0
	G46	Network Engineer	4.0	4.0	4.0	0.0
	G49	IT Planner/Architect	4.0	4.0	4.0	0.0
	G53	Business It Strategic Planner	1.0	1.0	1.0	0.0
	G5F	Software Engineer III	2.0	2.0	2.0	0.0
	G5L	Software Engineer III-U	1.0	0.0	0.0	-1.0



Finance and Government Operations (Continued)

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from	
Index Number and Name		FY 2004 Positions		FY 2005	FY 2004	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	K63	Geographic Info Sys Mgr	1.0	1.0	1.0	0.0
	K79	GEOGRAPHIC INFO SYSTEM TECH II	1.0	1.0	1.0	0.0
	Q33	Information Systems Mgr I-U	1.0	0.0	0.0	-1.0
	W23	Information Sys Analyst II-U	0.0	1.0	1.0	1.0
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0
14574	Information Services Fund 0074					
	B1T	Assoc Mgmt Analyst A	1.0	1.0	1.0	0.0
	B1W	Mgmt Aide	1.0	1.0	0.0	-1.0
	B27	Admin Services Mgr-Dp	1.0	1.0	1.0	0.0
	B2M	Senior Database Administrator	4.0	5.0	5.0	1.0
	B2P	Admin Support Officer II	1.0	1.0	1.0	0.0
	B2S	Data Base Admin Mgr	1.0	1.0	1.0	0.0
	B2U	Data Base Administrator	4.0	4.0	4.0	0.0
	B4M	Sr Database Administrator-U	1.0	0.0	0.0	-1.0
	B77	Accountant III	1.0	1.0	1.0	0.0
	B80	Accountant Auditor Appraiser	1.0	1.0	1.0	0.0
	C29	Exec Assistant I	1.0	1.0	1.0	0.0
	D09	Office Specialist III	3.0	3.0	3.0	0.0
	D12	Data Processing Contrl Tech II	8.0	8.0	7.0	-1.0
	D31	Data Processing Contrl Tech I	1.0	1.0	1.0	0.0
	D49	Office Specialist II	1.0	1.0	0.0	-1.0
	D61	Sr Dp Equipment Operator	1.0	1.0	1.0	0.0
	D78	Data Processing Equipment Opr	5.0	5.0	3.0	-2.0
	D96	Accountant Assistant	3.0	3.0	3.0	0.0
	D97	Account Clerk II	1.0	1.0	0.0	-1.0
	E20	Telecom Services Specialist	2.0	2.0	2.0	0.0
	E27	Telephone Services Manager	1.0	1.0	1.0	0.0
	G02	Asst Tech Planning & Ctl Mgr	1.0	1.0	1.0	0.0
	G03	Customer Support Services Mgr	1.0	1.0	1.0	0.0
	G04	Systems & Programming Mgr	1.0	1.0	1.0	0.0
	G05	Asst Supv Program Analyst	3.0	3.0	3.0	0.0
	G06	Technical Planning & Ctrl Mgr	1.0	1.0	1.0	0.0
	G07	Sr Programming Analyst	11.0	11.0	10.0	-1.0
	G12	Information Systems Manager II	2.0	2.0	1.0	-1.0
	G18	Data Processing Operations Mgr	1.0	1.0	1.0	0.0
	G1A	Senior Call Center Coordinator	1.0	1.0	1.0	0.0
	G1P	Business Info Tech Consultant	1.0	1.0	1.0	0.0
	G1R	Quality Assurance Manager	1.0	1.0	0.0	-1.0
	G20	Asst Dp Operations Mgr	1.0	1.0	1.0	0.0
	G24	Computer Operations Shift Supv	4.0	4.0	3.0	-1.0
	G26	Sr Systems Software Engineer	10.0	11.0	11.0	1.0
	G2C	Sr Systems Software Engineer-U	1.0	0.0	0.0	-1.0
	G30	Data Processing Supervisor	2.0	2.0	2.0	0.0
	G36	Dir of Business Devel Applicat	1.0	1.0	0.0	-1.0
	G37	Data Processing Staff Assist	1.0	1.0	1.0	0.0



Finance and Government Operations (Continued)

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from	
Index Number and Name		FY 2004 Positions		FY 2005	FY 2004	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
G38	Information Systems Tech III	1.0	1.0	1.0	0.0	
G3A	Sr Info Technology Proj Mgr	1.0	2.0	2.0	1.0	
G3C	Sr Info Technology Proj Mgr-U	1.0	0.0	0.0	-1.0	
G3L	Quality Assurance Engineer	2.0	2.0	2.0	0.0	
G43	Dir IT Infrastructure & Svc D	1.0	1.0	1.0	0.0	
G48	County Webmaster	1.0	1.0	1.0	0.0	
G49	IT Planner/Architect	1.0	1.0	0.0	-1.0	
G50	Information Sys Tech II	17.0	17.0	16.0	-1.0	
G54	Project Support Svcs Mgr	1.0	1.0	1.0	0.0	
G55	Business Consult & Proj Mgr	1.0	0.0	0.0	-1.0	
G5C	Network Operations Supervisors	1.0	1.0	1.0	0.0	
G5D	Info Technology Project Mgr	2.0	0.0	0.0	-2.0	
G5E	Software Engineer IV	6.0	7.0	6.0	0.0	
G5F	Software Engineer III	34.0	37.0	34.0	0.0	
G5G	Software Engineer II	1.0	1.0	1.0	0.0	
G5K	Software Engineer IV-U	1.0	0.0	0.0	-1.0	
G5L	Software Engineer III-U	3.0	0.0	0.0	-3.0	
G67	Local Area Network Specialist	6.0	6.0	6.0	0.0	
G6S	Systems Software Engineer I	1.0	1.0	1.0	0.0	
G6T	Systems Software Engineer II	7.0	7.0	7.0	0.0	
G75	Asst Customer Spt Services Mgr	1.0	1.0	1.0	0.0	
G77	Warehouse Materials Handler	1.0	1.0	0.0	-1.0	
G7F	App & Joint App Dev Spec	1.0	1.0	1.0	0.0	
G85	Sr Business Info Tech Consult	2.0	1.0	1.0	-1.0	
G89	Call Center Coordinator	2.0	2.0	2.0	0.0	
G99	Quality Assurance Librarian	1.0	1.0	1.0	0.0	
K16	Telephone Services Engineer	1.0	1.0	1.0	0.0	
K18	Sr Telephone Technician	1.0	1.0	1.0	0.0	
K21	Communications Technician	7.0	7.0	7.0	0.0	
K26	Communications Cable Installer	2.0	2.0	2.0	0.0	
K35	Local Area Network Analyst II	10.0	10.0	10.0	0.0	
K36	Local Area Network Analyst I	1.0	1.0	1.0	0.0	
X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
145		Total	239.0	235.0	216.0	-23.0
610	County Library Headquarters					
5556	Library Admin Fund 0025					
A38	County Librarian	1.0	1.0	1.0	0.0	
B2K	Admin Serv Mgr III-2D	1.0	1.0	1.0	0.0	
B2N	Admin Support Officer III	1.0	1.0	0.0	-1.0	
D5D	Human Resources Asst II	1.0	1.0	1.0	0.0	
D6D	Human Resources Asst I	1.0	1.0	1.0	0.0	
D95	Supv Account Clerk I	1.0	1.0	1.0	0.0	
D97	Account Clerk II	2.5	2.5	2.5	0.0	
E28	Messenger Driver	1.5	1.5	1.5	0.0	
E40	Library Assistant II	3.5	3.5	2.5	-1.0	



Finance and Government Operations (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Index Number and Name		Job Class Code and Title		FY 2004 Positions		FY 2005	Amount Change from FY 2004
										Approved	Adjusted	Recommended	Approved
						E41	Library Assistant I			0.5	0.5	0.0	-0.5
						E55	Library Clerk I			0.5	0.5	0.5	0.0
						G76	Sr Warehouse Materials Handler			1.0	1.0	1.0	0.0
						G77	Warehouse Materials Handler			3.0	3.0	3.0	0.0
						G82	Stock Clerk			1.5	1.5	1.5	0.0
						H17	Utility Worker			1.0	1.0	1.0	0.0
						H18	Janitor			0.8	0.8	0.8	0.0
						J03	Children'S Services Mgr			1.0	1.0	1.0	0.0
						J42	Adult Services Mgr			1.0	1.0	1.0	0.0
						J46	Graphic Designer I			1.0	1.0	1.0	0.0
						J54	Deputy County Librarian			1.0	1.0	1.0	0.0
						J62	Program Librarian			1.0	1.0	0.0	-1.0
						J63	Librarian II			2.0	2.0	2.0	0.0
						W84	Program Librarian-U			1.0	1.0	1.0	0.0
						W91	Graduate Librarian Student-U			3.0	3.0	3.0	0.0
						W92	Librarian II-U			0.5	0.5	0.5	0.0
						W93	Librarian I-U			1.5	1.5	1.5	0.0
						W94	Library Assistant II-U			1.0	1.0	1.0	0.0
						X15	Exec Assistant II-ACE			1.0	1.0	1.0	0.0
5586						Literacy Program Fund 0025							
						B1R	Assoc Mgmt Analyst B			1.0	0.0	0.0	-1.0
						J61	Literacy Project Mgr			1.0	1.0	1.0	0.0
5559						Cupertino Library Fund 0025							
						E16	Library Page			3.0	3.0	3.0	0.0
						E39	Sr Library Clerk			3.0	3.0	3.0	0.0
						E40	Library Assistant II			0.5	0.5	0.5	0.0
						E54	Library Clerk II			6.5	6.5	6.5	0.0
						E55	Library Clerk I			4.0	4.0	2.0	-2.0
						J55	Community Library Supervisor			1.0	1.0	1.0	0.0
						J59	Library Circulation Supv			1.0	1.0	1.0	0.0
						J62	Program Librarian			2.0	2.0	2.0	0.0
						J63	Librarian II			8.5	8.5	7.0	-1.5
						J64	Librarian I			0.5	0.5	0.0	-0.5
						W1Q	Library Clerk I-U			1.0	1.0	1.0	0.0
5560						Campbell Library Fund 0025							
						E16	Library Page			1.5	1.5	1.5	0.0
						E39	Sr Library Clerk			2.0	2.0	2.0	0.0
						E40	Library Assistant II			0.5	0.5	0.5	0.0
						E54	Library Clerk II			3.5	3.5	3.5	0.0
						E55	Library Clerk I			0.5	0.5	0.5	0.0
						H18	Janitor			1.0	1.0	1.0	0.0
						J55	Community Library Supervisor			1.0	1.0	1.0	0.0
						J59	Library Circulation Supv			1.0	1.0	1.0	0.0
						J62	Program Librarian			2.0	2.0	2.0	0.0
						J63	Librarian II			3.5	3.5	2.5	-1.0



Finance and Government Operations (Continued)

Agency Name							
Budget Unit Number and Name						Amount Change from FY 2004	
Cost Center Number and Name							
Index Number and Name				FY 2004 Positions		FY 2005	
Job Class Code and Title				Approved	Adjusted	Recommended	Approved
5562	Los Altos Library Fund 0025						
	E16	Library Page		3.0	3.0	3.0	0.0
	E37	Library Assistant III		1.0	1.0	1.0	0.0
	E39	Sr Library Clerk		2.5	2.5	2.5	0.0
	E40	Library Assistant II		0.5	0.5	0.0	-0.5
	E54	Library Clerk II		7.5	7.5	6.5	-1.0
	E55	Library Clerk I		1.0	1.0	1.0	0.0
	H18	Janitor		1.5	1.5	1.5	0.0
	J55	Community Library Supervisor		1.0	1.0	1.0	0.0
	J59	Library Circulation Supv		1.0	1.0	1.0	0.0
	J62	Program Librarian		2.0	2.0	2.0	0.0
	J63	Librarian II		5.0	5.0	5.0	0.0
	J64	Librarian I		2.0	2.0	2.0	0.0
5567	Saratoga Comm Library Fund 0025						
	E16	Library Page		1.5	1.5	1.5	0.0
	E39	Sr Library Clerk		2.0	2.0	2.0	0.0
	E40	Library Assistant II		1.0	1.0	1.0	0.0
	E54	Library Clerk II		2.5	2.5	2.5	0.0
	E55	Library Clerk I		1.5	1.5	1.5	0.0
	H18	Janitor		1.5	1.5	1.0	-0.5
	J55	Community Library Supervisor		1.0	1.0	1.0	0.0
	J59	Library Circulation Supv		1.0	1.0	1.0	0.0
	J62	Program Librarian		2.0	2.0	2.0	0.0
	J63	Librarian II		4.5	4.5	4.5	0.0
5571	Milpitas Comm Library Fund 0025						
	E16	Library Page		3.0	3.0	3.0	0.0
	E39	Sr Library Clerk		2.0	2.0	1.5	-0.5
	E54	Library Clerk II		9.0	9.0	9.0	0.0
	H18	Janitor		1.0	1.0	1.0	0.0
	J55	Community Library Supervisor		1.0	1.0	1.0	0.0
	J59	Library Circulation Supv		1.0	1.0	1.0	0.0
	J62	Program Librarian		2.0	2.0	2.0	0.0
	J63	Librarian II		7.0	8.0	6.5	-0.5
	J64	Librarian I		1.0	0.0	0.0	-1.0
5575	Alum Rock Library Fund 0025						
	E16	Library Page		0.5	0.5	0.5	0.0
	E39	Sr Library Clerk		1.0	1.0	1.0	0.0
	E40	Library Assistant II		0.5	0.5	0.5	0.0
	E54	Library Clerk II		1.5	1.5	1.5	0.0
	E55	Library Clerk I		1.0	1.0	0.5	-0.5
	H18	Janitor		0.5	0.5	0.5	0.0
	J62	Program Librarian		1.0	0.0	0.0	-1.0
	J63	Librarian II		2.5	2.5	1.5	-1.0
	W55	Community Library Supervisor-U		0.0	1.0	1.0	1.0
5576	Morgan Hill Library Fund 0025						



Finance and Government Operations (Continued)

Agency Name						Amount	
Budget Unit Number and Name						Change	
Cost Center Number and Name						from	
Index Number and Name				FY 2004 Positions		FY 2005	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	FY 2004	
	E16	Library Page	1.5	1.5	1.5	0.0	
	E39	Sr Library Clerk	2.0	2.0	2.0	0.0	
	E40	Library Assistant II	0.5	0.5	0.5	0.0	
	E54	Library Clerk II	2.5	2.5	2.0	-0.5	
	E55	Library Clerk I	0.5	0.5	0.5	0.0	
	H18	Janitor	0.5	0.5	0.5	0.0	
	J55	Community Library Supervisor	1.0	1.0	1.0	0.0	
	J59	Library Circulation Supv	1.0	1.0	1.0	0.0	
	J62	Program Librarian	2.0	2.0	2.0	0.0	
	J63	Librarian II	2.5	2.5	2.5	0.0	
5577	Gilroy Library Fund 0025						
	E16	Library Page	1.5	1.5	1.5	0.0	
	E39	Sr Library Clerk	1.0	1.0	1.0	0.0	
	E40	Library Assistant II	0.5	0.5	0.5	0.0	
	E54	Library Clerk II	3.5	3.5	3.0	-0.5	
	E55	Library Clerk I	0.5	0.5	0.5	0.0	
	H18	Janitor	1.0	1.0	1.0	0.0	
	J55	Community Library Supervisor	1.0	1.0	1.0	0.0	
	J59	Library Circulation Supv	1.0	1.0	1.0	0.0	
	J62	Program Librarian	2.0	2.0	2.0	0.0	
	J63	Librarian II	3.0	3.0	3.0	0.0	
5585	Technical Svcs Fund 0025						
	D09	Office Specialist III	3.0	3.0	3.0	0.0	
	E24	Library Technician	8.0	8.0	7.0	-1.0	
	E39	Sr Library Clerk	2.0	2.0	2.0	0.0	
	E40	Library Assistant II	3.0	3.0	3.0	0.0	
	E54	Library Clerk II	1.0	1.0	1.0	0.0	
	G12	Information Systems Manager II	1.0	1.0	1.0	0.0	
	G28	Information Systems Analyst II	1.0	1.0	1.0	0.0	
	G29	Information Systems Analyst I	1.0	1.0	1.0	0.0	
	G50	Information Sys Tech II	2.0	2.0	2.0	0.0	
	J53	Technical Services Mgr	1.0	1.0	1.0	0.0	
	J59	Library Circulation Supv	1.0	1.0	1.0	0.0	
	J63	Librarian II	1.5	1.5	1.5	0.0	
610			Total	222.8	221.8	205.8	-17.0
Legislative And Executive			Total	1,086.8	1,075.8	205.8	-64.0
General Services Agency							
118	Procurement						
	2300	Procurement Dept Fund 0001					
	A25	Director of Procurement	1.0	1.0	1.0	0.0	
	B1N	Sr Mgmt Analyst	0.0	0.0	0.0	0.0	
	B3N	Program Mgr II	2.0	2.0	2.0	0.0	
	B78	Accountant II	0.0	0.0	1.0	1.0	
	C20	Asst Director of Procurement	1.0	1.0	1.0	0.0	
	C29	Exec Assistant I	1.0	1.0	1.0	0.0	



Finance and Government Operations (Continued)

Agency Name						
Budget Unit Number and Name					Amount Change from FY 2004	
Cost Center Number and Name						
Index Number and Name		FY 2004 Positions		FY 2005		
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	C31 Buyer III	10.0	10.0	10.0	0.0	
	C32 Buyer II	1.0	1.0	1.0	0.0	
	C33 Buyer I	1.0	1.0	1.0	0.0	
	C35 Buyer Assistant	0.0	0.0	0.0	0.0	
	D49 Office Specialist II	2.0	2.0	2.0	0.0	
	G76 Sr Warehouse Materials Handler	1.0	1.0	1.0	0.0	
	W1N Sr Mgmt Analyst-U	3.0	3.0	3.0	0.0	
118	Total	23.0	23.0	24.0	1.0	
135	Intergovernmental Services					
2303	GSA Information Svcs Fund 0001					
	G11 Information Systems Mgr III	1.0	1.0	1.0	0.0	
	G12 Information Systems Manager II	1.0	0.0	0.0	-1.0	
	G28 Information Systems Analyst II	1.0	1.0	1.0	0.0	
	G38 Information Systems Tech III	1.0	1.0	1.0	0.0	
2305	GSA Admin Fund 0001					
	A30 Dir of General Services Agency	1.0	1.0	0.0	-1.0	
	B1N Sr Mgmt Analyst	2.0	2.0	1.0	-1.0	
	B2J Admin Services Mgr II	0.0	0.0	0.0	0.0	
	B2K Admin Serv Mgr III-2D	1.0	1.0	0.0	-1.0	
	B34 Sr Environmntl Compliance Spec	1.0	1.0	1.0	0.0	
	B76 Sr Accountant	3.0	3.0	2.0	-1.0	
	B78 Accountant II	2.0	2.0	1.0	-1.0	
	B96 Dept Fiscal Officer	1.0	1.0	1.0	0.0	
	C08 Sr Executive Assistant	0.0	0.0	0.0	0.0	
	D09 Office Specialist III	2.0	2.0	1.0	-1.0	
	D5D Human Resources Asst II	1.0	1.0	1.0	0.0	
	D95 Supv Account Clerk I	1.0	1.0	1.0	0.0	
	D96 Accountant Assistant	7.0	7.0	7.0	0.0	
	D97 Account Clerk II	5.0	5.0	5.0	0.0	
	X15 Exec Assistant II-ACE	1.0	1.0	0.0	-1.0	
	X17 Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
2309	GSA Utilities Fund 0001					
	B1N Sr Mgmt Analyst	1.0	1.0	1.0	0.0	
	D97 Account Clerk II	1.0	1.0	1.0	0.0	
2320	Fleet Mgt Div Fund 0073					
	B2P Admin Support Officer II	1.0	0.0	0.0	-1.0	
	C40 Mgmt Info Sys Data Asst	1.0	1.0	1.0	0.0	
	C60 Admin Assistant	1.0	1.0	1.0	0.0	
	D49 Office Specialist II	1.0	1.0	1.0	0.0	
	G79 Heavy Equipment Parts Supv	1.0	1.0	1.0	0.0	
	M07 Fleet Mgr - County Garage	1.0	1.0	1.0	0.0	
	M11 Vehicle Maintenance Schdlr	2.0	2.0	2.0	0.0	
	M17 Heavy Equipment Mechanic	12.0	12.0	12.0	0.0	
	M18 Heavy Equipment Mnt Helper	5.0	4.0	4.0	-1.0	
	M19 Automotive Mechanic	11.0	11.0	11.0	0.0	



Finance and Government Operations (Continued)

Agency Name						Amount	
Budget Unit Number and Name						Change	
Cost Center Number and Name						from	
Index Number and Name		FY 2004 Positions		FY 2005		FY 2004	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	M21	Fleet Maintenance Supervisor	3.0	3.0	3.0	0.0	
	M23	Heavy Equipment Attendant	1.0	1.0	1.0	0.0	
	M24	Automotive Attendant	3.0	3.0	3.0	0.0	
	M26	Automotive Parts Coord	3.0	3.0	3.0	0.0	
	M27	Fleet Services Coord	1.0	1.0	1.0	0.0	
	M28	Emergency Vehicle Equip Inst	2.0	2.0	1.0	-1.0	
	M31	Automotive Body Repairer	1.0	1.0	1.0	0.0	
	M57	Automotive Mechanic Helper	1.0	1.0	1.0	0.0	
2346	Printing Support Fund 0077						
	B2N	Admin Support Officer III	1.0	1.0	1.0	0.0	
	D09	Office Specialist III	2.0	2.0	1.0	-1.0	
	D97	Account Clerk II	1.0	0.0	0.0	-1.0	
	E87	Senior Account Clerk	0.0	1.0	1.0	1.0	
	F26	Print On Demand Operator	2.0	2.0	1.0	-1.0	
	F77	Printing Production Supv	1.0	1.0	1.0	0.0	
	F78	Printing Supervisor	1.0	1.0	1.0	0.0	
	F80	Offset Press Operator II	3.0	3.0	2.0	-1.0	
	F82	Production Graphics Tech	1.0	1.0	1.0	0.0	
	F85	Offset Press Operator III	1.0	1.0	1.0	0.0	
	F90	Bindery Worker II	3.0	3.0	3.0	0.0	
	J45	Graphic Designer II	1.0	1.0	1.0	0.0	
2347	GSA Printing Svcs Fund 0001						
	E28	Messenger Driver	3.0	3.0	3.0	0.0	
	E30	Mail Room Supervisor	1.0	1.0	1.0	0.0	
	G81	Storekeeper	1.0	1.0	1.0	0.0	
135		Total	108.0	105.0	94.0	-14.0	
190	Communications Department						
2550	Communications Dispatching/Admin Fund 0001						
	A40	Communications Dir	1.0	1.0	1.0	0.0	
	B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0	
	B36	County Communications Asst Dir	1.0	1.0	1.0	0.0	
	B76	Sr Accountant	0.0	0.0	1.0	1.0	
	D09	Office Specialist III	1.0	1.0	1.0	0.0	
	G87	Chief Communications Disp	1.0	1.0	1.0	0.0	
	G91	Sr Communications Dispatcher	4.0	4.0	4.0	0.0	
	G92	Communications Dispatcher III	9.0	9.0	9.0	0.0	
	G93	Communications Dispatcher II	60.0	60.0	60.0	0.0	
	G94	Communications Dispatcher I	18.0	18.0	18.0	0.0	
	X19	Admin Assistant-ACE	1.0	1.0	1.0	0.0	
19002	Communications Tech Svcs Div Fund 0001						
	B2J	Admin Services Mgr II	1.0	1.0	1.0	0.0	
	B2P	Admin Support Officer II	1.0	1.0	1.0	0.0	
	D09	Office Specialist III	1.0	1.0	1.0	0.0	
	D97	Account Clerk II	1.0	1.0	1.0	0.0	
	G50	Information Sys Tech II	1.0	1.0	1.0	0.0	



Finance and Government Operations (Continued)

Agency Name							
Budget Unit Number and Name						Amount Change from FY 2004	
Cost Center Number and Name							
Index Number and Name				FY 2004 Positions		FY 2005	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	K02	Communications Engineering Mgr	1.0	1.0	1.0	0.0	
	K05	Communications Engineer	2.0	2.0	2.0	0.0	
	K15	Chief Communications Tech	1.0	1.0	0.0	-1.0	
	K20	Sr Communications Technician	1.0	1.0	1.0	0.0	
	K21	Communications Technician	5.0	5.0	5.0	0.0	
	X09	Sr Office Specialist	1.0	1.0	1.0	0.0	
190		Total	113.0	113.0	113.0	0.0	
263	Facilities Department						
	2380	GSA Facilities Admin Fund 0001					
	A53	Facilities Dir	1.0	1.0	1.0	0.0	
	B1J	Mgmt Anal Prog Mgr II	1.0	1.0	1.0	0.0	
	N07	Manager of Special Proj-Gsa	1.0	1.0	1.0	0.0	
	2500	Property Mgt Div Fund 0001					
	B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0	
	B1P	Mgmt Analyst	0.0	0.0	0.0	0.0	
	C29	Exec Assistant I	1.0	1.0	1.0	0.0	
	C34	Principal Real Estate Agent	1.0	1.0	1.0	0.0	
	C73	Assoc Real Estate Agent	1.0	1.0	1.0	0.0	
	D09	Office Specialist III	0.0	0.0	1.0	1.0	
	D96	Accountant Assistant	1.0	1.0	1.0	0.0	
	M37	Mgr Property Management Div	1.0	1.0	1.0	0.0	
	2515	GSA Capital Prog Fund 0001					
	B1P	Mgmt Analyst	3.0	2.0	2.0	-1.0	
	B2J	Admin Services Mgr II	1.0	1.0	1.0	0.0	
	C12	Mgr Capital Programs	1.0	1.0	1.0	0.0	
	C29	Exec Assistant I	1.0	1.0	1.0	0.0	
	D09	Office Specialist III	2.0	1.0	1.0	-1.0	
	K81	Engineering Technician III	1.0	1.0	1.0	0.0	
	L21	Chf of Construction Svcs	1.0	1.0	1.0	0.0	
	L22	Chief of Design Services	1.0	1.0	1.0	0.0	
	L67	Capital Projects Mgr III	12.0	10.0	8.0	-4.0	
	L68	Capital Projects Mgr II	3.0	0.0	0.0	-3.0	
	L6A	Capital Projects Mgr III-Cema	1.0	1.0	1.0	0.0	
	N31	Sr Construction Inspector	4.0	4.0	4.0	0.0	
	26304	GSA Building Operations-Fund 0001					
	B1P	Mgmt Analyst	1.0	1.0	1.0	0.0	
	B2J	Admin Services Mgr II	1.0	1.0	1.0	0.0	
	B2R	Admin Support Officer I	1.0	1.0	1.0	0.0	
	B3P	Program Mgr I	1.0	1.0	1.0	0.0	
	C40	Mgmt Info Sys Data Asst	1.0	1.0	1.0	0.0	
	D06	Custodial Grounds Office Supv	1.0	0.0	0.0	-1.0	
	D09	Office Specialist III	5.0	5.0	5.0	0.0	
	G76	Sr Warehouse Materials Handler	1.0	1.0	1.0	0.0	
	G77	Warehouse Materials Handler	1.0	1.0	1.0	0.0	
	H08	Custodial & Grounds Supt	1.0	1.0	1.0	0.0	



Finance and Government Operations (Continued)

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from	
Index Number and Name		FY 2004 Positions		FY 2005	FY 2004	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
H12	Janitor Supervisor	2.0	2.0	2.0	0.0	
H17	Utility Worker	8.0	7.0	7.0	-1.0	
H18	Janitor	44.0	44.0	46.0	2.0	
H27	Grounds Supervisor	1.0	1.0	1.0	0.0	
H28	Gardener	4.0	4.0	5.0	1.0	
K94	Electronic Repair Technician	2.0	2.0	2.0	0.0	
M01	Production Controller	2.0	2.0	2.0	0.0	
M05	Bldg Ops Supv	9.0	9.0	9.0	0.0	
M09	Maint Contract Mgr	1.0	0.0	0.0	-1.0	
M10	Work Center Mgr	3.0	3.0	3.0	0.0	
M32	Tile Setter	1.0	1.0	1.0	0.0	
M35	Parking Patrol Coord	1.0	1.0	1.0	0.0	
M38	Parking Lot Checker	2.0	2.0	2.0	0.0	
M39	Mgr Building Operations	1.0	1.0	1.0	0.0	
M42	Sr Building Systems Monitor	1.0	1.0	0.0	-1.0	
M43	Project Control Specialist	4.0	4.0	4.0	0.0	
M45	Building Systems Monitor	4.0	5.0	5.0	1.0	
M47	General Maint Mechanic II	15.0	14.0	15.0	0.0	
M51	Carpenter	12.0	12.0	11.0	-1.0	
M56	Genl Maint Mech III	3.0	3.0	3.0	0.0	
M59	Electrician	20.0	20.0	19.0	-1.0	
M65	Elevator Mechanic	3.0	3.0	3.0	0.0	
M67	Asst Mgr Bldg Ops	1.0	1.0	1.0	0.0	
M68	Painter	12.0	12.0	10.0	-2.0	
M71	Roofer	5.0	5.0	5.0	0.0	
M72	Sign Painter	1.0	1.0	1.0	0.0	
M75	Plumber	12.0	12.0	12.0	0.0	
M81	Refrigeration Mechanic	15.0	15.0	14.0	-1.0	
M82	Sheet Metal Worker	1.0	1.0	0.0	-1.0	
M83	Locksmith	4.0	4.0	4.0	0.0	
N93	Stationary Engineer	4.0	4.0	4.0	0.0	
X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
Z88	Electrician-U	2.0	2.0	0.0	-2.0	
Z90	Painter -U	1.0	1.0	0.0	-1.0	
Z92	General Maint Mechanic II-U	1.0	1.0	0.0	-1.0	
263		Total	257.0	247.0	239.0	-18.0
General Services Agency		Total	501.0	488.0	239.0	-31.0
Employee Services Agency						
130	Personnel					
1145	Employee Hlth & Benefit Servs Fund 0001					
	B1C	Assoc Mgmt Analyst B-ACE	2.0	2.0	1.0	-1.0
	B1G	Mgmt Anal Prog Mgr II-ACE	1.0	1.0	1.0	0.0
	B7Y	Human Resources Division Mgr	1.0	1.0	1.0	0.0
	D5D	Human Resources Asst II	7.5	7.5	7.5	0.0
	D67	Supv Personnel Services Clerk	1.0	1.0	1.0	0.0



Finance and Government Operations (Continued)

Agency Name					Amount Change from FY 2004	
Budget Unit Number and Name					Approved	
Cost Center Number and Name					Approved	
Index Number and Name		FY 2004 Positions		FY 2005		
Job Class Code and Title		Approved	Adjusted	Recommended		
	X12	Office Specialist III-ACE	3.0	3.0	2.0	-1.0
	X14	Office Specialist I-ACE	0.5	0.5	0.5	0.0
1163	Employee Dev Fund 0001					
	B1B	Assoc Mgmt Analyst A-ACE	1.0	1.0	1.0	0.0
	B1D	Mgmt Analyst-ACE	1.0	1.0	0.0	-1.0
	B23	Sr Training & Staff Developmnt	1.0	1.0	1.0	0.0
	B2E	Training & Staff Dev Spec	2.0	2.0	2.0	0.0
	B7K	Mgr Training And Staff Dev	1.0	1.0	1.0	0.0
	C76	Office Mgmt Coord	1.0	1.0	1.0	0.0
	D5D	Human Resources Asst II	1.0	1.0	1.0	0.0
	S15	Employee Services Coord	1.0	1.0	1.0	0.0
	X12	Office Specialist III-ACE	1.0	1.0	1.0	0.0
1140	Office Of Labor Relations Fund 0001					
	A37	Labor Relations Manager	1.0	1.0	1.0	0.0
	B1D	Mgmt Analyst-ACE	3.0	3.0	3.0	0.0
	C17	Principal Labor Relations Rep	1.0	1.0	1.0	0.0
	C18	Labor Relations Rep	5.0	5.0	5.0	0.0
	X12	Office Specialist III-ACE	2.0	2.0	1.0	-1.0
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0
1148	Personnel Operations Fund 0001					
	A35	Human Resources Director	1.0	1.0	1.0	0.0
	A41	Human Resource Director	1.0	1.0	1.0	0.0
	B1B	Assoc Mgmt Analyst A-ACE	3.0	2.0	2.0	-1.0
	B1C	Assoc Mgmt Analyst B-ACE	3.5	3.5	3.5	0.0
	B1D	Mgmt Analyst-ACE	8.5	8.5	7.5	-1.0
	B3M	Program Mgr II-ACE	2.0	2.0	2.0	0.0
	D5D	Human Resources Asst II	12.0	12.0	8.0	-4.0
	D67	Supv Personnel Services Clerk	1.0	1.0	1.0	0.0
	D6D	Human Resources Asst I	1.0	1.0	0.0	-1.0
	X13	Office Specialist II-ACE	1.0	1.0	1.0	0.0
	X17	Exec Assistant I-ACE	1.0	1.0	0.0	-1.0
	X19	Admin Assistant-ACE	1.0	1.0	1.0	0.0
1141	Agency Admin, Fiscal & Sys Fund 0001					
	A10	Deputy County Executive	1.0	1.0	1.0	0.0
	A1Q	Financial Adm Serv Mgr	1.0	1.0	1.0	0.0
	A81	Admin Exec Recruit Svcs	1.0	1.0	1.0	0.0
	B1E	Sr Mgmt Analyst-ACE	2.0	2.0	1.0	-1.0
	B7A	Accountant III-ACE	1.0	1.0	1.0	0.0
	B7B	Accountant II-ACE	2.0	2.0	2.0	0.0
	B7C	Sr Accountant-ACE	1.0	1.0	1.0	0.0
	B9A	Dept Fiscal Officer-ACE	1.0	1.0	1.0	0.0
	C08	Sr Executive Assistant	1.0	1.0	1.0	0.0
	D2F	Account Clerk II-ACE	2.0	3.0	3.0	1.0
	D5D	Human Resources Asst II	1.0	1.0	1.0	0.0
	D84	Personnel Support Clerk-ACE	1.0	0.0	0.0	-1.0



Finance and Government Operations (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Index Number and Name		Job Class Code and Title		FY 2004 Positions		FY 2005	Amount
										Approved	Adjusted	Recommended	Change
													from
													FY 2004
										Approved	Adjusted	Recommended	Approved
						D97	Account Clerk II			0.0	0.0	0.0	0.0
						D9C	Accountant Assistant-ACE			1.0	1.0	1.0	0.0
						Q2B	Information Sys Mgr III-ACE			1.0	1.0	0.0	-1.0
						Q2D	Information Sys Mgr I-ACE			3.0	3.0	3.0	0.0
						Q2E	Information Sys Analyst II-ACE			2.0	2.0	1.0	-1.0
	1142		Intergov'TI Employee Relation Serv Fund 0001										
						Q2D	Information Sys Mgr I-ACE			1.0	1.0	0.0	-1.0
						X01	Dir Bay Area Empl Rel Svcs-ACE			1.0	1.0	1.0	0.0
						X04	Assoc Employee Rel Anal-ACE			1.0	1.0	1.0	0.0
						X05	Employee relations Assist-ACE			1.0	1.0	1.0	0.0
						X13	Office Specialist II-ACE			1.0	1.0	1.0	0.0
	1126		Equal Opportunity Fund 0001										
						A47	Dir Equal Opportunity Division			1.0	1.0	1.0	0.0
						B1R	Assoc Mgmt Analyst B			1.0	1.0	1.0	0.0
						B24	Equal Opportunity Assistant			1.0	1.0	1.0	0.0
						B25	Equal Opp Div Mgr			1.0	1.0	1.0	0.0
						B32	Coord of Programs For Disabled			1.0	1.0	1.0	0.0
						C11	Equal Opportunity Officer			1.0	1.0	1.0	0.0
						H51	Special Qualifications Worker			8.5	8.5	8.5	0.0
130									Total	116.5	115.5	100.5	-16.0
132			Risk Management Department										
	1149		Risk Mgt Admin Fund 0001										
						A1N	Director Risk Management			1.0	1.0	1.0	0.0
						B1N	Sr Mgmt Analyst			1.0	1.0	1.0	0.0
						X17	Exec Assistant I-ACE			1.0	1.0	1.0	0.0
	1147		Workers Comp Fund 0078										
						B1D	Mgmt Analyst-ACE			1.0	1.0	1.0	0.0
						B1E	Sr Mgmt Analyst-ACE			1.0	1.0	1.0	0.0
						B1P	Mgmt Analyst			0.0	0.0	1.0	1.0
						B3Q	Program Mgr I-ACE			3.0	3.0	3.0	0.0
						C7A	Office Mgmt Coord-ACE			1.0	1.0	1.0	0.0
						V01	Manager Workers' Comp Division			1.0	1.0	1.0	0.0
						V91	Workers Comp Claims Adj 3			10.0	10.0	10.0	0.0
						V93	Workers Comp Claims Adj 2			3.0	3.0	3.0	0.0
						V94	Workers Comp Claims Adj 1			2.0	2.0	2.0	0.0
						V95	Claims Technician-ACE			9.0	9.0	9.0	0.0
						X12	Office Specialist III-ACE			4.0	4.0	4.0	0.0
						X14	Office Specialist I-ACE			1.5	1.5	1.5	0.0
	2310		Insur/Claims Fund 0075										
						B1W	Mgmt Aide			1.0	1.0	1.0	0.0
						B33	Claims Mgr			1.0	1.0	1.0	0.0
						B49	Insurance Technical Manager			1.0	1.0	1.0	0.0
						B86	Insurance Program Mgr			1.0	1.0	1.0	0.0
						B93	Liability Claims Adjuster III			3.0	3.0	3.0	0.0
						B94	Liability Claims Adjuster II			1.0	1.0	1.0	0.0



Finance and Government Operations (Continued)

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from	
Index Number and Name		FY 2004 Positions		FY 2005	FY 2004	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	C60	Admin Assistant	1.0	1.0	0.0	-1.0
	D09	Office Specialist III	2.0	2.0	2.0	0.0
	V72	Sr Loss Prevention Spec	1.0	1.0	1.0	0.0
1143	OSEC Fund 0001					
	B09	Sr Occupational Safety Spec	1.0	1.0	1.0	0.0
	V46	Envir Hlth & Safty Comp Spec	1.0	1.0	1.0	0.0
	V5G	Environmental Hlth Safety Anal	1.0	1.0	1.0	0.0
	X19	Admin Assistant-ACE	1.0	1.0	1.0	0.0
	X41	Principal Envir Compl Spec	1.0	1.0	0.0	-1.0
	X42	Principal Occupptnl Sfty Spec	1.0	1.0	1.0	0.0
	X88	Occ Sfty And Env Comp Mgr	1.0	1.0	1.0	0.0
1146	Unemployment Ins Fund 0076					
	B1C	Assoc Mgmt Analyst B-ACE	1.0	0.0	0.0	-1.0
1144	Employee Wellness Fund 0001					
	B6W	Employee Wellness Program Mgr	1.0	1.0	0.0	-1.0
	C60	Admin Assistant	1.0	1.0	0.0	-1.0
	J26	Health Education Specialist	0.5	0.5	0.5	0.0
	S48	Public Health Nurse II	2.0	2.0	1.5	-0.5
132		Total	64.0	63.0	59.5	-4.5
Employee Services Agency			Total	180.5	178.5	59.5
Finance						
110	Controller-Treasurer					
2113	Controller-Treasurer Fund 0001					
	A07	Dir Finance Agency	1.0	1.0	1.0	0.0
	A08	Controller Treasurer	1.0	1.0	1.0	0.0
	B1M	Bond And Investment Analyst	1.0	1.0	1.0	0.0
	B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0
	B1P	Mgmt Analyst	2.0	2.0	2.0	0.0
	B1T	Assoc Mgmt Analyst A	1.0	1.0	1.0	0.0
	B2R	Admin Support Officer I	1.0	1.0	1.0	0.0
	B55	Controller-Treasurer Div Mgr	2.0	2.0	2.0	0.0
	B74	Fiscal Services Mgr	1.0	1.0	1.0	0.0
	B76	Sr Accountant	6.0	6.0	6.0	0.0
	B77	Accountant III	11.5	11.5	11.5	0.0
	B78	Accountant II	1.5	1.5	1.5	0.0
	B7J	Payroll Manager	1.0	1.0	1.0	0.0
	B7U	General Accounting Mgr	1.0	1.0	1.0	0.0
	B80	Accountant Auditor Appraiser	1.0	1.0	1.0	0.0
	B83	Tax Apportionment Mgr	1.0	1.0	1.0	0.0
	B84	Investment Officer	1.0	1.0	1.0	0.0
	C08	Sr Executive Assistant	1.0	1.0	1.0	0.0
	C86	Payroll Services Clerk	0.0	8.0	8.0	8.0
	D09	Office Specialist III	1.0	1.0	1.0	0.0
	D46	Payroll Services Clerk II	7.0	0.0	0.0	-7.0
	D47	Payroll Services Clerk I	1.0	0.0	0.0	-1.0



Finance and Government Operations (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Index Number and Name		Job Class Code and Title		FY 2004 Positions		FY 2005	Amount
										Approved	Adjusted	Recommended	Change
													from
													FY 2004
													Approved
				D49	Office Specialist II					2.0	2.0	2.0	0.0
				D51	Office Specialist I					1.0	1.0	1.0	0.0
				D81	Cashier					2.0	2.0	2.0	0.0
				D94	Supv Account Clerk II					1.0	1.0	1.0	0.0
				D96	Accountant Assistant					9.0	9.0	9.0	0.0
				D97	Account Clerk II					3.0	3.0	3.0	0.0
				G12	Information Systems Manager II					2.0	2.0	2.0	0.0
				G14	Information Systems Manager I					1.0	1.0	1.0	0.0
				G28	Information Systems Analyst II					2.0	2.0	2.0	0.0
				K17	Securities Analyst					1.0	1.0	1.0	0.0
				Q72	Sr Accountant-U					1.0	0.0	0.0	-1.0
				T39	Treasury Coordinator					1.0	1.0	1.0	0.0
				X17	Exec Assistant I-ACE					1.0	1.0	1.0	0.0
				X51	Sr Internal Auditor-U					1.0	1.0	1.0	0.0
				X87	Tax Apportionment Manager-U					1.0	1.0	1.0	0.0
		1115	Internal Audit Fund 0001										
				B07	Chief Internal Auditor					1.0	1.0	0.0	-1.0
				B21	Supv Internal Auditor					1.0	1.0	1.0	0.0
				B22	Sr Mgmt Info Sys Auditor					1.0	1.0	1.0	0.0
				B28	Internal Auditor III					2.0	2.0	2.0	0.0
				B31	Sr Internal Auditor					3.0	3.0	3.0	0.0
		2116	Acct Sys & Procurement Proj Fund 0001										
				B1J	Mgmt Anal Prog Mgr II					0.0	1.0	1.0	1.0
				B1N	Sr Mgmt Analyst					1.0	3.0	3.0	2.0
				B1P	Mgmt Analyst					1.0	3.0	3.0	2.0
				B3P	Program Mgr I					1.0	1.0	1.0	0.0
				B75	Chief Accounting Mgr					1.0	1.0	1.0	0.0
				B76	Sr Accountant					1.0	2.0	2.0	1.0
				B77	Accountant III					0.0	1.0	1.0	1.0
				B96	Dept Fiscal Officer					1.0	1.0	1.0	0.0
				C29	Exec Assistant I					0.0	1.0	1.0	1.0
				C30	Purchasing Supervisor					1.0	1.0	1.0	0.0
				D96	Accountant Assistant					1.0	1.0	1.0	0.0
				G11	Information Systems Mgr III					1.0	1.0	1.0	0.0
				Q2G	Information System Mgr-U					1.0	1.0	1.0	0.0
				Q72	Sr Accountant-U					3.0	0.0	0.0	-3.0
				U38	Admin Assistant-U					1.0	0.0	0.0	-1.0
				U79	Accountant III-U					2.0	0.0	0.0	-2.0
				W1N	Sr Mgmt Analyst-U					0.0	1.0	1.0	1.0
				W1P	Mgmt Analyst-U					1.0	0.0	0.0	-1.0
				W1R	Assoc Mgmt Analyst B-U					1.0	0.0	0.0	-1.0
110									Total	100.0	100.0	99.0	-1.0
112	Tax Collector												
		2212	Tax Collector Fund 0001										
				A1G	Info Sys Mgr Tax Coll Office					1.0	1.0	1.0	0.0



Finance and Government Operations (Continued)

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from	
Index Number and Name		FY 2004 Positions		FY 2005	FY 2004	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	A23 Tax Collector	1.0	1.0	1.0	0.0	
	B2P Admin Support Officer II	1.0	1.0	1.0	0.0	
	B76 Sr Accountant	1.0	1.0	1.0	0.0	
	B77 Accountant III	2.0	2.0	2.0	0.0	
	C77 Tax Roll Mgr	1.0	1.0	1.0	0.0	
	C89 Tax Collection Manager	1.0	1.0	1.0	0.0	
	C90 Supv Tax Collection Clerk	1.0	1.0	1.0	0.0	
	D09 Office Specialist III	4.0	12.0	12.0	8.0	
	D32 Tax Services Clerk	6.0	0.0	0.0	-6.0	
	D94 Supv Account Clerk II	2.0	2.0	2.0	0.0	
	D96 Accountant Assistant	2.0	2.0	2.0	0.0	
	D97 Account Clerk II	22.0	10.0	10.0	-12.0	
	E87 Senior Account Clerk	0.0	10.0	10.0	10.0	
	G12 Information Systems Manager II	1.0	1.0	1.0	0.0	
	G14 Information Systems Manager I	3.0	3.0	3.0	0.0	
	G29 Information Systems Analyst I	1.0	1.0	1.0	0.0	
	G50 Information Sys Tech II	1.0	1.0	1.0	0.0	
	V32 Supv Revenue Collections Ofc	1.0	1.0	1.0	0.0	
	V34 Senior Revenue Collections Ofc	6.0	6.0	6.0	0.0	
	X17 Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
2213	Tax Collector-AB 589 Fund 0001					
	D97 Account Clerk II	1.0	0.0	0.0	-1.0	
	E87 Senior Account Clerk	0.0	1.0	1.0	1.0	
	Q10 Account Clerk II-U	1.0	1.0	0.0	-1.0	
	V34 Senior Revenue Collections Ofc	2.0	2.0	2.0	0.0	
	V3A Revenue Collections Ofcr II-U	2.0	2.0	0.0	-2.0	
2214	Tax Collection & Apportionment Sys Fund 0001					
	E87 Senior Account Clerk	0.0	0.0	0.0	0.0	
	Q2G Information System Mgr-U	1.0	1.0	1.0	0.0	
	Q2K Supv Account Clerk II-U	1.0	1.0	1.0	0.0	
	Q33 Information Systems Mgr I-U	4.0	4.0	4.0	0.0	
	Q72 Sr Accountant-U	1.0	1.0	1.0	0.0	
	U26 Exec Asssistant I-U	1.0	1.0	1.0	0.0	
	V34 Senior Revenue Collections Ofc	0.0	0.0	0.0	0.0	
	X56 Supv Revenue Collections Ofc-U	2.0	2.0	2.0	0.0	
112	Total	75.0	75.0	72.0	-3.0	
114	County Recorder					
5655	County Recorder Fund 0001					
	A19 Asst County Clerk/Recorder	1.0	1.0	1.0	0.0	
	A69 County Clerk/Recorder	1.0	1.0	1.0	0.0	
	B1P Mgmt Analyst	1.0	1.0	1.0	0.0	
	B2P Admin Support Officer II	1.0	1.0	1.0	0.0	
	B78 Accountant II	1.0	1.0	1.0	0.0	
	C43 Recorded Documents Mgmt Cord	1.0	1.0	1.0	0.0	
	D09 Office Specialist III	4.0	4.0	4.0	0.0	



Finance and Government Operations (Continued)

Agency Name						Amount
Budget Unit Number and Name						Change
Cost Center Number and Name						from
Index Number and Name		FY 2004 Positions		FY 2005	FY 2004	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	D51 Office Specialist I	4.0	4.0	4.0	0.0	
	D58 Recordable Documents Indexer	11.0	11.0	11.0	0.0	
	D59 Supv Indexer	1.0	1.0	1.0	0.0	
	D81 Cashier	2.0	2.0	2.0	0.0	
	D96 Accountant Assistant	1.0	1.0	1.0	0.0	
	D97 Account Clerk II	3.0	3.0	3.0	0.0	
	E28 Messenger Driver	1.0	1.0	1.0	0.0	
	F04 Supv Recordable Doc Exam	1.0	1.0	1.0	0.0	
	F10 Asst Supv Recordable Doc Exam	1.0	1.0	1.0	0.0	
	F15 Recordable Doc Exam II	11.0	11.0	11.0	0.0	
	F17 Recordable Doc Exam I	1.0	1.0	1.0	0.0	
	F30 Supv Recordable Document Tech	1.0	1.0	1.0	0.0	
	F31 Sr Recorded Documents Clerk	1.0	0.0	0.0	-1.0	
	F32 Recorded Documents Clerk II	13.0	0.0	0.0	-13.0	
	F34 Recordable Document Tech	7.0	7.0	7.0	0.0	
	F56 Clerk-Recorder Office Spec II	0.0	14.0	14.0	14.0	
	G14 Information Systems Manager I	1.0	1.0	1.0	0.0	
	G28 Information Systems Analyst II	1.0	1.0	1.0	0.0	
	G3B County Clk/Rec Info Sys Mgr	1.0	1.0	1.0	0.0	
	G50 Information Sys Tech II	1.0	1.0	1.0	0.0	
	V33 Office Specialist II-U	1.0	1.0	1.0	0.0	
	V64 Office Specialist I-U	1.0	1.0	1.0	0.0	
	X17 Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
	X39 Recordable Document Tech-U	1.0	1.0	1.0	0.0	
5656	County Clerk Fund 0001					
	D05 Supv Legal Clerk	2.0	2.0	2.0	0.0	
	F14 Legal Clerk	8.0	0.0	0.0	-8.0	
	F55 Clerk-Recorder Office Spec III	0.0	4.0	4.0	4.0	
	F56 Clerk-Recorder Office Spec II	0.0	4.0	4.0	4.0	
114		Total	87.0	87.0	87.0	0.0
148	Department Of Revenue					
2148	Revenue Fund 0001					
	B77 Accountant III	1.0	1.0	1.0	0.0	
	B78 Accountant II	1.0	1.0	2.0	1.0	
	B96 Dept Fiscal Officer	1.0	1.0	1.0	0.0	
	C19 Exec Assistant II	0.0	0.0	0.0	0.0	



Finance and Government Operations (Continued)

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from	
Index Number and Name		FY 2004 Positions		FY 2005	FY 2004	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
D09	Office Specialist III	4.0	4.0	4.0	0.0	
D49	Office Specialist II	1.0	1.0	1.0	0.0	
D51	Office Specialist I	0.0	0.0	0.0	0.0	
D62	Revenue Collections Clerk	4.0	4.0	4.0	0.0	
D81	Cashier	4.0	4.0	4.0	0.0	
D94	Supv Account Clerk II	1.0	1.0	1.0	0.0	
D95	Supv Account Clerk I	2.0	2.0	2.0	0.0	
D96	Accountant Assistant	1.0	1.0	0.0	-1.0	
D97	Account Clerk II	8.0	8.0	8.0	0.0	
D98	Account Clerk I	7.0	7.0	7.0	0.0	
G11	Information Systems Mgr III	0.0	0.0	0.0	0.0	
G12	Information Systems Manager II	1.0	1.0	1.0	0.0	
G50	Information Sys Tech II	1.0	1.0	1.0	0.0	
V32	Supv Revenue Collections Ofc	2.0	2.0	2.0	0.0	
V34	Senior Revenue Collections Ofc	4.0	4.0	4.0	0.0	
V35	Revenue Collections Officer	18.0	18.0	18.0	0.0	
X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
148		Total	62.0	62.0	62.0	0.0
Finance		Total	324.0	324.0	62.0	-4.0
Finance and Government Operations		Total	2,092.3	2,066.3	1,972.8	-119.5



Public Safety and Justice

Agency Name								Amount
Budget Unit Number and Name								Change
Cost Center Number and Name								from FY
Index Number and Name				FY 2004 Positions		FY 2005		2004
Job Class Code and Title				Approved	Adjusted	Recommended	Approved	
Law And Justice Agency								
202	District Attorney Department							
3832	Administrative Svcs Fund 0001							
	A59	District Attorney-U		1.0	1.0	1.0	0.0	
	A60	Asst District Attorney		6.0	5.0	5.0	-1.0	
	A61	Chief Asst District Attorney-U		1.0	1.0	1.0	0.0	
	B1P	Mgmt Analyst		1.0	1.0	1.0	0.0	
	B2K	Admin Serv Mgr III-2D		1.0	1.0	1.0	0.0	
	B2N	Admin Support Officer III		0.0	1.0	1.0	1.0	
	B3N	Program Mgr II		2.0	1.0	1.0	-1.0	
	B77	Accountant III		1.0	1.0	1.0	0.0	
	B78	Accountant II		1.0	1.0	1.0	0.0	
	C60	Admin Assistant		1.0	1.0	1.0	0.0	
	D05	Supv Legal Clerk		3.0	3.0	3.0	0.0	
	D09	Office Specialist III		11.5	8.5	8.5	-3.0	
	D11	Transcriptionist		4.0	4.0	4.0	0.0	
	D36	Advanced Clerk Typist		1.0	1.0	1.0	0.0	
	D49	Office Specialist II		6.0	6.0	6.0	0.0	
	D51	Office Specialist I		4.0	4.0	4.0	0.0	
	D5D	Human Resources Asst II		2.0	2.0	1.0	-1.0	
	D64	Supv Legal Secretary I		2.0	2.0	2.0	0.0	
	D66	Legal Secretary II		9.0	9.0	9.0	0.0	
	D70	Legal Secretary I		15.0	16.0	15.0	0.0	
	D74	Legal Secretary Trainee		1.0	1.0	1.0	0.0	
	D7D	Legal Secretary II-ACE-W/O/Sh		3.0	3.0	3.0	0.0	
	D96	Accountant Assistant		1.0	1.0	1.0	0.0	
	D97	Account Clerk II		3.0	3.0	3.0	0.0	
	E28	Messenger Driver		2.0	2.0	2.0	0.0	
	F07	Legal Process Officer		6.0	6.0	6.0	0.0	
	F14	Legal Clerk		27.0	27.0	26.0	-1.0	
	F38	Justice Systems Clerk - I		29.0	29.0	29.0	0.0	
	G19	Dept Info Systems Coord		1.0	1.0	1.0	0.0	
	G81	Storekeeper		1.0	1.0	1.0	0.0	
	H17	Utility Worker		1.0	1.0	1.0	0.0	
	J45	Graphic Designer II		1.0	1.0	1.0	0.0	
	M20	Facilities Maintenance Rep		1.0	1.0	1.0	0.0	
	V22	Consumer Affairs Invest II		1.0	1.0	1.0	0.0	
	V23	Consumer Affairs Coord		1.0	1.0	1.0	0.0	
	V73	Sr Paralegal		20.5	20.5	20.5	0.0	
	V74	Paralegal		1.5	1.5	1.5	0.0	
	V76	Criminal Investigator II		0.0	0.0	0.0	0.0	
	W51	Confidential Secretary-ACE-U		1.0	1.0	1.0	0.0	
	X09	Sr Office Specialist		1.0	1.0	1.0	0.0	
	X17	Exec Assistant I-ACE		1.0	1.0	1.0	0.0	
	Y23	Social Work Supervisor		1.0	1.0	1.0	0.0	



Public Safety and Justice (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Index Number and Name		Job Class Code and Title		FY 2004 Positions		FY 2005	Amount Change from FY 2004
										Approved	Adjusted	Recommended	Approved
								Y3C	Social Worker III	2.0	2.0	2.0	0.0
3834								Legal Spt Svcs Fund 0001					
								V71	Chief Investigator Dist Atty	1.0	1.0	1.0	0.0
								V75	Criminal Investigator III	7.0	7.0	7.0	0.0
								V76	Criminal Investigator II	57.5	57.5	57.5	0.0
								V77	Criminal Investigator I	0.5	0.5	0.5	0.0
								V88	Investigator Assistant	8.0	8.0	8.0	0.0
								W13	Criminal Investigator II-U	2.0	1.0	1.0	-1.0
3836								Attorneys Fund 0001					
								U20	Attorney IV-District Attorney	150.0	150.0	147.0	-3.0
								U21	Attorney III-District Attorney	24.0	24.0	24.0	0.0
								U24	Attorney II-District Attorney	16.0	16.0	16.0	0.0
								W35	Attorney I-District Attorney-U	1.0	1.0	1.0	0.0
3835								Welfare Fraud Investigations Fund 0001					
								F38	Justice Systems Clerk - I	1.0	1.0	1.0	0.0
								V75	Criminal Investigator III	3.0	3.0	3.0	0.0
								V76	Criminal Investigator II	26.0	25.0	25.0	-1.0
202									Total	476.5	471.5	465.5	-11.0
203								District Attorney Crime Laboratory					
								3820 Laboratory Of Criminalistics Fund 0001					
								B2R	Admin Support Officer I	1.0	1.0	0.0	-1.0
								C29	Exec Assistant I	1.0	1.0	1.0	0.0
								D97	Account Clerk II	1.0	1.0	1.0	0.0
								F02	Property/Evidence Technician	3.0	3.0	3.0	0.0
								F38	Justice Systems Clerk - I	3.0	3.0	3.0	0.0
								J39	Photographer	1.0	1.0	1.0	0.0
								J45	Graphic Designer II	1.0	1.0	1.0	0.0
								R75	Laboratory Assistant	1.0	1.0	1.0	0.0
								R76	Toxicologist II	3.0	3.0	2.0	-1.0
								V39	Supv Criminalist	4.0	4.0	4.0	0.0
								V63	Dir of The Crime Laboratory	1.0	1.0	1.0	0.0
								V66	Asst Crime Laboratory Dir	1.0	1.0	1.0	0.0
								V67	Criminalist III	21.0	21.0	21.0	0.0
								V68	Criminalist II	13.0	13.0	13.0	0.0
203									Total	55.0	55.0	53.0	-2.0
204								Public Defender					
								3500 Public Defender Fund 0001					
								A93	Public Defender-U	1.0	1.0	1.0	0.0
								A94	Asst Public Defender	3.0	3.0	3.0	0.0
								A95	Chief Asst Public Defender-U	1.0	1.0	1.0	0.0
								B2K	Admin Serv Mgr III-2D	1.0	1.0	1.0	0.0
								C76	Office Mgmt Coord	2.0	2.0	2.0	0.0
								D09	Office Specialist III	2.0	2.0	2.0	0.0
								D49	Office Specialist II	2.0	2.0	2.0	0.0
								D51	Office Specialist I	3.0	3.0	3.0	0.0



Public Safety and Justice (Continued)

Agency Name					Amount Change from FY 2004		
Budget Unit Number and Name					Approved		
Cost Center Number and Name					Approved		
Index Number and Name		FY 2004 Positions		FY 2005			
Job Class Code and Title		Approved	Adjusted	Recommended			
	D66	Legal Secretary II	2.0	2.0	2.0	0.0	
	D70	Legal Secretary I	1.0	1.0	1.0	0.0	
	D96	Accountant Assistant	1.0	1.0	1.0	0.0	
	D97	Account Clerk II	2.0	2.0	1.0	-1.0	
	E07	Community Worker	2.0	1.0	1.0	-1.0	
	F14	Legal Clerk	14.0	14.0	14.0	0.0	
	F38	Justice Systems Clerk - I	1.0	1.0	1.0	0.0	
	G12	Information Systems Manager II	1.0	1.0	1.0	0.0	
	G28	Information Systems Analyst II	3.0	3.0	3.0	0.0	
	U15	Attorney IV- Public Defender	61.0	60.0	58.0	-3.0	
	U16	Attorney III-Public Defender	22.0	22.0	22.0	0.0	
	U17	Attorney II-Public Defender	5.0	5.0	5.0	0.0	
	V73	Sr Paralegal	22.0	21.0	21.0	-1.0	
	V74	Paralegal	3.0	2.5	1.5	-1.5	
	V78	Public Defender Invest II	22.5	22.5	21.5	-1.0	
	V81	Chief Public Defender Invest	1.0	1.0	1.0	0.0	
	V82	Supervising Paralegal	1.0	1.0	1.0	0.0	
	V96	Supv Public Defender Invest	2.0	2.0	1.0	-1.0	
	W03	Paralegal-U	0.5	0.0	0.0	-0.5	
	W51	Confidential Secretary-ACE-U	1.0	1.0	1.0	0.0	
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
3501	Alternate Public Defender Fund 0001						
	A94	Asst Public Defender	1.0	1.0	1.0	0.0	
	D66	Legal Secretary II	2.0	2.0	2.0	0.0	
	F14	Legal Clerk	3.0	3.0	3.0	0.0	
	U15	Attorney IV- Public Defender	17.0	17.0	17.0	0.0	
	U16	Attorney III-Public Defender	2.0	2.0	2.0	0.0	
	V73	Sr Paralegal	4.0	4.0	4.0	0.0	
	V78	Public Defender Invest II	6.0	6.0	6.0	0.0	
204			Total	219.0	215.0	209.0	-10.0
210	Office Of Pretrial Services						
3590	Office Of Pretrial Svcs Fund 0001						
	B2N	Admin Support Officer III	1.0	1.0	1.0	0.0	
	B69	Dir of Pre-Trial Release	1.0	1.0	1.0	0.0	
	D09	Office Specialist III	1.0	1.0	1.0	0.0	
	E07	Community Worker	4.0	4.0	4.0	0.0	
	F37	Justice Systems Clerk II	4.0	4.0	4.0	0.0	
	F38	Justice Systems Clerk - I	0.0	1.0	1.0	1.0	
	G11	Information Systems Mgr III	1.0	1.0	1.0	0.0	
	Q38	Justice Systems Clerk I-U	1.0	0.0	0.0	-1.0	
	V40	Pretrial Program Mgt Spec	2.0	2.0	2.0	0.0	
	V41	Pretrial Services Officer II	15.0	15.0	15.0	0.0	
	V51	Supv Pretrial Services	2.0	2.0	2.0	0.0	
	V53	Pretrial Services Officer III	5.0	5.0	5.0	0.0	
	V55	Pretrial Services Officer I	3.0	4.5	4.5	1.5	



Public Safety and Justice (Continued)

Agency Name							
Budget Unit Number and Name						Amount Change from FY 2004	
Cost Center Number and Name							
Index Number and Name				FY 2004 Positions		FY 2005	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
	X47	Pretrial Services Officer I-U	1.5	0.0	0.0	-1.5	
210		Total	42.5	42.5	42.5	0.0	
230	Sheriff's Department						
23001	Administration Fund 0001						
	A1S	Dir of Sheriff Admin Sv	1.0	1.0	1.0	0.0	
	A2Z	Commander	2.0	2.0	2.0	0.0	
	A65	Sheriff-U	1.0	1.0	1.0	0.0	
	B1P	Mgmt Analyst	1.0	1.0	1.0	0.0	
	D49	Office Specialist II	1.0	1.0	1.0	0.0	
	G73	Sheriff Technician	0.0	0.0	0.0	0.0	
	U55	Captain	1.0	1.0	2.0	1.0	
	U58	Sheriff'S Lieutenant	4.0	4.0	3.0	-1.0	
	U64	Deputy Sheriff	1.0	1.0	1.0	0.0	
	W51	Confidential Secretary-ACE-U	1.0	1.0	1.0	0.0	
	X17	Exec Assistant I-ACE	3.0	3.0	3.0	0.0	
23002	Administrative Svcs Fund 0001						
	A63	Dir Info Sys -Sheriff's Office	1.0	1.0	1.0	0.0	
	B23	Sr Training & Staff Developmnt	1.0	1.0	1.0	0.0	
	B2S	Data Base Admin Mgr	1.0	1.0	1.0	0.0	
	B3N	Program Mgr II	1.0	1.0	1.0	0.0	
	B63	Law Enforcement Records Mgr	1.0	1.0	1.0	0.0	
	B76	Sr Accountant	1.0	1.0	1.0	0.0	
	B78	Accountant II	1.0	1.0	1.0	0.0	
	B96	Dept Fiscal Officer	1.0	1.0	1.0	0.0	
	D41	Law Enforcement Records Supv	6.0	6.0	5.0	-1.0	
	D42	Law Enforcement Records Tech	27.0	29.0	29.0	2.0	
	D43	Law Enforcement Clerk	15.0	14.0	14.0	-1.0	
	D5D	Human Resources Asst II	2.0	2.0	2.0	0.0	
	D63	Law Enforcement Records Spec	8.0	8.0	9.0	1.0	
	D67	Supv Personnel Services Clerk	1.0	1.0	1.0	0.0	
	D6D	Human Resources Asst I	1.0	1.0	1.0	0.0	
	D96	Accountant Assistant	2.0	2.0	2.0	0.0	
	D97	Account Clerk II	5.0	5.0	5.0	0.0	
	D98	Account Clerk I	6.0	6.0	6.0	0.0	
	G12	Information Systems Manager II	3.0	3.0	2.0	-1.0	
	G14	Information Systems Manager I	3.0	3.0	4.0	1.0	
	G28	Information Systems Analyst II	1.0	1.0	1.0	0.0	
	G29	Information Systems Analyst I	1.0	1.0	1.0	0.0	
	G33	Data Entry Operator	2.0	2.0	2.0	0.0	
	G50	Information Sys Tech II	1.0	0.0	0.0	-1.0	
	G73	Sheriff Technician	1.0	1.0	0.0	-1.0	
	T10	Rangemaster II	1.0	1.0	1.0	0.0	
	U55	Captain	1.0	1.0	1.0	0.0	
	U58	Sheriff'S Lieutenant	1.0	1.0	1.0	0.0	



Public Safety and Justice (Continued)

Agency Name					Amount Change from FY 2004	
Budget Unit Number and Name					Approved	
Cost Center Number and Name					Approved	
Index Number and Name		FY 2004 Positions		FY 2005		
Job Class Code and Title		Approved	Adjusted	Recommended		
	U61 Sheriff'S Sergeant	6.0	6.0	6.0	0.0	
	U64 Deputy Sheriff	9.0	9.0	8.0	-1.0	
	U66 Deputy Sheriff Cadet-U	75.0	75.0	75.0	0.0	
	U92 Sheriff Training Specialist	2.0	2.0	2.0	0.0	
	V43 Latent Fingerprint Exam II	1.0	1.0	1.0	0.0	
	V44 Latent Fingerprint Exam I	1.0	1.0	0.0	-1.0	
	X17 Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
23003	Field Enforcement Bureau Fund 0001					
	B1N Sr Mgmt Analyst	1.0	1.0	1.0	0.0	
	B1P Mgmt Analyst	1.0	1.0	1.0	0.0	
	C29 Exec Assistant I	3.0	3.0	3.0	0.0	
	D42 Law Enforcement Records Tech	6.0	7.0	7.0	1.0	
	D43 Law Enforcement Clerk	5.0	4.0	4.0	-1.0	
	D5D Human Resources Asst II	1.0	1.0	1.0	0.0	
	F02 Property/Evidence Technician	3.0	3.0	3.0	0.0	
	G73 Sheriff Technician	2.0	2.0	2.0	0.0	
	H51 Special Qualifications Worker	1.0	1.0	1.0	0.0	
	U55 Captain	4.0	4.0	4.0	0.0	
	U58 Sheriff'S Lieutenant	6.0	6.0	6.0	0.0	
	U61 Sheriff'S Sergeant	26.0	25.0	25.0	-1.0	
	U64 Deputy Sheriff	195.0	189.0	187.0	-8.0	
	U6D Sheriff'S Sergeant	13.0	13.0	13.0	0.0	
	V6A Deputy Sheriff-U	2.0	2.0	2.0	0.0	
	X17 Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
23004	Services Bureau Fund 0001					
	C60 Admin Assistant	1.0	1.0	1.0	0.0	
	D05 Supv Legal Clerk	1.0	1.0	1.0	0.0	
	D42 Law Enforcement Records Tech	1.0	1.0	1.0	0.0	
	D49 Office Specialist II	4.0	4.0	4.0	0.0	
	F07 Legal Process Officer	2.0	2.0	2.0	0.0	
	F14 Legal Clerk	3.0	3.0	3.0	0.0	
	G73 Sheriff Technician	27.0	27.0	27.0	0.0	
	U55 Captain	3.0	3.0	3.0	0.0	
	U58 Sheriff'S Lieutenant	3.0	3.0	3.0	0.0	
	U61 Sheriff'S Sergeant	28.0	28.0	28.0	0.0	
	U62 Deputy Sheriff I	2.0	2.0	2.0	0.0	
	U64 Deputy Sheriff	222.0	222.0	218.0	-4.0	
	U84 Sheriff Corr Officer	44.0	44.0	41.0	-3.0	
	W61 Unclassified Sheriff Sgt.	0.0	0.0	0.0	0.0	
23005	Internal Affairs Fund 0001					
	U58 Sheriff'S Lieutenant	1.0	1.0	1.0	0.0	
	U61 Sheriff'S Sergeant	4.0	4.0	4.0	0.0	
	U64 Deputy Sheriff	1.0	1.0	1.0	0.0	
230	Total	824.0	817.0	805.0	-19.0	
235	Sheriff's Doc Contract					



Public Safety and Justice (Continued)

Agency Name						Amount	
Budget Unit Number and Name						Change	
Cost Center Number and Name						from FY	
Index Number and Name		FY 2004 Positions		FY 2005		2004	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
3124	Training And Staff Dev Fund 0001						
	U84 Sheriff Corr Officer	1.0	1.0	1.0	0.0		
23503	Main Jail Complex Fund 0001						
	U74 Sheriff Corr Sergeant	9.0	9.0	10.0	1.0		
	U84 Sheriff Corr Officer	325.5	325.5	325.5	0.0		
3136	Elmwood Men's Facility Fund 0001						
	U74 Sheriff Corr Sergeant	10.0	10.0	10.0	0.0		
	U84 Sheriff Corr Officer	245.0	241.0	240.0	-5.0		
3141	Elmwood Women's Facility Fund 0001						
	U74 Sheriff Corr Sergeant	6.0	6.0	6.0	0.0		
	U84 Sheriff Corr Officer	77.0	77.0	61.0	-16.0		
3135	Classification Fund 0001						
	U74 Sheriff Corr Sergeant	4.0	4.0	4.0	0.0		
	U84 Sheriff Corr Officer	21.0	21.0	21.0	0.0		
3146	Inmate Progs-Psp Fund 0001						
	U74 Sheriff Corr Sergeant	2.0	2.0	2.0	0.0		
	U84 Sheriff Corr Officer	8.0	8.0	8.0	0.0		
23509	Central Services Fund 0001						
	U84 Sheriff Corr Officer	6.0	6.0	4.0	-2.0		
3112	Internal Affairs Fund 0001						
	U74 Sheriff Corr Sergeant	4.0	3.0	3.0	-1.0		
	U84 Sheriff Corr Officer	2.0	2.0	2.0	0.0		
235		Total	720.5	715.5	697.5	-23.0	
240	Department Of Correction						
3400	Administration Fund 0001						
	A2X Chief of Correction-U	1.0	1.0	1.0	0.0		
	B3P Program Mgr I	1.0	1.0	0.0	-1.0		
	C11 Equal Opportunity Officer	1.0	1.0	0.0	-1.0		
	C29 Exec Assistant I	2.0	2.0	2.0	0.0		
	D09 Office Specialist III	1.0	1.0	1.0	0.0		
	U30 Admin Services Mgr-Corr	1.0	1.0	1.0	0.0		
	U54 Corr Captain	1.0	1.0	1.0	0.0		
	U73 Assistant Chief of Correction	1.0	1.0	1.0	0.0		
	W51 Confidential Secretary-ACE-U	1.0	1.0	1.0	0.0		
	X17 Exec Assistant I-ACE	1.0	1.0	1.0	0.0		
24002	Administrative Services Bureau Fund 0001						
	B1P Mgmt Analyst	1.0	1.0	0.0	-1.0		
	B1R Assoc Mgmt Analyst B	2.0	2.0	1.0	-1.0		
	B2P Admin Support Officer II	1.0	1.0	1.0	0.0		
	B76 Sr Accountant	1.0	1.0	1.0	0.0		
	B77 Accountant III	1.0	1.0	0.0	-1.0		
	B78 Accountant II	1.0	1.0	1.0	0.0		
	B96 Dept Fiscal Officer	1.0	1.0	1.0	0.0		
	C40 Mgmt Info Sys Data Asst	1.0	1.0	1.0	0.0		
	G60 Admin Assistant	2.0	2.0	2.0	0.0		



Public Safety and Justice (Continued)

Agency Name						Amount
Budget Unit Number and Name						Change
Cost Center Number and Name						from FY
Index Number and Name		FY 2004 Positions		FY 2005	2004	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	D09 Office Specialist III	1.0	0.0	0.0	-1.0	
	D5D Human Resources Asst II	4.0	3.0	3.0	-1.0	
	D67 Supv Personnel Services Clerk	1.0	1.0	0.0	-1.0	
	D94 Supv Account Clerk II	2.0	2.0	2.0	0.0	
	D96 Accountant Assistant	3.0	3.0	3.0	0.0	
	D97 Account Clerk II	8.0	8.0	8.0	0.0	
	D98 Account Clerk I	1.0	1.0	1.0	0.0	
	G12 Information Systems Manager II	1.0	1.0	0.0	-1.0	
	G14 Information Systems Manager I	2.0	2.0	2.0	0.0	
	G28 Information Systems Analyst II	3.0	3.0	3.0	0.0	
	U53 Corr Lieutenant	1.0	1.0	1.0	0.0	
	U63 Corr Officer Cadet	50.0	50.0	50.0	0.0	
	U75 Sr Corr Training Specialist	1.0	1.0	1.0	0.0	
	U76 Corr Training Specialist	1.0	1.0	0.0	-1.0	
	Z53 Correctional Lieutenant-U	1.0	1.0	1.0	0.0	
24003	Main Jail Complex Fund 0001					
	B2P Admin Support Officer II	1.0	1.0	1.0	0.0	
	C29 Exec Assistant I	1.0	1.0	1.0	0.0	
	D09 Office Specialist III	1.0	1.0	1.0	0.0	
	G70 Supv Custody Support Assistant	1.0	1.0	1.0	0.0	
	G72 Inmate Law Library Coord	1.0	1.0	1.0	0.0	
	G74 Custody Support Assistant	33.0	32.0	31.0	-2.0	
	U53 Corr Lieutenant	6.0	6.0	6.0	0.0	
	U54 Corr Captain	1.0	1.0	1.0	0.0	
3436	Elmwood Men's Facility Fund 0001					
	B2N Admin Support Officer III	1.0	1.0	1.0	0.0	
	C29 Exec Assistant I	1.0	1.0	1.0	0.0	
	D43 Law Enforcement Clerk	4.0	4.0	4.0	0.0	
	D49 Office Specialist II	1.0	1.0	0.0	-1.0	
	G70 Supv Custody Support Assistant	1.0	1.0	1.0	0.0	
	G74 Custody Support Assistant	14.0	14.0	13.0	-1.0	
	U53 Corr Lieutenant	5.0	5.0	5.0	0.0	
	U54 Corr Captain	1.0	1.0	1.0	0.0	
3441	Women's Detention Facility Fund 0001					
	D09 Office Specialist III	1.0	1.0	1.0	0.0	
	G70 Supv Custody Support Assistant	1.0	1.0	0.0	-1.0	
	G74 Custody Support Assistant	7.0	7.0	5.0	-2.0	
	U53 Corr Lieutenant	1.0	1.0	1.0	0.0	
3432	Admin Booking Fund 0001					
	C03 Administrative Booking Manager	1.0	1.0	0.0	-1.0	
	D41 Law Enforcement Records Supv	3.0	3.0	3.0	0.0	
	D42 Law Enforcement Records Tech	16.0	16.0	16.0	0.0	
	D43 Law Enforcement Clerk	15.0	15.0	15.0	0.0	
	D51 Office Specialist I	2.0	2.0	1.0	-1.0	
	D63 Law Enforcement Records Spec	4.0	4.0	4.0	0.0	



Public Safety and Justice (Continued)

Agency Name							
Budget Unit Number and Name						Amount Change from FY 2004	
Cost Center Number and Name							
Index Number and Name				FY 2004 Positions		FY 2005	
Job Class Code and Title				Approved	Adjusted	Recommended	Approved
3435	Classification Fund 0001						
	D43	Law Enforcement Clerk		9.0	9.0	9.0	0.0
	U53	Corr Lieutenant		1.0	1.0	1.0	0.0
24008	Inmate Program Fund 0001						
	B1N	Sr Mgmt Analyst		1.0	1.0	1.0	0.0
	B3N	Program Mgr II		1.0	1.0	1.0	0.0
	D09	Office Specialist III		1.0	1.0	1.0	0.0
	D42	Law Enforcement Records Tech		1.0	1.0	1.0	0.0
	D43	Law Enforcement Clerk		4.0	3.0	3.0	-1.0
	G74	Custody Support Assistant		8.0	8.0	8.0	0.0
	U53	Corr Lieutenant		1.0	0.0	0.0	-1.0
	X91	Rehabilitation Officer II		11.0	10.5	10.5	-0.5
24009	Central Services Fund 0001						
	B2P	Admin Support Officer II		1.0	1.0	1.0	0.0
	C29	Exec Assistant I		1.0	1.0	1.0	0.0
	C60	Admin Assistant		1.0	1.0	1.0	0.0
	D09	Office Specialist III		2.0	2.0	2.0	0.0
	D49	Office Specialist II		2.0	2.0	2.0	0.0
	D97	Account Clerk II		1.0	1.0	1.0	0.0
	G70	Supv Custody Support Assistant		2.0	2.0	2.0	0.0
	G74	Custody Support Assistant		13.0	13.0	13.0	0.0
	G76	Sr Warehouse Materials Handler		1.0	1.0	1.0	0.0
	G77	Warehouse Materials Handler		3.0	3.0	3.0	0.0
	G80	Supv Storekeeper		2.0	2.0	0.0	-2.0
	G81	Storekeeper		1.0	1.0	1.0	0.0
	H39	Asst Dir Food Services		3.0	3.0	3.0	0.0
	H56	Head Cook		2.0	2.0	2.0	0.0
	H59	Cook II		11.0	11.0	10.0	-1.0
	H60	Cook I		9.0	9.0	9.0	0.0
	H63	Baker		4.0	4.0	4.0	0.0
	H64	Dietetic Assistant		5.0	5.0	5.0	0.0
	H68	Food Service Worker-Corr		37.0	37.0	35.0	-2.0
	M03	Corr Indst Bld Oprs Mgr		1.0	1.0	1.0	0.0
	N94	Institutional Maintenance Engr		1.0	1.0	1.0	0.0
	R20	Dietitian II-Cema		2.0	2.0	2.0	0.0
	S32	Dir Nutrition Food Sv Prob Cor		1.0	1.0	1.0	0.0
	U54	Corr Captain		1.0	1.0	1.0	0.0
24011	Internal Affairs						
	D43	Law Enforcement Clerk		1.0	1.0	1.0	0.0
	U53	Corr Lieutenant		1.0	1.0	1.0	0.0
	X19	Admin Assistant-ACE		1.0	1.0	1.0	0.0
240			Total	374.0	368.5	347.5	-26.5
246	Probation Department						
24615	Administrative Division Fund 0001						
	A80	Chief Prob & Corr Officer-U		1.0	1.0	1.0	0.0



Public Safety and Justice (Continued)

Agency Name					Amount Change from FY 2004	
Budget Unit Number and Name					Approved	
Cost Center Number and Name					Approved	
Index Number and Name		FY 2004 Positions		FY 2005		
Job Class Code and Title		Approved	Adjusted	Recommended		
B1N	Sr Mgmt Analyst	2.0	2.0	2.0	0.0	
B1P	Mgmt Analyst	2.0	2.0	2.0	0.0	
B1R	Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0	
B2L	Admin Services Mgr I	1.0	1.0	1.0	0.0	
B2N	Admin Support Officer III	4.0	4.0	4.0	0.0	
B2P	Admin Support Officer II	1.0	1.0	1.0	0.0	
B6P	Admin Services Mgr Probation	1.0	1.0	1.0	0.0	
B76	Sr Accountant	1.0	1.0	1.0	0.0	
B77	Accountant III	1.0	1.0	1.0	0.0	
B96	Dept Fiscal Officer	1.0	1.0	1.0	0.0	
D09	Office Specialist III	27.0	25.0	25.0	-2.0	
D11	Transcriptionist	7.0	7.0	7.0	0.0	
D34	Supv Clerk	11.0	11.0	10.0	-1.0	
D42	Law Enforcement Records Tech	2.0	2.0	2.0	0.0	
D43	Law Enforcement Clerk	9.5	8.5	8.5	-1.0	
D49	Office Specialist II	3.0	3.0	3.0	0.0	
D5D	Human Resources Asst II	2.0	2.0	2.0	0.0	
D67	Supv Personnel Services Clerk	1.0	1.0	1.0	0.0	
D94	Supv Account Clerk II	1.0	1.0	0.0	-1.0	
D96	Accountant Assistant	2.0	2.0	2.0	0.0	
D97	Account Clerk II	8.0	8.0	8.0	0.0	
E19	Probation Community Worker	1.0	1.0	1.0	0.0	
F37	Justice Systems Clerk II	9.0	8.0	8.0	-1.0	
F38	Justice Systems Clerk - I	52.5	52.5	51.5	-1.0	
F40	Supv Deputy Court Clerk II	1.0	1.0	0.0	-1.0	
G11	Information Systems Mgr III	1.0	1.0	1.0	0.0	
G12	Information Systems Manager II	1.0	1.0	1.0	0.0	
G14	Information Systems Manager I	4.0	4.0	4.0	0.0	
G28	Information Systems Analyst II	3.0	3.0	3.0	0.0	
G29	Information Systems Analyst I	2.0	2.0	2.0	0.0	
G50	Information Sys Tech II	2.0	2.0	2.0	0.0	
G76	Sr Warehouse Materials Handler	1.0	1.0	1.0	0.0	
G80	Supv Storekeeper	1.0	1.0	1.0	0.0	
G81	Storekeeper	6.0	6.0	5.0	-1.0	
H56	Head Cook	0.0	0.0	0.0	0.0	
H59	Cook II	0.0	0.0	0.0	0.0	
H60	Cook I	0.0	0.0	0.0	0.0	
H66	Food Service Worker II	1.0	1.0	1.0	0.0	
H80	Laundry Services Supervisor	1.0	1.0	1.0	0.0	
H84	Laundry Worker II	4.0	4.0	4.0	0.0	
K22	Deputy Court Clerk II-Non Cts	6.0	6.0	0.0	-6.0	
X15	Exec Assistant II-ACE	1.0	1.0	1.0	0.0	
X17	Exec Assistant I-ACE	3.0	3.0	3.0	0.0	
X44	Probation Mgr	0.0	0.0	0.0	0.0	
X50	Deputy Probation Officer III	1.0	1.0	1.0	0.0	



Public Safety and Justice (Continued)

Agency Name						Amount	
Budget Unit Number and Name						Change	
Cost Center Number and Name						from FY	
Index Number and Name		FY 2004 Positions		FY 2005		2004	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
24616	Probation Svcs Div Fund 0001						
	A82 Deputy Chief Probation Officer	1.0	1.0	1.0	0.0		
	C60 Admin Assistant	1.0	1.0	1.0	0.0		
	E05 Probation Community Coord	7.0	7.0	0.0	-7.0		
	E07 Community Worker	2.0	2.0	2.0	0.0		
	E19 Probation Community Worker	16.0	16.0	15.0	-1.0		
	F38 Justice Systems Clerk - I	2.0	2.0	2.0	0.0		
	X27 Sr Group Counselor	1.0	1.0	1.0	0.0		
	X44 Probation Mgr	4.0	3.0	3.0	-1.0		
	X48 Supv Probation Officer	32.0	32.0	30.0	-2.0		
	X50 Deputy Probation Officer III	188.5	180.5	175.5	-13.0		
	X52 Deputy Probation Officer II	58.0	58.0	58.0	0.0		
	X53 Deputy Probation Officer I	28.0	28.0	28.0	0.0		
24617	Institution Services Division						
	A82 Deputy Chief Probation Officer	1.0	1.0	1.0	0.0		
	H56 Head Cook	2.0	1.0	1.0	-1.0		
	H59 Cook II	7.0	7.0	6.0	-1.0		
	H60 Cook I	11.0	11.0	9.0	-2.0		
	H66 Food Service Worker II	13.0	13.0	12.0	-1.0		
	H67 Food Service Worker I	6.0	6.0	6.0	0.0		
	M05 Bldg Ops Supv	1.0	1.0	1.0	0.0		
	M47 General Maint Mechanic II	1.0	1.0	0.0	-1.0		
	X20 Supv Probation Counselor	9.0	9.0	6.0	-3.0		
	X22 Probation Counselor II	49.0	47.0	39.0	-10.0		
	X23 Probation Counselor I	3.0	3.0	3.0	0.0		
	X25 Supv Group Counselor I	20.0	20.0	20.0	0.0		
	X27 Sr Group Counselor	96.5	96.5	103.5	7.0		
	X28 Group Counselor II	39.0	39.0	39.0	0.0		



Public Safety and Justice (Continued)

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from FY	
Index Number and Name		FY 2004 Positions		FY 2005	2004	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	X29 Group Counselor I	21.0	21.0	21.0	0.0	
	X32 Night Attendant	3.0	3.0	3.0	0.0	
	X44 Probation Mgr	7.0	6.0	6.0	-1.0	
	X54 Probation Assistant II	8.0	8.0	7.0	-1.0	
	X55 Probation Assistant I	2.0	2.0	2.0	0.0	
246	Total	831.0	814.0	778.0	-53.0	
293	Med Exam-Coroner Fund 0001					
	3750 Med-Exam/Coroner Fund 0001					
	A26 Medical Exam-Cor Admin Svs	1.0	1.0	1.0	0.0	
	D09 Office Specialist III	2.0	2.0	2.0	0.0	
	D87 Medical Transcriptionist	1.0	1.0	1.0	0.0	
	D97 Account Clerk II	1.0	1.0	1.0	0.0	
	P45 Chief Medical Exam-Coroner-U	1.0	1.0	0.0	-1.0	
	P46 Asst Medical Examiner-Coroner	3.0	3.0	3.0	0.0	
	S25 Forensic Pathology Technician	3.0	3.0	3.0	0.0	
	S26 Forensic Pathology Tech Trn	1.0	1.0	1.0	0.0	
	V85 Medical Examiner Coroner Inves	8.0	8.0	8.0	0.0	
293	Total	21.0	21.0	20.0	-1.0	
Law And Justice Agency		Total	3,563.5	3,520.0	20.0	-145.5
Public Safety and Justice		Total	3,563.5	3,520.0	3,418.0	-145.5



Children, Seniors and Families

Agency Name								Amount
Budget Unit Number and Name								Change
Cost Center Number and Name								from FY
Index Number and Name				FY 2004 Positions		FY 2005		2004
Job Class Code and Title		Approved	Adjusted	Recommended	Approved			
Social Services Agency								
200	Dept Of Child Support Services							
3800	Child Support Svcs Fund 0001							
	A43	Dep Dir Dept of Child Supp Sv	1.0	1.0	1.0	0.0		
	B1N	Sr Mgmt Analyst	2.0	2.0	1.0	-1.0		
	B1P	Mgmt Analyst	6.0	6.0	5.0	-1.0		
	B2G	Operations Mgr Family Support	1.0	1.0	1.0	0.0		
	B2K	Admin Serv Mgr III-2D	1.0	1.0	1.0	0.0		
	B3P	Program Mgr I	2.0	2.0	2.0	0.0		
	B76	Sr Accountant	1.0	1.0	1.0	0.0		
	B77	Accountant III	2.0	2.0	2.0	0.0		
	B78	Accountant II	4.0	4.0	4.0	0.0		
	C19	Exec Assistant II	0.0	1.0	1.0	1.0		
	C53	Office Auto Systems Coord-715	1.0	1.0	0.0	-1.0		
	C76	Office Mgmt Coord	1.0	1.0	1.0	0.0		
	D05	Supv Legal Clerk	4.0	4.0	4.0	0.0		
	D09	Office Specialist III	25.0	24.0	22.0	-3.0		
	D49	Office Specialist II	6.0	6.0	6.0	0.0		
	D51	Office Specialist I	11.0	11.0	11.0	0.0		
	D5D	Human Resources Asst II	1.0	1.0	1.0	0.0		
	D60	Clerical Office Supv	2.0	2.0	2.0	0.0		
	D66	Legal Secretary II	11.0	11.0	9.0	-2.0		
	D70	Legal Secretary I	1.0	0.0	0.0	-1.0		
	D94	Supv Account Clerk II	1.0	1.0	1.0	0.0		
	D96	Accountant Assistant	14.0	14.0	14.0	0.0		
	D97	Account Clerk II	20.0	18.0	16.0	-4.0		
	E28	Messenger Driver	3.0	3.0	3.0	0.0		
	E84	Supv Family Support Officer	7.0	7.0	7.0	0.0		
	E85	Family Support Officer II	138.0	134.0	130.0	-8.0		
	E86	Family Support Officer I	1.0	1.0	1.0	0.0		
	F07	Legal Process Officer	8.0	7.0	6.0	-2.0		
	F14	Legal Clerk	57.0	55.0	37.0	-20.0		
	F16	Legal Clerk Trainee	2.0	2.0	2.0	0.0		
	F19	Child Support Doc Examiner	0.0	12.0	12.0	12.0		
	G11	Information Systems Mgr III	0.0	0.0	0.0	0.0		
	G81	Storekeeper	1.0	1.0	1.0	0.0		
	G89	Call Center Coordinator	1.0	1.0	1.0	0.0		
	H18	Janitor	1.0	1.0	0.0	-1.0		
	Q24	Dir Dept of Child Supp Svcs	1.0	1.0	1.0	0.0		
	U71	Attorney Iv-Child Spt Svc	8.0	8.0	6.0	-2.0		
	U72	Attorney III-Child Spt Svc	9.0	9.0	9.0	0.0		
	U77	Attorney II-Child Spt Svc	2.0	2.0	1.0	-1.0		
	V30	Family Support Collections Ofc	1.0	1.0	1.0	0.0		
	Y27	Employment Counselor	1.0	0.0	0.0	-1.0		
3802	DCSS Elect Data Proc Fund 0001							



Children, Seniors and Families (Continued)

Agency Name		Budget Unit Number and Name		Cost Center Number and Name		Index Number and Name		Job Class Code and Title		FY 2004 Positions		FY 2005	Amount
										Approved	Adjusted	Recommended	Change
													from FY
													2004
										Approved	Adjusted	Recommended	Approved
						G11	Information Systems Mgr III			2.0	1.0	1.0	-1.0
						G14	Information Systems Manager I			1.0	1.0	1.0	0.0
						G28	Information Systems Analyst II			2.0	2.0	2.0	0.0
						G29	Information Systems Analyst I			1.0	1.0	1.0	0.0
						G38	Information Systems Tech III			2.0	2.0	2.0	0.0
						G50	Information Sys Tech II			2.0	2.0	1.0	-1.0
200								Total		369.0	369.0	332.0	-37.0
502	Social Services Agency												
	50201	Agency Office Admin Fund 0001											
		A74	Asst Dir Famil & Children Svcs							0.0	0.0	0.0	0.0
		A75	Chief Admin Officer-SSA							1.0	1.0	1.0	0.0
		A86	Dir Social Services Agency							1.0	1.0	1.0	0.0
		A89	Chief Deputy Dir-SSA							1.0	1.0	1.0	0.0
		B02	Spec Asst For Children's Svcs							0.0	0.0	1.0	1.0
		B1H	Mgmt Anal Prog Mgr III							2.0	2.0	2.0	0.0
		B1L	Mgmt Analysis Prog Mgr I							3.0	3.0	1.0	-2.0
		B1N	Sr Mgmt Analyst							2.0	2.0	2.0	0.0
		B1P	Mgmt Analyst							21.0	21.0	17.0	-4.0
		B1R	Assoc Mgmt Analyst B							6.0	6.0	5.0	-1.0
		B1T	Assoc Mgmt Analyst A							1.0	1.0	1.0	0.0
		B23	Sr Training & Staff Developmnt							1.0	0.0	0.0	-1.0
		B2A	Equal Opportunity Analyst II							1.0	1.0	1.0	0.0
		B2J	Admin Services Mgr II							0.0	1.0	1.0	1.0
		B2L	Admin Services Mgr I							2.0	2.0	2.0	0.0
		B2N	Admin Support Officer III							1.0	1.0	1.0	0.0
		B2P	Admin Support Officer II							4.0	4.0	4.0	0.0
		B2R	Admin Support Officer I							3.0	2.0	1.0	-2.0
		B30	Internal Auditor II							2.0	2.0	2.0	0.0
		B3N	Program Mgr II							1.0	1.0	1.0	0.0
		B3P	Program Mgr I							2.0	3.0	3.0	1.0
		B42	Personnel Operations Supv							1.0	1.0	1.0	0.0
		B57	Central Svcs Mgr-Social Serv							1.0	1.0	1.0	0.0
		B76	Sr Accountant							4.0	4.0	4.0	0.0
		B77	Accountant III							2.0	2.0	2.0	0.0
		B78	Accountant II							4.0	4.0	4.0	0.0
		B7V	Legislative Analyst							1.0	1.0	1.0	0.0
		B80	Accountant Auditor Appraiser							1.0	1.0	1.0	0.0
		B90	Chief Fiscal Officer-SSA							1.0	1.0	1.0	0.0
		B9B	Social Services Fiscal Officer							1.0	1.0	1.0	0.0
		C11	Equal Opportunity Officer							1.0	1.0	1.0	0.0
		C29	Exec Assistant I							0.0	0.0	0.0	0.0
		C32	Buyer II							1.0	1.0	1.0	0.0
		C40	Mgmt Info Sys Data Asst							1.0	1.0	1.0	0.0
		C60	Admin Assistant							3.0	3.0	1.0	-2.0
		C71	Property Specialist							1.0	1.0	1.0	0.0



Children, Seniors and Families (Continued)

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from FY	
Index Number and Name		FY 2004 Positions		FY 2005	2004	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
C76	Office Mgmt Coord	2.0	2.0	0.0	-2.0	
C98	Public Communications Spec	1.0	1.0	1.0	0.0	
D09	Office Specialist III	15.0	15.0	14.0	-1.0	
D36	Advanced Clerk Typist	1.0	1.0	0.0	-1.0	
D49	Office Specialist II	3.0	3.0	1.0	-2.0	
D51	Office Specialist I	1.0	1.0	1.0	0.0	
D57	Records Retention Specialist	15.0	15.0	15.0	0.0	
D5D	Human Resources Asst II	12.0	12.0	12.0	0.0	
D60	Clerical Office Supv	1.0	1.0	1.0	0.0	
D62	Revenue Collections Clerk	5.0	5.0	2.0	-3.0	
D6D	Human Resources Asst I	1.0	1.0	1.0	0.0	
D72	Client Services Technician	1.0	0.0	0.0	-1.0	
D94	Supv Account Clerk II	4.0	4.0	3.0	-1.0	
D96	Accountant Assistant	5.0	5.0	4.0	-1.0	
D97	Account Clerk II	18.0	17.0	16.0	-2.0	
D98	Account Clerk I	1.0	1.0	0.0	-1.0	
E28	Messenger Driver	5.0	5.0	5.0	0.0	
E44	Eligibility Work Supv	0.0	0.0	0.0	0.0	
E45	Eligibility Worker III	1.0	1.0	1.0	0.0	
E47	Eligibility Worker I	0.0	0.0	0.0	0.0	
E50	Eligibility Examiner	0.0	0.0	0.0	0.0	
G12	Information Systems Manager II	0.0	0.0	0.0	0.0	
G19	Dept Info Systems Coord	0.0	0.0	0.0	0.0	
G28	Information Systems Analyst II	0.0	0.0	0.0	0.0	
G7F	App & Joint App Dev Spec	0.0	0.0	0.0	0.0	
G80	Supv Storekeeper	1.0	1.0	0.0	-1.0	
G81	Storekeeper	2.0	2.0	2.0	0.0	
G82	Stock Clerk	7.0	7.0	7.0	0.0	
H17	Utility Worker	5.0	5.0	5.0	0.0	
K16	Telephone Services Engineer	1.0	1.0	1.0	0.0	
K18	Sr Telephone Technician	1.0	1.0	0.0	-1.0	
K21	Communications Technician	2.0	2.0	2.0	0.0	
M11	Vehicle Maintenance Schdlr	1.0	2.0	2.0	1.0	
U98	Security Guard	6.0	6.0	6.0	0.0	
V32	Supv Revenue Collections Ofc	2.0	2.0	1.0	-1.0	
V34	Senior Revenue Collections Ofc	1.0	1.0	1.0	0.0	
V35	Revenue Collections Officer	11.0	11.0	8.0	-3.0	
V37	Estate Administrator	0.0	0.0	0.0	0.0	
V38	Estate Administrator Asst	0.0	0.0	0.0	0.0	
V42	Estate Property Tech	0.0	0.0	0.0	0.0	
V49	Deputy Public Guardian	0.0	0.0	0.0	0.0	
V62	Deputy Public Guardian Invest	0.0	0.0	0.0	0.0	
V65	SSA App & Decision Spt Mgr	1.0	1.0	1.0	0.0	
V70	Calwin Plan & Implement Mgr	0.0	0.0	0.0	0.0	
W1P	Mgmt Analyst-U	1.0	1.0	0.0	-1.0	



Children, Seniors and Families (Continued)

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from FY	
Index Number and Name		FY 2004 Positions		FY 2005	2004	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	W20 SSA Info Technology Spec	1.0	1.0	0.0	-1.0	
	X12 Office Specialist III-ACE	1.0	1.0	1.0	0.0	
	X13 Office Specialist II-ACE	1.0	1.0	1.0	0.0	
	X15 Exec Assistant II-ACE	1.0	1.0	1.0	0.0	
	X17 Exec Assistant I-ACE	3.0	3.0	2.0	-1.0	
	X21 Cottage Manager	0.0	0.0	0.0	0.0	
	X24 Senior Children'S Counselor	0.0	0.0	0.0	0.0	
	X31 Childrens Counselor	0.0	0.0	0.0	0.0	
	Y30 Social Services Prog Mgr III	0.0	0.0	0.0	0.0	
	Y31 Social Services Program Mgr II	1.0	0.0	0.0	-1.0	
	Y32 Social Services Program Mgr I	0.0	0.0	0.0	0.0	
	Y3B Social Worker II	1.0	0.0	0.0	-1.0	
	Y3C Social Worker III	1.0	1.0	1.0	0.0	
	Y48 Social Work Coord II	1.0	1.0	0.0	-1.0	
	Y49 Social Work Coord I	0.0	0.0	0.0	0.0	
	Y50 Project Mgr	6.0	6.0	6.0	0.0	
50202	Information Systems Fund 0001					
	A2N Dir of Info Systems-SSA	1.0	1.0	1.0	0.0	
	B1P Mgmt Analyst	3.0	2.0	2.0	-1.0	
	B1R Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0	
	B1T Assoc Mgmt Analyst A	2.0	2.0	2.0	0.0	
	B1W Mgmt Aide	2.0	2.0	2.0	0.0	
	B2N Admin Support Officer III	1.0	0.0	0.0	-1.0	
	B2P Admin Support Officer II	1.0	1.0	1.0	0.0	
	C40 Mgmt Info Sys Data Asst	1.0	1.0	1.0	0.0	
	E42 Staff Development Spec	1.0	1.0	1.0	0.0	
	G11 Information Systems Mgr III	1.0	1.0	1.0	0.0	
	G12 Information Systems Manager II	6.0	7.0	6.0	0.0	
	G14 Information Systems Manager I	4.0	4.0	4.0	0.0	
	G19 Dept Info Systems Coord	1.0	1.0	0.0	-1.0	
	G28 Information Systems Analyst II	6.0	6.0	4.0	-2.0	
	G29 Information Systems Analyst I	2.0	2.0	2.0	0.0	
	G2Y Info Sys Analyst II-Cema	1.0	1.0	1.0	0.0	
	G42 Help Desk Specialist	7.0	7.0	7.0	0.0	
	G50 Information Sys Tech II	11.0	12.0	12.0	1.0	
	G51 Information Sys Tech I	1.0	1.0	1.0	0.0	
	G7F App & Joint App Dev Spec	0.0	0.0	0.0	0.0	
	L96 Operations Research Analyst	1.0	0.0	0.0	-1.0	
	P65 SSA App & Dec Spt Spec Elig II	10.0	10.0	10.0	0.0	
	P72 SSA App & Dev Spec Emp Serv II	4.0	4.0	4.0	0.0	
	V65 SSA App & Decision Spt Mgr	10.0	10.0	10.0	0.0	
	V70 Calvin Plan & Implement Mgr	5.0	5.0	4.0	-1.0	
	W1N Sr Mgmt Analyst-U	1.0	0.0	0.0	-1.0	
	W20 SSA Info Technology Spec	25.0	24.0	22.0	-3.0	
	X17 Exec Assistant I-ACE	1.0	1.0	1.0	0.0	



Children, Seniors and Families (Continued)

Agency Name						Amount	
Budget Unit Number and Name						Change	
Cost Center Number and Name						from FY	
Index Number and Name		FY 2004 Positions		FY 2005		2004	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	Z19	Calwin Plan & Implmt Mgr-U	1.0	0.0	0.0	-1.0	
50203	Agency Staff Dev and Tng Fund 0001						
	B1J	Mgmt Anal Prog Mgr II	0.0	1.0	1.0	1.0	
	B1W	Mgmt Aide	2.0	2.0	2.0	0.0	
	B23	Sr Training & Staff Developmnt	3.0	3.0	3.0	0.0	
	B2E	Training & Staff Dev Spec	2.0	2.0	2.0	0.0	
	C40	Mgmt Info Sys Data Asst	1.0	1.0	0.0	-1.0	
	C53	Office Auto Systems Coord-715	4.0	4.0	4.0	0.0	
	C76	Office Mgmt Coord	1.0	1.0	1.0	0.0	
	D09	Office Specialist III	4.0	5.0	5.0	1.0	
	D72	Client Services Technician	1.0	0.0	0.0	-1.0	
	E42	Staff Development Spec	6.0	6.0	6.0	0.0	
	Y22	Social Work Training Specialis	2.0	2.0	2.0	0.0	
	Y23	Social Work Supervisor	2.0	2.0	2.0	0.0	
	Y50	Project Mgr	1.0	0.0	0.0	-1.0	
50204	Veteran's Services Fund 0001						
	C60	Admin Assistant	1.0	1.0	1.0	0.0	
	D09	Office Specialist III	2.0	2.0	1.0	-1.0	
	X71	Veteran Services Rep II	3.0	3.0	3.0	0.0	
	Y20	Employment Program Mgr	1.0	0.0	0.0	-1.0	
	Y31	Social Services Program Mgr II	1.0	1.0	1.0	0.0	
	Y49	Social Work Coord I	1.0	1.0	0.0	-1.0	
502			Total	378.0	370.0	328.0	-50.0
503	Department of Family and Children Services						
50301	DFCS Administration Fund 0001						
	A2V	Dir Family & Children Services	1.0	1.0	1.0	0.0	
	A74	Asst Dir Famil & Children Svcs	2.0	2.0	1.0	-1.0	
	B1L	Mgmt Analysis Prog Mgr I	0.0	0.0	1.0	1.0	
	B1P	Mgmt Analyst	1.0	1.0	1.0	0.0	
	B1R	Assoc Mgmt Analyst B	1.0	1.0	2.0	1.0	
	B1W	Mgmt Aide	1.0	1.0	1.0	0.0	
	B2R	Admin Support Officer I	1.0	1.0	1.0	0.0	
	B3P	Program Mgr I	6.0	0.0	0.0	-6.0	
	C29	Exec Assistant I	2.0	2.0	2.0	0.0	
	C60	Admin Assistant	10.0	10.0	10.0	0.0	
	C76	Office Mgmt Coord	6.0	6.0	6.0	0.0	
	D09	Office Specialist III	9.0	10.0	10.0	1.0	
	D19	Secretary II-W/O/Steno	0.0	0.0	1.0	1.0	
	D36	Advanced Clerk Typist	1.0	1.0	1.0	0.0	
	D49	Office Specialist II	2.0	2.0	2.0	0.0	
	D72	Client Services Technician	2.0	1.0	1.0	-1.0	
	E49	Day Care Center Aide	1.0	1.0	1.0	0.0	
	E65	Program Services Aide	1.0	1.0	1.0	0.0	
	Q07	Program Mgr II-U	0.0	1.0	1.0	1.0	
	S48	Public Health Nurse II	1.0	1.0	1.0	0.0	



Children, Seniors and Families (Continued)

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from FY	
Index Number and Name		FY 2004 Positions		FY 2005	2004	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	W30 Mgmt Anal Prog Mgr III-U	1.0	0.0	0.0	-1.0	
	X17 Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
	X19 Admin Assistant-ACE	1.0	1.0	1.0	0.0	
	X36 Transportation Officer	2.0	2.0	2.0	0.0	
	Y23 Social Work Supervisor	11.0	11.0	11.0	0.0	
	Y30 Social Services Prog Mgr III	5.0	5.0	5.0	0.0	
	Y31 Social Services Program Mgr II	4.0	4.0	3.0	-1.0	
	Y32 Social Services Program Mgr I	0.0	6.0	6.0	6.0	
	Y33 Dep Dir Children'S Shelter	0.0	0.0	1.0	1.0	
	Y3A Social Worker I	12.0	12.0	12.0	0.0	
	Y3B Social Worker II	2.5	2.5	2.5	0.0	
	Y3C Social Worker III	5.0	5.0	5.0	0.0	
	Y48 Social Work Coord II	23.0	23.0	22.0	-1.0	
	Y49 Social Work Coord I	10.0	10.0	10.0	0.0	
	Y50 Project Mgr	1.0	1.0	1.0	0.0	
	Y58 Dir New Child Shelter Fund-U	1.0	1.0	1.0	0.0	
50302	DFCS Program Svcs Fund 0001					
	B2N Admin Support Officer III	1.0	1.0	1.0	0.0	
	E44 Eligibility Work Supv	4.0	4.0	4.0	0.0	
	E45 Eligibility Worker III	10.5	10.5	10.5	0.0	
	E46 Eligibility Worker II	16.0	16.0	16.0	0.0	
	Y23 Social Work Supervisor	44.0	44.0	45.0	1.0	
	Y3A Social Worker I	49.0	49.0	49.0	0.0	
	Y3B Social Worker II	148.0	148.0	148.0	0.0	
	Y3C Social Worker III	173.0	173.0	173.0	0.0	
	Y48 Social Work Coord II	1.0	1.0	1.0	0.0	
50303	DFCS Program Spt Fund 0001					
	D03 Data Office Specialist	2.0	6.0	6.0	4.0	
	D09 Office Specialist III	38.0	38.0	38.0	0.0	
	D11 Transcriptionist	3.0	3.0	3.0	0.0	
	D20 Floater Clerk	2.0	2.0	2.0	0.0	
	D43 Law Enforcement Clerk	1.0	1.0	1.0	0.0	
	D49 Office Specialist II	11.0	11.0	11.0	0.0	
	D51 Office Specialist I	1.0	1.0	1.0	0.0	
	D57 Records Retention Specialist	1.0	1.0	1.0	0.0	
	D72 Client Services Technician	28.5	24.5	24.5	-4.0	
	E28 Messenger Driver	3.0	3.0	3.0	0.0	
	E65 Program Services Aide	18.0	18.0	18.0	0.0	
	F14 Legal Clerk	3.0	3.0	3.0	0.0	
	X09 Sr Office Specialist	1.0	1.0	1.0	0.0	
	X36 Transportation Officer	2.0	2.0	2.0	0.0	
50304	Children's Shelter Fund 0001					
	A1V Children'S Shelter Dir	1.0	1.0	1.0	0.0	
	B1P Mgmt Analyst	1.0	1.0	1.0	0.0	
	B1R Assoc Mgmt Analyst B	2.0	2.0	1.0	-1.0	



Children, Seniors and Families (Continued)

Agency Name					Amount Change from FY 2004	
Budget Unit Number and Name					Approved	
Cost Center Number and Name		FY 2004 Positions			FY 2005	
Index Number and Name		Approved	Adjusted	Recommended	Approved	
Job Class Code and Title						
	B2R	Admin Support Officer I	1.0	1.0	1.0	0.0
	B3P	Program Mgr I	1.0	1.0	1.0	0.0
	C60	Admin Assistant	1.0	1.0	0.0	-1.0
	C76	Office Mgmt Coord	1.0	1.0	1.0	0.0
	D09	Office Specialist III	5.0	5.0	4.0	-1.0
	D19	Secretary II-W/O/Steno	1.0	1.0	0.0	-1.0
	D49	Office Specialist II	1.0	1.0	1.0	0.0
	D60	Clerical Office Supv	1.0	1.0	0.0	-1.0
	G76	Sr Warehouse Materials Handler	1.0	1.0	1.0	0.0
	H17	Utility Worker	1.0	1.0	0.0	-1.0
	H21	Facilities Services Worker	7.0	7.0	4.0	-3.0
	H56	Head Cook	1.0	1.0	1.0	0.0
	H60	Cook I	3.0	3.0	3.0	0.0
	H66	Food Service Worker II	6.0	6.0	3.0	-3.0
	J36	Resident Artist	1.0	1.0	0.0	-1.0
	M47	General Maint Mechanic II	1.0	1.0	1.0	0.0
	R08	Recreation Therapist	1.0	1.0	1.0	0.0
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0
	X21	Cottage Manager	5.0	5.0	4.0	-1.0
	X24	Senior Children'S Counselor	16.0	15.0	11.0	-5.0
	X31	Childrens Counselor	72.0	70.0	50.0	-22.0
	X33	Assoc Children'S Counselor	4.0	4.0	3.0	-1.0
	Y23	Social Work Supervisor	2.0	2.0	1.0	-1.0
	Y33	Dep Dir Children'S Shelter	1.0	1.0	0.0	-1.0
50305	DFCS Staff Dev and Tng Fund 0001					
	Y22	Social Work Training Specialis	2.0	2.0	2.0	0.0
	Y23	Social Work Supervisor	2.0	2.0	2.0	0.0
	Y3A	Social Worker I	1.0	1.0	1.0	0.0
	Y48	Social Work Coord II	2.0	2.0	2.0	0.0
503		Total	834.5	831.5	792.5	-42.0
504	Department of Employment and Benefit Services					
50401	DEBS Admin Fund 0001					
	A78	Dir Empl & Benefits Services	1.0	1.0	1.0	0.0
	B1N	Sr Mgmt Analyst	0.0	1.0	1.0	1.0
	B1P	Mgmt Analyst	12.0	12.0	12.0	0.0
	B1R	Assoc Mgmt Analyst B	3.0	3.0	3.0	0.0
	B1W	Mgmt Aide	2.0	2.0	2.0	0.0
	B28	Internal Auditor III	1.0	1.0	1.0	0.0
	B2P	Admin Support Officer II	1.0	1.0	1.0	0.0
	B30	Internal Auditor II	1.0	1.0	1.0	0.0
	B3P	Program Mgr I	1.0	1.0	1.0	0.0
	B6U	Admin of Benefits Svcs	2.0	2.0	2.0	0.0
	C29	Exec Assistant I	2.0	2.0	2.0	0.0
	C40	Mgmt Info Sys Data Asst	2.0	2.0	2.0	0.0



Children, Seniors and Families (Continued)

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from FY	
Index Number and Name		FY 2004 Positions		FY 2005	2004	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	C60 Admin Assistant	14.0	15.0	13.0	-1.0	
	C76 Office Mgmt Coord	14.0	15.0	13.0	-1.0	
	D09 Office Specialist III	5.0	5.0	5.0	0.0	
	D19 Secretary II-W/O/Steno	1.0	1.0	1.0	0.0	
	D36 Advanced Clerk Typist	1.0	1.0	1.0	0.0	
	D49 Office Specialist II	5.0	5.0	5.0	0.0	
	D72 Client Services Technician	1.0	1.0	1.0	0.0	
	D97 Account Clerk II	1.0	1.0	1.0	0.0	
	E44 Eligibility Work Supv	5.0	5.0	4.0	-1.0	
	E45 Eligibility Worker III	7.0	7.0	7.0	0.0	
	E46 Eligibility Worker II	11.0	11.0	11.0	0.0	
	E51 Program Coord	15.0	13.0	13.0	-2.0	
	E53 Social Services Prg Cntrl Supv	1.0	0.0	0.0	-1.0	
	G14 Information Systems Manager I	1.0	1.0	1.0	0.0	
	W1P Mgmt Analyst-U	1.0	1.0	1.0	0.0	
	X09 Sr Office Specialist	1.0	0.0	0.0	-1.0	
	X17 Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
	Y20 Employment Program Mgr	6.0	2.0	2.0	-4.0	
	Y25 Employment Program Supv	2.0	2.0	2.0	0.0	
	Y26 Employment Analyst	3.0	2.0	2.0	-1.0	
	Y28 Employment Technician II	2.0	2.0	2.0	0.0	
	Y30 Social Services Prog Mgr III	6.0	7.0	6.0	0.0	
	Y31 Social Services Program Mgr II	7.0	7.0	6.0	-1.0	
	Y32 Social Services Program Mgr I	5.0	9.0	8.0	3.0	
	Y50 Project Mgr	1.0	1.0	1.0	0.0	
50402	DEBS Program Svcs Fund 0001					
	E44 Eligibility Work Supv	64.0	70.0	70.0	6.0	
	E45 Eligibility Worker III	184.5	228.5	228.5	44.0	
	E46 Eligibility Worker II	308.0	308.0	308.0	0.0	
	E50 Eligibility Examiner	38.0	38.0	34.0	-4.0	
	E53 Social Services Prg Cntrl Supv	4.0	4.0	4.0	0.0	
	Y23 Social Work Supervisor	2.0	2.0	2.0	0.0	
	Y25 Employment Program Supv	17.0	17.0	17.0	0.0	
	Y27 Employment Counselor	43.0	44.0	44.0	1.0	
	Y28 Employment Technician II	101.0	101.0	101.0	0.0	
	Y3B Social Worker II	11.0	11.0	11.0	0.0	
	Y3C Social Worker III	4.0	4.0	4.0	0.0	
50403	DEBS Program Spt Fund 0001					
	D09 Office Specialist III	15.0	15.0	15.0	0.0	
	D20 Floater Clerk	7.5	7.5	7.5	0.0	
	D49 Office Specialist II	86.0	84.0	81.0	-5.0	
	D51 Office Specialist I	0.0	4.0	4.0	4.0	
	D72 Client Services Technician	96.0	98.0	96.0	0.0	
	G82 Stock Clerk	2.0	6.0	6.0	4.0	
50404	DEBS Trainees Fund 0001					



Children, Seniors and Families (Continued)

Agency Name							
Budget Unit Number and Name						Amount Change from FY 2004	
Cost Center Number and Name							
Index Number and Name				FY 2004 Positions		FY 2005	
Job Class Code and Title				Approved	Adjusted	Recommended	Approved
	E46	Eligibility Worker II		13.0	13.0	13.0	0.0
504			Total	1,141.0	1,199.0	1,182.0	41.0
505	Department of Aging and Adult Services						
50501	DAAS Admin Fund 0001						
	A2S	Dir Adult And Aging Services		1.0	1.0	1.0	0.0
	A73	Public Administrator/Guardian		1.0	1.0	1.0	0.0
	B1N	Sr Mgmt Analyst		1.0	1.0	1.0	0.0
	B1P	Mgmt Analyst		3.0	3.0	3.0	0.0
	B1W	Mgmt Aide		1.0	1.0	1.0	0.0
	B31	Sr Internal Auditor		1.0	1.0	1.0	0.0
	B3N	Program Mgr II		2.0	2.0	2.0	0.0
	B77	Accountant III		2.0	2.0	2.0	0.0
	B80	Accountant Auditor Appraiser		1.0	1.0	1.0	0.0
	B87	Trust & Fiduciary Acct Mgr		1.0	1.0	0.0	-1.0
	C29	Exec Assistant I		2.0	2.0	2.0	0.0
	C60	Admin Assistant		2.0	2.0	1.0	-1.0
	C76	Office Mgmt Coord		2.0	2.0	1.0	-1.0
	D03	Data Office Specialist		2.0	2.0	2.0	0.0
	D09	Office Specialist III		2.0	2.0	1.0	-1.0
	D19	Secretary II-W/O/Steno		1.0	1.0	1.0	0.0
	D49	Office Specialist II		0.0	0.0	0.0	0.0
	D66	Legal Secretary II		1.0	1.0	1.0	0.0
	D70	Legal Secretary I		1.0	1.0	1.0	0.0
	D77	Income Tax Specialist		2.0	2.0	0.0	-2.0
	D95	Supv Account Clerk I		1.0	1.0	1.0	0.0
	D96	Accountant Assistant		5.0	5.0	5.0	0.0
	D97	Account Clerk II		10.0	10.0	9.0	-1.0
	D98	Account Clerk I		2.0	2.0	2.0	0.0
	S44	Supv Public Health Nurse		0.0	0.0	0.0	0.0
	V24	Supv Estate Administrator		2.0	2.0	2.0	0.0
	V37	Estate Administrator		15.0	15.0	14.0	-1.0
	V38	Estate Administrator Asst		6.0	6.0	5.0	-1.0
	V42	Estate Property Tech		8.0	8.0	4.0	-4.0
	V45	Supv Deputy Public Guardian		1.0	1.0	1.0	0.0
	Y30	Social Services Prog Mgr III		1.0	1.0	1.0	0.0
	Y31	Social Services Program Mgr II		2.0	2.0	2.0	0.0
	Y48	Social Work Coord II		1.0	1.0	1.0	0.0
50502	DAAS Program Svcs Fund 0001						
	B44	Deputy Public Guardian Asst		1.0	1.0	1.0	0.0
	D09	Office Specialist III		0.0	1.0	1.0	1.0
	D69	Conservatorship Benefit Procs		3.0	2.0	2.0	-1.0
	E44	Eligibility Work Supv		2.0	2.0	2.0	0.0
	E45	Eligibility Worker III		4.0	4.0	4.0	0.0
	E46	Eligibility Worker II		9.0	9.0	9.0	0.0
	S44	Supv Public Health Nurse		1.0	1.0	1.0	0.0



Children, Seniors and Families (Continued)

Agency Name					Amount Change from FY 2004	
Budget Unit Number and Name					Approved	
Cost Center Number and Name					Approved	
Index Number and Name		FY 2004 Positions		FY 2005		
Job Class Code and Title		Approved	Adjusted	Recommended		
	S48 Public Health Nurse II	2.0	2.0	2.0	0.0	
	V45 Supv Deputy Public Guardian	3.0	3.0	3.0	0.0	
	V49 Deputy Public Guardian	23.0	23.0	21.0	-2.0	
	V62 Deputy Public Guardian Invest	16.0	16.0	11.0	-5.0	
	Y23 Social Work Supervisor	6.0	6.0	6.0	0.0	
	Y3A Social Worker I	4.0	4.0	4.0	0.0	
	Y3B Social Worker II	27.5	28.5	28.5	1.0	
	Y3C Social Worker III	23.0	23.0	23.0	0.0	
	Y49 Social Work Coord I	1.0	1.0	1.0	0.0	
50503	DAAS Program Spt Fund 0001					
	D09 Office Specialist III	17.0	18.0	17.0	0.0	
	D20 Floater Clerk	1.0	1.0	1.0	0.0	
	D49 Office Specialist II	5.5	5.5	3.5	-2.0	
	E65 Program Services Aide	4.0	4.0	4.0	0.0	
50504	Senior Nutrition Fund 0001					
	B1P Mgmt Analyst	1.0	1.0	1.0	0.0	
	C60 Admin Assistant	1.0	1.0	1.0	0.0	
	D96 Accountant Assistant	1.0	1.0	1.0	0.0	
	H54 Nutrition Services Mgr	1.0	1.0	1.0	0.0	
	R20 Dietitian II-Cema	2.0	2.0	2.0	0.0	
	Y31 Social Services Program Mgr II	1.0	1.0	1.0	0.0	
505		Total	243.0	245.0	222.0	-21.0
Social Services Agency		Total	2,965.5	3,014.5	222.0	-109.0
Children, Seniors and Families		Total	2,965.5	3,014.5	2,856.5	-109.0



Santa Clara Valley Health & Hospital System

Agency Name							Amount
Budget Unit Number and Name							Change
Cost Center Number and Name							from FY
Index Number and Name				FY 2004 Positions		FY 2005	2004
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
Health Department							
410	Public Health						
41011	Administration Fund 0001						
	A52	Dir of Public Health	1.0	1.0	1.0	0.0	
	B19	Health Program Spec	3.0	3.0	2.0	-1.0	
	B1P	Mgmt Analyst	2.0	1.0	1.0	-1.0	
	B1R	Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0	
	B2K	Admin Serv Mgr III-2D	1.0	1.0	1.0	0.0	
	B2R	Admin Support Officer I	1.0	1.0	1.0	0.0	
	B41	Deputy Dir Pub Hlth Med Svcs	0.0	0.0	0.0	0.0	
	B5X	Health Care Program Analyst II	1.0	1.0	1.0	0.0	
	B5Y	Health Care Program Analyst I	1.0	1.0	1.0	0.0	
	B70	Dir of Research-Public Health	1.0	1.0	1.0	0.0	
	C29	Exec Assistant I	1.0	1.0	1.0	0.0	
	C60	Admin Assistant	2.0	2.0	1.0	-1.0	
	C76	Office Mgmt Coord	1.0	1.0	0.0	-1.0	
	C82	Sr Health Care Program Mgr	2.0	2.0	2.0	0.0	
	C83	Health Care Program Mgr II	0.0	0.0	0.0	0.0	
	D09	Office Specialist III	10.0	10.0	10.0	0.0	
	D1E	Sr Health Services Rep	0.0	0.0	0.0	0.0	
	D2E	Health Services Rep	0.0	0.0	0.0	0.0	
	D49	Office Specialist II	1.5	1.0	1.0	-0.5	
	D51	Office Specialist I	1.0	1.0	1.0	0.0	
	D75	Medical Office Specialist	0.0	0.0	0.0	0.0	
	D76	Medical Administrative Asst II	1.0	1.0	1.0	0.0	
	E04	Public Health Community Spec	0.0	0.0	0.0	0.0	
	E06	Chief Registrar of Vital Stats	0.0	1.0	1.0	1.0	
	E08	Deputy Registrar Vital Stat	1.0	0.0	0.0	-1.0	
	E32	Public Health Assistant	1.0	1.0	1.0	0.0	
	J24	Epidemiologist	6.0	6.0	6.0	0.0	
	J26	Health Education Specialist	5.5	4.5	3.0	-2.5	
	J27	Health Education Associate	0.0	0.0	0.0	0.0	
	P06	Chief Health Protection Servic	1.0	1.0	1.0	0.0	
	Q60	Advanced Clerk Typist-U	1.0	0.0	0.0	-1.0	
	R07	Therapist CCS II	0.0	0.0	0.0	0.0	
	R21	Dietitian I	0.0	0.0	0.0	0.0	
	R24	Public Health Nutritionist	0.0	0.0	0.0	0.0	
	R41	Therapy Aide	0.0	0.0	0.0	0.0	
	S11	Asst Nurse Mgr	0.0	0.0	0.0	0.0	
	S12	Utilization Review Coord	0.0	0.0	0.0	0.0	
	S48	Public Health Nurse II	1.0	1.0	1.0	0.0	
	W71	Sr Health Care Prog Analyst	2.0	2.0	1.0	-1.0	
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
	Y03	Medical Social Worker II	0.0	0.0	0.0	0.0	
	Y29	Employment Technician I	1.0	1.0	0.0	-1.0	



Santa Clara Valley Health & Hospital System (Continued)

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from FY	
Index Number and Name		FY 2004 Positions		FY 2005	2004	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	Y3B Social Worker II	0.0	0.0	0.0	0.0	
41012	Central Services Fund 0001					
	B1P Mgmt Analyst	1.0	1.0	1.0	0.0	
	B1W Mgmt Aide	2.0	2.0	2.0	0.0	
	B38 Dep Director Public Health Ops	1.0	1.0	1.0	0.0	
	B3N Program Mgr II	2.0	2.0	2.0	0.0	
	B3P Program Mgr I	5.0	5.0	5.0	0.0	
	B41 Deputy Dir Pub Hlth Med Svcs	1.0	1.0	1.0	0.0	
	B5X Health Care Program Analyst II	5.0	5.0	5.0	0.0	
	B6H Health Planning Spec II	1.0	1.0	1.0	0.0	
	B7G Mat Child & Adol Hlth. Div Dir	1.0	1.0	1.0	0.0	
	C29 Exec Assistant I	1.0	1.0	1.0	0.0	
	C60 Admin Assistant	2.0	2.0	2.0	0.0	
	C76 Office Mgmt Coord	3.0	3.0	2.0	-1.0	
	C82 Sr Health Care Program Mgr	4.0	4.0	4.0	0.0	
	C83 Health Care Program Mgr II	2.0	2.0	2.0	0.0	
	D09 Office Specialist III	22.0	23.0	22.5	0.5	
	D1E Sr Health Services Rep	8.0	8.0	8.0	0.0	
	D2E Health Services Rep	18.5	18.5	15.5	-3.0	
	D34 Supv Clerk	1.0	1.0	1.0	0.0	
	D48 Patient Business Svcs Clerk	1.0	1.0	1.0	0.0	
	D49 Office Specialist II	4.0	4.0	4.0	0.0	
	D51 Office Specialist I	1.0	1.0	1.0	0.0	
	D60 Clerical Office Supv	2.0	2.0	2.0	0.0	
	D75 Medical Office Specialist	0.0	5.0	5.0	5.0	
	D89 Medical Clerk Typist	4.0	0.0	0.0	-4.0	
	D97 Account Clerk II	1.0	1.0	1.0	0.0	
	E04 Public Health Community Spec	7.0	7.0	5.0	-2.0	
	E07 Community Worker	4.0	4.0	4.0	0.0	
	E32 Public Health Assistant	17.5	17.5	16.5	-1.0	
	H65 Dietetic Technician	11.5	0.0	0.0	-11.5	
	J26 Health Education Specialist	18.5	20.5	18.0	-0.5	
	J27 Health Education Associate	9.0	7.0	5.0	-4.0	
	J67 Health Information Clerk III	2.0	2.0	2.0	0.0	
	J68 Health Information Clerk II	0.5	0.5	0.5	0.0	
	J69 Health Information Clerk I	0.5	0.5	0.5	0.0	
	P04 Asst Public Health Officer	3.0	3.0	3.0	0.0	
	R01 Chief Cerebral Palsy Therapist	1.0	1.0	1.0	0.0	
	R02 Supv Cerebral Palsy Therapist	4.0	4.0	4.0	0.0	
	R04 Sr Therapist Ccs	4.0	4.0	4.0	0.0	
	R05 Therapist CCS I	23.0	23.0	23.0	0.0	
	R07 Therapist CCS II	7.0	7.0	7.0	0.0	
	R21 Dietitian I	1.0	1.0	0.0	-1.0	
	R24 Public Health Nutritionist	13.0	13.0	13.0	0.0	
	R29 Pharmacy Technician	1.0	1.0	1.0	0.0	



Santa Clara Valley Health & Hospital System (Continued)

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from FY	
Index Number and Name		FY 2004 Positions		FY 2005	2004	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	R41 Therapy Aide	5.0	5.0	5.0	0.0	
	S08 Public Health Nutrition Assoc	0.0	13.5	13.5	13.5	
	S10 Utilization Review Supv	1.0	1.0	1.0	0.0	
	S11 Asst Nurse Mgr	2.0	2.0	1.0	-1.0	
	S12 Utilization Review Coord	18.0	18.0	18.0	0.0	
	S40 Dir of Public Health Nursing	1.0	1.0	1.0	0.0	
	S44 Supv Public Health Nurse	1.0	1.0	1.0	0.0	
	S45 Public Health Nurse Speclst	2.0	2.0	2.0	0.0	
	S47 Public Health Nurse III	7.0	7.0	7.0	0.0	
	S48 Public Health Nurse II	23.5	23.5	23.5	0.0	
	S51 Communicable Disease Invest	15.0	15.0	15.0	0.0	
	S59 Nurse Practitioner	1.0	1.0	1.0	0.0	
	S75 Clinical Nurse III	5.0	5.0	5.0	0.0	
	S76 Clinical Nurse II	0.5	0.5	0.5	0.0	
	S85 Licensed Vocational Nurse	8.0	8.0	7.0	-1.0	
	W71 Sr Health Care Prog Analyst	6.0	5.0	5.0	-1.0	
	Y03 Medical Social Worker II	3.5	4.5	4.5	1.0	
	Y23 Social Work Supervisor	1.0	1.0	1.0	0.0	
	Y29 Employment Technician I	2.0	2.0	0.0	-2.0	
	Y3A Social Worker I	1.0	1.0	0.0	-1.0	
	Y3B Social Worker II	4.0	3.0	0.0	-4.0	
41013	Support Services Fund 0001					
	B1R Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0	
	D09 Office Specialist III	2.0	2.0	2.0	0.0	
	D49 Office Specialist II	0.5	0.5	0.5	0.0	
	D97 Account Clerk II	1.0	1.0	1.0	0.0	
	E28 Messenger Driver	1.0	1.0	1.0	0.0	
	R26 Asst Dir of Pharmacy Services	1.0	1.0	1.0	0.0	
	R27 Pharmacist	2.5	2.5	2.5	0.0	
	R29 Pharmacy Technician	3.0	3.0	3.0	0.0	
	R42 Chief Public Health Laboratory	1.0	1.0	1.0	0.0	
	R43 Sr Public Hlth Microbiologist	2.0	2.0	2.0	0.0	
	R46 Public Health Microbiologist	4.0	4.0	4.0	0.0	
	R56 Supv Pharmacist	1.0	1.0	1.0	0.0	
	R74 Sr Laboratory Assistant	2.0	2.0	2.0	0.0	
41014	Ambulatory Care Fund 0001					
	A02 County Executive-U	0.5	0.0	0.0	-0.5	
	B1T Assoc Mgmt Analyst A	1.0	1.0	1.0	0.0	
	B3P Program Mgr I	1.0	1.0	1.0	0.0	
	B5X Health Care Program Analyst II	3.0	2.0	1.0	-2.0	
	B5Y Health Care Program Analyst I	1.0	2.0	2.0	1.0	
	C40 Mgmt Info Sys Data Asst	1.0	1.0	1.0	0.0	
	C59 Ambulatory Service Mgr	1.0	1.0	1.0	0.0	
	C60 Admin Assistant	2.0	2.0	1.0	-1.0	
	C87 Quality Improvement Coord	0.0	1.0	1.0	1.0	



Santa Clara Valley Health & Hospital System (Continued)

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from FY	
Index Number and Name		FY 2004 Positions		FY 2005	2004	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
D09	Office Specialist III	1.0	1.0	1.0	0.0	
D1E	Sr Health Services Rep	4.0	4.0	3.0	-1.0	
D2E	Health Services Rep	13.0	12.0	10.0	-3.0	
D45	Sr Patient Business Svcs Clk	1.0	1.0	1.0	0.0	
D49	Office Specialist II	1.0	1.0	1.0	0.0	
D50	Medical Translator	0.5	1.5	1.5	1.0	
D87	Medical Transcriptionist	1.5	1.5	1.5	0.0	
D89	Medical Clerk Typist	1.0	0.0	0.0	-1.0	
E04	Public Health Community Spec	1.0	1.0	1.0	0.0	
E07	Community Worker	2.0	2.0	2.0	0.0	
E28	Messenger Driver	1.0	1.0	1.0	0.0	
E32	Public Health Assistant	13.5	13.0	12.0	-1.5	
H12	Janitor Supervisor	1.0	1.0	1.0	0.0	
H17	Utility Worker	2.0	2.0	2.0	0.0	
H18	Janitor	4.5	4.5	4.5	0.0	
H93	Medical Assistant	1.0	1.0	1.0	0.0	
J26	Health Education Specialist	4.5	2.5	1.5	-3.0	
J27	Health Education Associate	1.0	1.0	1.0	0.0	
J67	Health Information Clerk III	1.0	1.0	1.0	0.0	
J69	Health Information Clerk I	1.0	1.0	0.0	-1.0	
P08	Public Health Physician III	1.5	1.5	0.5	-1.0	
P40	Pharmacist Specialist	1.0	1.0	1.0	0.0	
P93	Clinical Psychologist	2.0	2.0	2.0	0.0	
P9A	Hospital Clinical Psychologist	1.0	1.0	1.0	0.0	
R12	Occupational Thrp II-Phys Disb	1.0	1.0	1.0	0.0	
R24	Public Health Nutritionist	1.0	1.0	1.0	0.0	
R37	Speech Pathologist II	1.0	1.0	1.0	0.0	
R85	Chest X-Ray Technician	1.0	1.0	1.0	0.0	
S11	Asst Nurse Mgr	2.0	2.0	1.0	-1.0	
S12	Utilization Review Coord	1.0	0.0	0.0	-1.0	
S39	Nurse Coord	2.0	2.0	2.0	0.0	
S46	Physician Asst Primary Care	1.0	1.0	0.0	-1.0	
S51	Communicable Disease Invest	1.0	1.0	1.0	0.0	
S59	Nurse Practitioner	3.5	4.0	3.0	-0.5	
S75	Clinical Nurse III	11.5	11.5	7.5	-4.0	
S77	Admin Nurse V	1.0	1.0	1.0	0.0	
S82	Nrs Mgr Ambulatory Care	1.0	1.0	1.0	0.0	
S85	Licensed Vocational Nurse	2.0	2.0	1.0	-1.0	
Y03	Medical Social Worker II	0.0	2.0	2.0	2.0	
Y3B	Social Worker II	1.0	1.0	1.0	0.0	
Y3C	Social Worker III	2.0	0.0	0.0	-2.0	
Y41	Psychiatric Social Worker II	1.0	1.0	1.0	0.0	
41015	Emergency Medical Services Fund 0001					
B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0	
B1P	Mgmt Analyst	1.0	1.0	1.0	0.0	



Santa Clara Valley Health & Hospital System (Continued)

Agency Name						Amount	
Budget Unit Number and Name						Change	
Cost Center Number and Name						from FY	
Index Number and Name		FY 2004 Positions		FY 2005		2004	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	B1R	Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0	
	B1T	Assoc Mgmt Analyst A	1.0	1.0	1.0	0.0	
	B20	Emergency Med Svcs Admin	1.0	1.0	1.0	0.0	
	C29	Exec Assistant I	1.0	1.0	1.0	0.0	
	C60	Admin Assistant	1.0	1.0	1.0	0.0	
	C82	Sr Health Care Program Mgr	2.0	2.0	1.0	-1.0	
	C83	Health Care Program Mgr II	1.0	1.0	1.0	0.0	
	D09	Office Specialist III	2.0	2.0	2.0	0.0	
	J26	Health Education Specialist	2.0	2.0	2.0	0.0	
	P04	Asst Public Health Officer	2.0	2.0	2.0	0.0	
	P62	Specialty Programs Nurse Coord	1.0	1.0	1.0	0.0	
	S09	Emergency Medical Serv Coord	3.0	3.0	3.0	0.0	
41016	Region #1	Fund 0001					
	D09	Office Specialist III	1.0	1.0	1.0	0.0	
	D49	Office Specialist II	1.0	1.0	1.0	0.0	
	E07	Community Worker	1.0	1.0	1.0	0.0	
	E32	Public Health Assistant	1.0	1.0	1.0	0.0	
	J26	Health Education Specialist	1.0	1.0	1.0	0.0	
	S44	Supv Public Health Nurse	1.0	1.0	1.0	0.0	
	S48	Public Health Nurse II	7.0	7.0	7.0	0.0	
	S50	Public Health Nurse I	1.5	1.5	1.5	0.0	
	Y03	Medical Social Worker II	1.0	1.0	1.0	0.0	
41017	Region #2	Fund 0001					
	C69	Public Health Nurse Manager II	1.0	1.0	1.0	0.0	
	D09	Office Specialist III	1.0	1.0	1.0	0.0	
	D49	Office Specialist II	3.0	3.0	3.0	0.0	
	D60	Clerical Office Supv	1.0	1.0	1.0	0.0	
	E07	Community Worker	1.5	1.5	1.5	0.0	
	E32	Public Health Assistant	5.5	5.5	5.5	0.0	
	J26	Health Education Specialist	1.0	1.0	1.0	0.0	
	S44	Supv Public Health Nurse	1.0	1.0	1.0	0.0	
	S48	Public Health Nurse II	23.0	23.0	22.0	-1.0	
	Y03	Medical Social Worker II	1.0	3.5	3.5	2.5	
	Y3B	Social Worker II	2.5	0.0	0.0	-2.5	
41018	Region #3	Fund 0001					
	B3N	Program Mgr II	1.0	1.0	1.0	0.0	
	C69	Public Health Nurse Manager II	1.0	1.0	1.0	0.0	
	D09	Office Specialist III	1.0	1.0	1.0	0.0	
	D49	Office Specialist II	1.5	1.5	1.5	0.0	
	E07	Community Worker	2.0	2.0	2.0	0.0	
	E32	Public Health Assistant	5.0	5.0	5.0	0.0	
	S47	Public Health Nurse III	1.0	1.0	1.0	0.0	
	S48	Public Health Nurse II	14.0	14.0	14.0	0.0	
	Y03	Medical Social Worker II	1.0	2.0	2.0	1.0	
	Y04	Medical Social Worker I	1.0	1.0	0.0	-1.0	



Santa Clara Valley Health & Hospital System (Continued)

Agency Name						Amount	
Budget Unit Number and Name						Change	
Cost Center Number and Name						from FY	
Index Number and Name		FY 2004 Positions		FY 2005		2004	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	Y3B Social Worker II	2.0	0.0	0.0	-2.0		
41019	Region #4 Fund 0001						
	C76 Office Mgmt Coord	1.0	1.0	1.0	0.0		
	D09 Office Specialist III	1.5	1.5	1.5	0.0		
	D49 Office Specialist II	1.0	1.0	1.0	0.0		
	E07 Community Worker	2.0	2.0	2.0	0.0		
	E32 Public Health Assistant	1.0	1.0	1.0	0.0		
	S44 Supv Public Health Nurse	1.0	1.0	1.0	0.0		
	S47 Public Health Nurse III	1.0	1.0	1.0	0.0		
	S48 Public Health Nurse II	7.0	7.0	7.0	0.0		
	S50 Public Health Nurse I	1.0	1.0	1.0	0.0		
	Y03 Medical Social Worker II	0.0	2.0	2.0	2.0		
	Y3B Social Worker II	1.0	0.0	0.0	-1.0		
	Y3C Social Worker III	1.0	0.0	0.0	-1.0		
41020	Region #5 Fund 0001						
	C69 Public Health Nurse Manager II	1.0	1.0	1.0	0.0		
	C76 Office Mgmt Coord	1.0	1.0	1.0	0.0		
	D09 Office Specialist III	1.0	1.0	1.0	0.0		
	D1E Sr Health Services Rep	1.0	1.0	1.0	0.0		
	D2E Health Services Rep	1.0	1.0	1.0	0.0		
	D49 Office Specialist II	2.0	2.0	2.0	0.0		
	E07 Community Worker	0.5	0.5	0.5	0.0		
	E32 Public Health Assistant	7.0	7.0	7.0	0.0		
	J26 Health Education Specialist	1.0	1.0	0.0	-1.0		
	R24 Public Health Nutritionist	0.5	0.5	0.5	0.0		
	S05 Public Health Nrs Practitioner	1.0	1.0	0.0	-1.0		
	S44 Supv Public Health Nurse	1.0	1.0	1.0	0.0		
	S47 Public Health Nurse III	1.5	1.5	1.5	0.0		
	S48 Public Health Nurse II	18.5	17.5	17.5	-1.0		
	S50 Public Health Nurse I	1.0	2.0	2.0	1.0		
	Y03 Medical Social Worker II	2.5	4.5	4.0	1.5		
	Y3B Social Worker II	2.0	0.0	0.0	-2.0		
41021	Region #6 Fund 0001						
	C70 Public Health Nurse Manger I	1.0	1.0	1.0	0.0		
	D09 Office Specialist III	1.5	1.5	1.5	0.0		
	E07 Community Worker	0.5	0.5	0.5	0.0		
	E32 Public Health Assistant	2.0	2.0	2.0	0.0		
	J26 Health Education Specialist	1.0	1.0	1.0	0.0		
	S48 Public Health Nurse II	6.5	6.5	6.5	0.0		
	S50 Public Health Nurse I	1.0	1.0	1.0	0.0		
	Y03 Medical Social Worker II	1.0	2.0	2.0	1.0		
	Y3B Social Worker II	1.0	0.0	0.0	-1.0		
410	Total	694.0	689.0	639.0	-55.0		
412	Mental Health Department						
41201	MH Department Admin Fund 0001						



Santa Clara Valley Health & Hospital System (Continued)

Agency Name						
Budget Unit Number and Name					Amount Change from FY 2004	
Cost Center Number and Name						
Index Number and Name		FY 2004 Positions		FY 2005		
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	A49	Mental Health Medical Dir-U	1.0	1.0	1.0	0.0
	A51	Dir of Mental Health Services	1.0	1.0	1.0	0.0
	B19	Health Program Spec	4.0	4.0	4.0	0.0
	B1J	Mgmt Anal Prog Mgr II	1.0	1.0	1.0	0.0
	B1R	Assoc Mgmt Analyst B	1.0	1.0	1.0	0.0
	B1T	Assoc Mgmt Analyst A	2.0	2.0	1.0	-1.0
	B2J	Admin Services Mgr II	1.0	1.0	1.0	0.0
	B3N	Program Mgr II	1.0	1.0	1.0	0.0
	B3R	Deputy Dir Mntl Hlth Prg Ops	1.0	1.0	1.0	0.0
	B5X	Health Care Program Analyst II	2.0	2.0	2.0	0.0
	C29	Exec Assistant I	1.0	1.0	1.0	0.0
	C60	Admin Assistant	2.0	2.0	2.0	0.0
	C76	Office Mgmt Coord	1.0	1.0	1.0	0.0
	D09	Office Specialist III	4.0	5.0	4.0	0.0
	D48	Patient Business Svcs Clerk	1.0	1.0	1.0	0.0
	D49	Office Specialist II	1.0	1.0	1.0	0.0
	P13	Sr Mental Health Prog Spec	5.0	5.0	5.0	0.0
	P49	Psychiatrist III-Mental Health	0.0	0.0	0.0	0.0
	P50	Psychiatrist II-Mental Health	0.0	0.0	0.0	0.0
	P96	Marriage & Family Therapist II	2.0	2.0	2.0	0.0
	S12	Utilization Review Coord	0.0	1.0	1.0	1.0
	S13	Quality Improvement Mgr-Mh Op	1.0	1.0	0.0	-1.0
	W71	Sr Health Care Prog Analyst	1.0	1.0	0.0	-1.0
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0
	Y41	Psychiatric Social Worker II	2.5	2.5	2.5	0.0
41202	Crisis, Outreach, Referral & Educ Div Fund 0001					
	B72	Mental Health Program Supv	1.0	1.0	0.0	-1.0
	C24	Prevention Program Analyst I	3.5	3.5	2.0	-1.5
	C60	Admin Assistant	1.0	1.0	1.0	0.0
	C83	Health Care Program Mgr II	1.0	1.0	1.0	0.0
	D09	Office Specialist III	2.0	2.0	2.0	0.0
	D2E	Health Services Rep	4.0	4.0	3.0	-1.0
	D60	Clerical Office Supv	1.0	1.0	1.0	0.0
	E07	Community Worker	1.0	1.0	1.0	0.0
	P49	Psychiatrist III-Mental Health	2.0	2.0	2.0	0.0
	P67	Rehabilitation Counselor	9.0	8.0	5.5	-3.5
	P93	Clinical Psychologist	0.5	0.5	0.5	0.0
	P96	Marriage & Family Therapist II	5.5	5.5	4.5	-1.0
	P97	Marriage & Family Therapist I	2.0	2.0	2.0	0.0
	Y41	Psychiatric Social Worker II	1.0	1.0	1.0	0.0
	Y42	Psychiatric Social Worker I	3.0	3.0	3.0	0.0
41203	Adult/Older Adult Div Fund 0001					
	B5X	Health Care Program Analyst II	1.0	1.0	1.0	0.0
	B72	Mental Health Program Supv	1.0	1.0	1.0	0.0
	C83	Health Care Program Mgr II	5.0	5.0	4.0	-1.0



Santa Clara Valley Health & Hospital System (Continued)

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from FY	
Index Number and Name		FY 2004 Positions		FY 2005	2004	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	D09 Office Specialist III	0.5	0.5	0.0	-0.5	
	D19 Secretary II-W/O/Steno	1.0	1.0	1.0	0.0	
	D2E Health Services Rep	18.0	17.0	17.0	-1.0	
	D49 Office Specialist II	1.0	1.0	1.0	0.0	
	D60 Clerical Office Supv	5.0	5.0	4.0	-1.0	
	D69 Conservatorship Benefit Procs	3.0	0.0	0.0	-3.0	
	D96 Accountant Assistant	1.0	1.0	1.0	0.0	
	D97 Account Clerk II	3.0	3.0	3.0	0.0	
	E33 Mental Health Community Worker	4.0	2.0	1.0	-3.0	
	E61 Mental Health Office Spec	0.0	3.0	3.0	3.0	
	P14 Mental Health Prog Spec II	3.0	3.0	3.0	0.0	
	P49 Psychiatrist III-Mental Health	7.5	7.5	7.5	0.0	
	P50 Psychiatrist II-Mental Health	9.5	9.5	9.5	0.0	
	P67 Rehabilitation Counselor	24.0	24.0	24.0	0.0	
	P96 Marriage & Family Therapist II	12.5	12.5	12.5	0.0	
	P97 Marriage & Family Therapist I	5.0	5.0	5.0	0.0	
	R13 Occupational Thrp-Psysl Disb	1.0	1.0	1.0	0.0	
	U98 Security Guard	1.0	1.0	1.0	0.0	
	Y40 Psychiatric Social Worker III	1.0	1.0	1.0	0.0	
	Y41 Psychiatric Social Worker II	22.5	22.5	22.5	0.0	
	Y42 Psychiatric Social Worker I	21.0	21.0	20.0	-1.0	
41204	Family & Children's Svcs Div Fund 0001					
	B72 Mental Health Program Supv	1.0	1.0	1.0	0.0	
	C60 Admin Assistant	2.5	2.5	2.5	0.0	
	C83 Health Care Program Mgr II	5.0	5.0	5.0	0.0	
	D09 Office Specialist III	0.5	0.5	0.5	0.0	
	D2E Health Services Rep	12.5	12.5	12.5	0.0	
	D60 Clerical Office Supv	3.0	3.0	2.0	-1.0	
	E33 Mental Health Community Worker	3.0	3.0	3.0	0.0	
	P14 Mental Health Prog Spec II	2.0	2.0	2.0	0.0	
	P49 Psychiatrist III-Mental Health	3.5	3.5	3.5	0.0	
	P67 Rehabilitation Counselor	6.0	5.0	4.0	-2.0	
	P93 Clinical Psychologist	1.0	0.5	0.5	-0.5	
	P96 Marriage & Family Therapist II	16.5	16.5	14.5	-2.0	
	P97 Marriage & Family Therapist I	9.0	9.0	6.0	-3.0	
	R13 Occupational Thrp-Psysl Disb	1.0	1.0	1.0	0.0	
	Y41 Psychiatric Social Worker II	24.0	24.0	24.0	0.0	
	Y42 Psychiatric Social Worker I	23.0	23.0	21.0	-2.0	
	Z41 Psychiatric Social Worker II-U	1.0	0.0	0.0	-1.0	
41205	Other Mental Health Svcs Fund 0001					
	E28 Messenger Driver	2.5	2.5	2.5	0.0	
	R26 Asst Dir of Pharmacy Services	1.0	1.0	1.0	0.0	
	R27 Pharmacist	6.0	6.0	6.0	0.0	
	R29 Pharmacy Technician	5.0	5.0	6.0	1.0	
412	Total	355.5	351.0	327.5	-28.0	



Santa Clara Valley Health & Hospital System (Continued)

Agency Name							Amount Change from FY 2004 Approved
Budget Unit Number and Name							
Cost Center Number and Name							
Index Number and Name	Job Class Code and Title	FY 2004 Positions		FY 2005			
		Approved	Adjusted	Recommended	Approved		
414	Children's Shelter & Custody Health Svcs						
41401	Adult Custody Med Svcs Fund 0001						
	B3P Program Mgr I	1.0	1.0	1.0	0.0		
	C60 Admin Assistant	0.0	0.0	1.0	1.0		
	D02 Medical Unit Clerk	15.5	15.5	14.5	-1.0		
	D51 Office Specialist I	1.0	1.0	0.0	-1.0		
	E07 Community Worker	0.0	0.0	1.0	1.0		
	H18 Janitor	3.0	3.0	3.0	0.0		
	J78 Health Information Tech I	1.0	1.0	1.0	0.0		
	P41 Physician-Vmc	3.8	3.8	3.8	0.0		
	P76 Registered Dental Assistant	1.0	1.0	1.0	0.0		
	P78 Dental Assistant	0.5	0.5	0.5	0.0		
	P97 Marriage & Family Therapist I	2.0	2.0	2.0	0.0		
	Q98 Dentist-U	1.5	1.5	1.0	-0.5		
	R27 Pharmacist	4.0	4.0	4.0	0.0		
	R29 Pharmacy Technician	5.0	5.0	5.0	0.0		
	R56 Supv Pharmacist	1.0	1.0	1.0	0.0		
	S11 Asst Nurse Mgr	4.0	2.0	2.0	-2.0		
	S18 Patient Services Case Coord	0.5	0.0	0.0	-0.5		
	S31 Nrs Mgr Cld Shlt Cstdy Hlth	2.0	2.0	2.0	0.0		
	S38 Staff Developer	1.0	1.0	1.0	0.0		
	S46 Physician Asst Primary Care	1.0	1.0	1.0	0.0		
	S59 Nurse Practitioner	0.5	0.5	0.5	0.0		
	S72 Quality Improvment Mgr - A P Sv	1.0	1.0	1.0	0.0		
	S75 Clinical Nurse III	64.7	65.7	65.7	1.0		
	S76 Clinical Nurse II	4.8	4.8	4.8	0.0		
	S80 Admin Nurse II	1.0	1.0	1.0	0.0		
	S85 Licensed Vocational Nurse	13.5	14.5	14.5	1.0		
	S86 Dir Chlds Shlt Cusdy Hlth Srv	1.0	1.0	1.0	0.0		
	S89 Clinical Nurse I	1.4	1.4	1.4	0.0		
	S93 Hospital Services Asst II	3.0	3.0	4.5	1.5		
	Y41 Psychiatric Social Worker II	0.5	0.5	0.5	0.0		
41402	Adult Custody Mental Health Svcs Fund 0001						
	B6F Mgr Adult Custody MH Svcs	1.0	1.0	1.0	0.0		
	C60 Admin Assistant	0.0	0.0	0.0	0.0		
	C83 Health Care Program Mgr II	2.0	2.0	2.0	0.0		
	D02 Medical Unit Clerk	6.0	8.0	8.0	2.0		
	D09 Office Specialist III	1.0	1.0	1.0	0.0		
	D51 Office Specialist I	1.0	1.0	1.0	0.0		
	D73 Clinic Clerk	2.0	0.0	0.0	-2.0		
	E07 Community Worker	0.0	0.0	0.0	0.0		
	H18 Janitor	2.0	2.0	2.0	0.0		
	J67 Health Information Clerk III	1.0	1.0	1.0	0.0		
	P40 Pharmacist Specialist	1.0	1.0	1.0	0.0		
	P41 Physician-Vmc	1.0	1.0	1.0	0.0		



Santa Clara Valley Health & Hospital System (Continued)

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from FY	
Index Number and Name		FY 2004 Positions		FY 2005	2004	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	P55 Psychiatrist III	3.5	3.5	3.5	0.0	
	P56 Psychiatrist II	1.5	1.5	1.5	0.0	
	P76 Registered Dental Assistant	1.0	1.0	1.0	0.0	
	P78 Dental Assistant	2.5	2.5	2.5	0.0	
	P95 Attending Psychologist	2.0	2.0	2.0	0.0	
	P96 Marriage & Family Therapist II	13.2	13.2	13.2	0.0	
	P97 Marriage & Family Therapist I	2.0	2.0	2.0	0.0	
	Q98 Dentist-U	1.0	1.0	1.0	0.0	
	R29 Pharmacy Technician	3.5	3.5	4.5	1.0	
	S11 Asst Nurse Mgr	4.0	4.0	4.0	0.0	
	S12 Utilization Review Coord	0.5	0.5	0.5	0.0	
	S35 Clinical Nurse Specialist	1.0	1.0	1.0	0.0	
	S59 Nurse Practitioner	2.0	2.0	2.0	0.0	
	S75 Clinical Nurse III	32.8	32.8	32.8	0.0	
	S76 Clinical Nurse II	4.8	4.8	4.8	0.0	
	S80 Admin Nurse II	2.0	2.0	2.0	0.0	
	S85 Licensed Vocational Nurse	2.0	2.0	2.0	0.0	
	S93 Hospital Services Asst II	2.0	2.0	2.0	0.0	
	W71 Sr Health Care Prog Analyst	1.0	1.0	1.0	0.0	
	Y41 Psychiatric Social Worker II	4.0	4.0	4.0	0.0	
	Y42 Psychiatric Social Worker I	1.0	1.0	1.0	0.0	
4150	Juvenile Probation Med Svcs Fund 0001					
	D02 Medical Unit Clerk	2.5	2.5	2.5	0.0	
	P41 Physician-Vmc	1.5	1.5	1.5	0.0	
	R27 Pharmacist	1.0	1.0	1.0	0.0	
	S31 Nrs Mgr Cld Shlt Cstdy Hlth	1.0	1.0	1.0	0.0	
	S75 Clinical Nurse III	8.7	8.7	8.7	0.0	
	S85 Licensed Vocational Nurse	4.0	4.0	4.0	0.0	
4160	Children's Shelter Med Svcs Fund 0001					
	D02 Medical Unit Clerk	2.0	1.0	1.0	-1.0	
	P41 Physician-Vmc	0.5	0.5	0.5	0.0	
	S31 Nrs Mgr Cld Shlt Cstdy Hlth	1.0	1.0	0.0	-1.0	
	S75 Clinical Nurse III	6.1	5.6	4.6	-1.5	
414	Total	273.8	271.8	271.8	-2.0	
417	Department Of Alcohol And Drug Programs					
4600	Admistration Fund 0001					
	B26 Div Dir, Alcohol & Drug Svc	1.0	1.0	1.0	0.0	
	B2J Admin Services Mgr II	1.0	1.0	1.0	0.0	
	B2R Admin Support Officer I	1.0	1.0	0.0	-1.0	
	C49 Dir Drug Abuse Services	1.0	1.0	1.0	0.0	
	C60 Admin Assistant	3.0	3.0	2.0	-1.0	
	C82 Sr Health Care Program Mgr	1.0	1.0	0.0	-1.0	
	D09 Office Specialist III	3.0	3.0	2.0	-1.0	
	D2E Health Services Rep	1.0	1.0	1.0	0.0	
	P30 Clinical Standards Coord	0.5	0.5	0.5	0.0	



Santa Clara Valley Health & Hospital System (Continued)

Agency Name						Amount	
Budget Unit Number and Name						Change	
Cost Center Number and Name						from FY	
Index Number and Name		FY 2004 Positions		FY 2005		2004	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
	W71	Sr Health Care Prog Analyst	2.0	2.0	2.0	0.0	
	X17	Exec Assistant I-ACE	1.0	1.0	1.0	0.0	
4606	Health Realization Fund 0001						
	C23	Prevention Program Analyst II	1.0	1.0	1.0	0.0	
	C24	Prevention Program Analyst I	2.0	2.0	2.0	0.0	
	D09	Office Specialist III	1.0	1.0	1.0	0.0	
4607	Research Institute Fund 0001						
	B19	Health Program Spec	1.0	1.0	1.0	0.0	
	C60	Admin Assistant	1.0	1.0	1.0	0.0	
	F86	Mgt Info Sys Analyst II	1.0	1.0	1.0	0.0	
	P74	Program Evaluator	1.0	1.0	1.0	0.0	
4610	CFCS Svcs Fund 0001						
	C83	Health Care Program Mgr II	1.0	1.0	1.0	0.0	
	D09	Office Specialist III	2.0	2.0	2.0	0.0	
	P30	Clinical Standards Coord	0.5	0.5	0.5	0.0	
	P67	Rehabilitation Counselor	1.0	1.0	1.0	0.0	
	P96	Marriage & Family Therapist II	13.0	13.0	12.0	-1.0	
	P97	Marriage & Family Therapist I	1.0	1.0	1.0	0.0	
	W71	Sr Health Care Prog Analyst	1.0	1.0	0.0	-1.0	
	Y41	Psychiatric Social Worker II	2.0	2.0	2.0	0.0	
4612	HIV Svcs Fund 0001						
	S85	Licensed Vocational Nurse	2.0	2.0	2.0	0.0	
4620	Women's Svcs Fund 0001						
	C83	Health Care Program Mgr II	1.0	1.0	1.0	0.0	
	D2E	Health Services Rep	1.0	1.0	1.0	0.0	
	E07	Community Worker	1.0	1.0	1.0	0.0	
	E49	Day Care Center Aide	1.5	1.5	1.5	0.0	
	J26	Health Education Specialist	2.0	2.0	2.0	0.0	
	P67	Rehabilitation Counselor	2.0	2.0	2.0	0.0	
	P96	Marriage & Family Therapist II	2.0	2.0	2.0	0.0	
	P97	Marriage & Family Therapist I	3.0	3.0	3.0	0.0	
4630	Prevention Svcs Fund 0001						
	B26	Div Dir, Alcohol & Drug Svc	1.0	1.0	1.0	0.0	
	C23	Prevention Program Analyst II	2.0	2.0	2.0	0.0	
	C24	Prevention Program Analyst I	1.0	1.0	1.0	0.0	
	C60	Admin Assistant	1.0	1.0	1.0	0.0	
	D09	Office Specialist III	2.0	2.0	2.0	0.0	
	J26	Health Education Specialist	2.0	0.0	0.0	-2.0	
	W71	Sr Health Care Prog Analyst	1.0	1.0	1.0	0.0	
4640	Quality Improvement Fund 0001						
	B5Y	Health Care Program Analyst I	1.0	1.0	1.0	0.0	
	C06	Quality Improv Coord II A&D Svc	2.0	2.0	2.0	0.0	
	C07	Quality Improv Coord 1 A&D Svc	2.0	2.0	1.0	-1.0	
	C60	Admin Assistant	1.0	1.0	1.0	0.0	
	C82	Sr Health Care Program Mgr	1.0	1.0	1.0	0.0	



Santa Clara Valley Health & Hospital System (Continued)

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from FY	
Index Number and Name		FY 2004 Positions		FY 2005	2004	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	D09 Office Specialist III	2.0	2.0	2.0	0.0	
	P96 Marriage & Family Therapist II	1.0	1.0	0.0	-1.0	
	S57 Psychiatric Nurse II	1.0	1.0	1.0	0.0	
4642	Homeless Project Fund 0001					
	P67 Rehabilitation Counselor	3.0	2.0	2.0	-1.0	
4645	Outpatient Svcs Fund 0001					
	C60 Admin Assistant	1.0	1.0	1.0	0.0	
	C82 Sr Health Care Program Mgr	1.0	1.0	1.0	0.0	
	C83 Health Care Program Mgr II	1.0	1.0	1.0	0.0	
4646	Employee Assist Prog Fund 0001					
	C85 Employee Assistance Prog Coord	1.0	1.0	1.0	0.0	
	D09 Office Specialist III	1.0	1.0	1.0	0.0	
	P96 Marriage & Family Therapist II	1.0	1.0	1.0	0.0	
4650	Medical Svcs Fund 0001					
	C60 Admin Assistant	1.0	1.0	1.0	0.0	
	C82 Sr Health Care Program Mgr	1.0	1.0	1.0	0.0	
	H93 Medical Assistant	1.0	1.0	1.0	0.0	
	P28 Sr Staff Physician II	3.0	3.0	3.0	0.0	
	S85 Licensed Vocational Nurse	10.5	10.5	10.5	0.0	
	S87 Psychiatric Technician II	2.0	2.0	2.0	0.0	
4652	Central Ctr Fund 0001					
	D2E Health Services Rep	2.0	2.0	2.0	0.0	
	D49 Office Specialist II	1.0	1.0	0.0	-1.0	
	D51 Office Specialist I	0.5	0.5	0.5	0.0	
	P67 Rehabilitation Counselor	5.0	4.0	3.0	-2.0	
	P96 Marriage & Family Therapist II	1.0	1.0	1.0	0.0	
	Y41 Psychiatric Social Worker II	1.0	1.0	1.0	0.0	
	Y42 Psychiatric Social Worker I	2.0	2.0	2.0	0.0	
4654	East Valley Clinic Fund 0001					
	D2E Health Services Rep	2.0	2.0	2.0	0.0	
	P67 Rehabilitation Counselor	4.0	4.0	4.0	0.0	
	P96 Marriage & Family Therapist II	2.0	2.0	2.0	0.0	
	S57 Psychiatric Nurse II	1.0	1.0	0.0	-1.0	
	Y41 Psychiatric Social Worker II	1.0	1.0	1.0	0.0	
4655	Central Valley Clinic Fund 0001					
	D2E Health Services Rep	1.0	1.0	1.0	0.0	
	D51 Office Specialist I	1.0	1.0	1.0	0.0	
	D60 Clerical Office Supv	1.0	1.0	1.0	0.0	
	P67 Rehabilitation Counselor	4.0	4.0	4.0	0.0	
	P96 Marriage & Family Therapist II	1.0	1.0	1.0	0.0	
	S75 Clinical Nurse III	1.0	1.0	1.0	0.0	
	Y41 Psychiatric Social Worker II	2.0	2.0	2.0	0.0	
4656	North County Ctr Fund 0001					
	P67 Rehabilitation Counselor	1.0	1.0	1.0	0.0	
	P96 Marriage & Family Therapist II	1.0	1.0	1.0	0.0	



Santa Clara Valley Health & Hospital System (Continued)

Agency Name						Amount	
Budget Unit Number and Name						Change	
Cost Center Number and Name						from FY	
Index Number and Name		FY 2004 Positions		FY 2005		2004	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved		
4657	South County Clinic Fund 0001						
	D2E Health Services Rep	2.0	2.0	1.0			-1.0
	P67 Rehabilitation Counselor	2.0	2.0	2.0			0.0
	S75 Clinical Nurse III	1.0	1.0	1.0			0.0
	Y41 Psychiatric Social Worker II	2.0	2.0	2.0			0.0
4658	East Valley Ctr Fund 0001						
	D09 Office Specialist III	1.0	1.0	1.0			0.0
	D2E Health Services Rep	1.0	1.0	1.0			0.0
	P67 Rehabilitation Counselor	2.0	2.0	1.0			-1.0
	P96 Marriage & Family Therapist II	1.0	1.0	1.0			0.0
	P97 Marriage & Family Therapist I	1.0	0.0	0.0			-1.0
	Y41 Psychiatric Social Worker II	1.0	1.0	1.0			0.0
	Y42 Psychiatric Social Worker I	1.0	1.0	1.0			0.0
4670	Justice Svcs Fund 0001						
	C82 Sr Health Care Program Mgr	1.0	1.0	1.0			0.0
	C83 Health Care Program Mgr II	1.0	1.0	1.0			0.0
	D09 Office Specialist III	2.0	2.0	2.0			0.0
	D2E Health Services Rep	1.0	1.0	1.0			0.0
	P67 Rehabilitation Counselor	4.0	4.0	3.0			-1.0
	P96 Marriage & Family Therapist II	0.0	1.0	1.0			1.0
	V31 Office Specialist III-U	1.0	0.0	0.0			-1.0
4672	SACPA Svcs Fund 0001						
	B5X Health Care Program Analyst II	1.0	1.0	0.5			-0.5
	B5Y Health Care Program Analyst I	2.0	2.0	2.0			0.0
	C07 Quality Improv Coor 1 A&D Svc	1.0	1.0	1.0			0.0
	C83 Health Care Program Mgr II	1.0	1.0	1.0			0.0
	D09 Office Specialist III	1.0	1.0	1.0			0.0
	D2E Health Services Rep	1.0	1.0	1.0			0.0
	P67 Rehabilitation Counselor	3.0	3.0	3.0			0.0
	Y42 Psychiatric Social Worker I	1.0	1.0	1.0			0.0
4675	Calworks Prog Fund 0001						
	B1P Mgmt Analyst	1.0	1.0	1.0			0.0
	B2E Training & Staff Dev Spec	1.0	1.0	1.0			0.0
	C60 Admin Assistant	1.0	1.0	0.0			-1.0
	C82 Sr Health Care Program Mgr	1.0	1.0	1.0			0.0
4676	Dependency Drug Treatment Ct Fund 0001						
	P67 Rehabilitation Counselor	1.0	1.0	1.0			0.0
	X09 Sr Office Specialist	1.0	1.0	1.0			0.0
	Y41 Psychiatric Social Worker II	1.0	1.0	1.0			0.0
417	Total	187.5	182.5	167.0			-20.5
418	Community Outreach Services						
4181	School Linked Svcs Fund 0001						
	A57 Dir Community Outreach Service	1.0	1.0	1.0			0.0
	B1N Sr Mgmt Analyst	1.0	1.0	1.0			0.0
	B1T Assoc Mgmt Analyst A	1.0	1.0	1.0			0.0



Santa Clara Valley Health & Hospital System (Continued)

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from FY	
Index Number and Name		FY 2004 Positions		FY 2005	2004	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	B7F Program Mgr/School-Linked Srv	1.0	1.0	1.0	0.0	
	C23 Prevention Program Analyst II	5.0	5.0	5.0	0.0	
	C24 Prevention Program Analyst I	1.0	1.0	1.0	0.0	
	C60 Admin Assistant	2.0	2.0	2.0	0.0	
	E04 Public Health Community Spec	1.0	1.0	1.0	0.0	
	E07 Community Worker	12.0	12.0	12.0	0.0	
	E60 Mobile Outreach Driver	2.0	2.0	1.0	-1.0	
	J27 Health Education Associate	3.0	3.0	3.0	0.0	
	P96 Marriage & Family Therapist II	1.0	1.0	1.0	0.0	
	S47 Public Health Nurse III	1.0	1.0	1.0	0.0	
	X09 Sr Office Specialist	1.0	1.0	1.0	0.0	
	Y3A Social Worker I	5.0	5.0	5.0	0.0	
	Y3B Social Worker II	3.0	3.0	3.0	0.0	
	Y3C Social Worker III	7.0	7.0	7.0	0.0	
	Y41 Psychiatric Social Worker II	4.0	4.0	6.0	2.0	
	Y42 Psychiatric Social Worker I	1.0	1.0	1.0	0.0	
4182	Medi-Cal Outreach Fund 0001					
	B1P Mgmt Analyst	1.0	1.0	1.0	0.0	
	B3P Program Mgr I	1.0	1.0	1.0	0.0	
	C23 Prevention Program Analyst II	3.0	3.0	2.0	-1.0	
	C59 Ambulatory Service Mgr	1.0	0.0	0.0	-1.0	
	C76 Office Mgmt Coord	1.0	1.0	0.0	-1.0	
	C84 Health Care Program Mgr I	1.0	1.0	1.0	0.0	
	D08 Supv Medical Admitting Clk II	1.0	1.0	1.0	0.0	
	D1E Sr Health Services Rep	15.0	15.0	19.0	4.0	
	D2E Health Services Rep	9.0	9.0	4.0	-5.0	
	D49 Office Specialist II	1.0	1.0	1.0	0.0	
	D51 Office Specialist I	1.0	1.0	0.0	-1.0	
	E04 Public Health Community Spec	1.0	1.0	1.0	0.0	
	E32 Public Health Assistant	1.0	1.0	1.0	0.0	
	E60 Mobile Outreach Driver	1.0	1.0	1.0	0.0	
	J27 Health Education Associate	2.0	2.0	2.0	0.0	
	S77 Admin Nurse V	0.0	0.0	0.0	0.0	
	W71 Sr Health Care Prog Analyst	1.0	1.0	1.0	0.0	
4183	Community Health Svcs Fund 0001					
	S77 Admin Nurse V	0.0	0.0	1.0	1.0	
418	Total	94.0	93.0	91.0	-3.0	
725	SCVMC-Valley Health Plan					
7250	Admin Valley Hlth Plan Fund 0380					
	B12 Utilization Mgmt Q-A Mgr	1.0	1.0	1.0	0.0	
	B1R Assoc Mgmt Analyst B	2.0	2.0	2.0	0.0	
	B2R Admin Support Officer I	1.0	1.0	1.0	0.0	
	B3P Program Mgr I	2.0	2.0	2.0	0.0	
	B5Y Health Care Program Analyst I	2.0	2.0	2.0	0.0	
	B77 Accountant III	1.0	1.0	1.0	0.0	



Santa Clara Valley Health & Hospital System (Continued)

Agency Name						Amount		
Budget Unit Number and Name						Change		
Cost Center Number and Name						from FY		
Index Number and Name		FY 2004 Positions		FY 2005		2004		
Job Class Code and Title		Approved	Adjusted	Recommended	Approved			
B7M	Dir of Health Education	1.0	1.0	1.0	0.0			
B89	Asst Dir Managed Care Programs	1.0	1.0	1.0	0.0			
C02	Vhp/Managed Care Compliance Of	1.0	0.0	0.0	-1.0			
C29	Exec Assistant I	1.0	1.0	1.0	0.0			
C60	Admin Assistant	1.0	1.0	1.0	0.0			
D09	Office Specialist III	5.0	5.0	5.0	0.0			
D25	Member Services Representative	6.0	6.0	6.0	0.0			
D2E	Health Services Rep	1.0	1.0	1.0	0.0			
D35	Valley Health Plan Assistant	2.0	3.0	3.0	1.0			
D44	Supv Patient Business Svcs Clk	1.0	1.0	1.0	0.0			
D48	Patient Business Svcs Clerk	4.0	4.0	4.0	0.0			
D51	Office Specialist I	2.0	2.0	2.0	0.0			
D96	Accountant Assistant	1.0	1.0	1.0	0.0			
E07	Community Worker	1.0	1.0	1.0	0.0			
J26	Health Education Specialist	1.0	1.0	1.0	0.0			
J27	Health Education Associate	1.0	1.0	1.0	0.0			
J29	Provider Relations Manager	1.0	0.0	0.0	-1.0			
J30	Credentials Specialist	1.0	1.0	1.0	0.0			
J31	Provider Relations Specialist	2.0	2.0	2.0	0.0			
P41	Physician-Vmc	1.0	1.0	1.0	0.0			
S10	Utilization Review Supv	1.0	1.0	1.0	0.0			
S19	Utilization Review Coord-Vhp	4.0	4.0	4.0	0.0			
V10	Assistant Claims Manager	1.0	1.0	1.0	0.0			
W71	Sr Health Care Prog Analyst	2.0	2.0	2.0	0.0			
725	Total	52.0	51.0	51.0	-1.0			
921	Santa Clara Valley Medical Center							
6846	Hospital Admin Fund 0059							
B3V	Sr Mgt Info Systems Analyst	0.0	0.0	0.0	0.0			
F86	Mgt Info Sys Analyst II	0.0	0.0	0.0	0.0			
W71	Sr Health Care Prog Analyst	0.0	0.0	0.0	0.0			
92106	Hospital Administration Fund 0060							
A11	Exec Dir Scv Hlth & Hosp Sys	1.0	1.0	1.0	0.0			
A13	Dir Scv Medical Center	1.0	1.0	1.0	0.0			
A14	Dir of Nursing Services	1.0	1.0	1.0	0.0			
A15	Chief Financial Ofc Scvh & Hs	1.0	1.0	1.0	0.0			
A22	Assoc Dir Prf Supt Sv Hhs	2.0	2.0	2.0	0.0			
A2W	Human Resources Mgr-Scvhhs	1.0	1.0	1.0	0.0			
A36	Asst Dir Ambulatory Comm HI Sv	1.0	1.0	1.0	0.0			
A45	Administrator Satellite Clinic	1.0	1.0	1.0	0.0			
A54	Medical Dir-U	1.0	0.0	0.0	-1.0			
A96	Dir Perf & Outcomes Management	1.0	1.0	1.0	0.0			
B03	Media Specialist Coord-715	1.0	1.0	0.5	-0.5			
B19	Health Program Spec	1.0	1.0	1.0	0.0			
B1G	Mgmt Anal Prog Mgr II-ACE	1.0	1.0	1.0	0.0			
B1N	Sr Mgmt Analyst	4.0	4.0	5.0	1.0			



Santa Clara Valley Health & Hospital System (Continued)

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from FY	
Index Number and Name		FY 2004 Positions		FY 2005	2004	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
B1P	Mgmt Analyst	8.5	8.5	7.5	-1.0	
B1R	Assoc Mgmt Analyst B	3.3	3.3	3.3	0.0	
B2E	Training & Staff Dev Spec	2.2	2.2	2.2	0.0	
B2H	Admin Director Lab	1.0	1.0	1.0	0.0	
B2N	Admin Support Officer III	2.0	2.0	2.0	0.0	
B2Q	Asst Admin Director Lab	1.0	1.0	1.0	0.0	
B3B	Clinical Admin Spt Officer II	4.0	4.0	4.0	0.0	
B3C	Clinical Admin Spt Officer III	3.0	3.0	3.0	0.0	
B3E	Media Specialist/Coord-Cema	1.0	1.0	1.0	0.0	
B3N	Program Mgr II	1.0	1.0	1.0	0.0	
B3V	Sr Mgt Info Systems Analyst	35.0	32.0	32.0	-3.0	
B4A	Clinical Admin Svc Mgr	1.0	1.0	1.0	0.0	
B54	Mgr-Patient Acct-SCVH&HS	5.0	5.0	5.0	0.0	
B5X	Health Care Program Analyst II	11.0	11.0	10.0	-1.0	
B5Y	Health Care Program Analyst I	4.0	4.0	4.0	0.0	
B66	Deputy Dir of Mgmt Info Svcs	1.0	1.0	1.0	0.0	
B68	Dir of Resource Management	1.0	1.0	1.0	0.0	
B6C	Mgr of Admitting and Reg	1.0	1.0	1.0	0.0	
B6S	Deputy Chief Fincl Ofc Scvhhs	1.0	0.0	0.0	-1.0	
B76	Sr Accountant	5.0	5.0	5.0	0.0	
B77	Accountant III	6.0	6.0	5.0	-1.0	
B78	Accountant II	4.0	4.0	4.0	0.0	
B7P	Public Communications Mgr	1.0	1.0	1.0	0.0	
B7R	Cancer Care Program Coord	1.0	1.0	1.0	0.0	
B85	Dir Plan & Market Scvhhs	1.0	1.0	1.0	0.0	
C01	Medical Translator Coord	1.1	1.1	1.1	0.0	
C04	Dir Gen Accounting/Cont-Scvi	1.0	1.0	1.0	0.0	
C05	Dir of Budget Scvhhs	1.0	1.0	1.0	0.0	
C10	Dir Business Office Scvhhs	1.0	1.0	1.0	0.0	
C11	Equal Opportunity Officer	1.0	1.0	1.0	0.0	
C13	Healthcare Svc Bus Dev Analyst	4.0	4.0	4.0	0.0	
C14	Health Hosp Sys Info Sv Div	1.0	1.0	1.0	0.0	
C19	Exec Assistant II	1.0	1.0	1.0	0.0	
C29	Exec Assistant I	7.0	7.0	7.0	0.0	
C2A	Clinical Research Program Dir	1.0	1.0	1.0	0.0	
C2B	Clinical Research Program Mgr	1.0	1.0	1.0	0.0	
C2C	Clinical Support Program Coord	0.8	0.8	0.8	0.0	
C2D	Clinical Research Associate	1.3	1.3	1.3	0.0	
C2E	Clinical Research Assistant II	3.0	3.0	3.0	0.0	
C2F	Clinical Research Assistant I	1.3	1.3	1.3	0.0	
C2G	Enterprise Fund Budget Mgr	0.0	1.0	1.0	1.0	
C41	Compliance Officer	1.0	1.0	1.0	0.0	
C48	Revenue Control Analyst	2.0	2.0	2.0	0.0	
C58	Dir Fin Plng & Anal Schhs	1.0	1.0	1.0	0.0	
C59	Ambulatory Service Mgr	4.3	5.3	4.3	0.0	



Santa Clara Valley Health & Hospital System (Continued)

Agency Name					Amount Change from FY 2004	
Budget Unit Number and Name					Approved	
Cost Center Number and Name		FY 2004 Positions		FY 2005		
Index Number and Name		Approved	Adjusted	Recommended		
Job Class Code and Title						Approved
C60	Admin Assistant	27.8	27.8	26.3	-1.5	
C67	Asst Dir of Patient Bus Svc	1.0	1.0	1.0	0.0	
C68	Hospital Admin Support Ofcer	1.0	1.0	1.0	0.0	
C87	Quality Improvement Coord	0.0	0.0	0.0	0.0	
C91	Accounts Payble Mgr Hlth Hosp	1.0	1.0	1.0	0.0	
C94	Mgr of Volunteer Services	1.0	1.0	1.0	0.0	
C98	Public Communications Spec	1.0	1.0	0.0	-1.0	
D02	Medical Unit Clerk	95.4	101.9	101.9	6.5	
D04	Tumor Registrar	0.5	0.5	0.5	0.0	
D07	Forms Coord	1.0	0.0	0.0	-1.0	
D08	Supv Medical Admitting Clk II	6.0	6.0	6.0	0.0	
D09	Office Specialist III	42.9	41.9	38.4	-4.5	
D10	Supv Medical Admitting Clk I	2.0	2.0	2.0	0.0	
D16	Medical Receptionist	0.1	0.1	0.1	0.0	
D1E	Sr Health Services Rep	85.4	87.4	88.4	3.0	
D21	Laboratory Admitting Clerk	1.5	1.5	1.5	0.0	
D22	Medical Staff Coord	1.0	1.0	1.0	0.0	
D29	House Staff Coord	3.0	3.0	3.0	0.0	
D2E	Health Services Rep	216.1	221.6	223.8	7.7	
D34	Supv Clerk	1.0	1.0	1.0	0.0	
D3A	Resources Scheduling Rep	5.0	5.0	5.0	0.0	
D44	Supv Patient Business Svcs Clk	10.5	10.5	10.5	0.0	
D45	Sr Patient Business Svcs Clk	18.5	19.5	19.5	1.0	
D48	Patient Business Svcs Clerk	105.6	104.6	104.6	-1.0	
D49	Office Specialist II	8.2	8.2	6.7	-1.5	
D50	Medical Translator	20.4	20.4	20.4	0.0	
D51	Office Specialist I	15.4	15.4	14.9	-0.5	
D56	Medical Record Tech Supv	2.0	2.0	2.0	0.0	
D5D	Human Resources Asst II	16.0	16.0	14.0	-2.0	
D60	Clerical Office Supv	1.0	1.0	1.0	0.0	
D67	Supv Personnel Services Clerk	1.0	1.0	1.0	0.0	
D76	Medical Administrative Asst II	8.8	8.8	9.8	1.0	
D79	Medical Administrative Asst I	48.2	48.2	48.2	0.0	
D87	Medical Transcriptionist	10.5	10.5	10.5	0.0	
D89	Medical Clerk Typist	8.3	8.3	8.3	0.0	
D91	Medical Record Clerk	2.0	2.0	2.0	0.0	
D94	Supv Account Clerk II	4.0	4.0	4.0	0.0	
D96	Accountant Assistant	14.0	14.0	13.0	-1.0	
D97	Account Clerk II	30.4	30.4	28.4	-2.0	
D98	Account Clerk I	1.0	1.0	1.0	0.0	
E20	Telecom Services Specialist	1.0	1.0	1.0	0.0	
E28	Messenger Driver	2.0	2.0	2.0	0.0	
E32	Public Health Assistant	5.0	5.0	5.0	0.0	
E40	Library Assistant II	1.0	1.0	1.0	0.0	
E60	Mobile Outreach Driver	0.0	0.8	0.8	0.8	



Santa Clara Valley Health & Hospital System (Continued)

Agency Name					Amount Change from FY 2004	
Budget Unit Number and Name					Approved	
Cost Center Number and Name					Approved	
Index Number and Name		FY 2004 Positions		FY 2005		
Job Class Code and Title		Approved	Adjusted	Recommended		
F14	Legal Clerk	1.0	1.0	1.0	0.0	
F86	Mgt Info Sys Analyst II	4.0	4.0	4.0	0.0	
G12	Information Systems Manager II	11.0	11.0	10.0	-1.0	
G14	Information Systems Manager I	14.0	12.0	12.0	-2.0	
G28	Information Systems Analyst II	40.0	37.0	37.0	-3.0	
G38	Information Systems Tech III	2.0	2.0	2.0	0.0	
G40	Dept Info Sys Analyst-715	1.0	1.0	1.0	0.0	
G50	Information Sys Tech II	27.2	26.7	26.7	-0.5	
G52	Hospital Communications Opr	14.9	14.9	14.9	0.0	
G58	Management Info Svcs Ops Mgr	1.0	1.0	1.0	0.0	
G65	Management Info Svcs Proj Mgr	2.0	2.0	2.0	0.0	
G66	Operating Room Storekeeper	3.2	3.2	3.2	0.0	
G68	Management Info Svcs Mgr II	4.0	4.0	4.0	0.0	
G77	Warehouse Materials Handler	0.2	0.2	0.2	0.0	
G81	Storekeeper	6.0	6.0	5.0	-1.0	
G82	Stock Clerk	20.8	20.8	20.8	0.0	
G84	Central Supply Distribtn Supv	3.0	3.0	3.0	0.0	
H10	Housekeeping Serv Section Mgr	5.0	5.0	5.0	0.0	
H17	Utility Worker	1.0	1.0	1.0	0.0	
H18	Janitor	109.5	109.5	112.7	3.2	
H41	Food Production Cafeteria Mgr	0.9	0.9	0.9	0.0	
H45	Dir of Environmental Svcs Hhs	1.0	1.0	1.0	0.0	
H56	Head Cook	0.1	0.1	0.1	0.0	
H59	Cook II	3.0	3.0	3.0	0.0	
H60	Cook I	3.0	3.0	3.0	0.0	
H64	Dietetic Assistant	2.6	2.6	2.6	0.0	
H65	Dietetic Technician	3.0	3.0	3.0	0.0	
H66	Food Service Worker II	8.1	8.1	8.1	0.0	
H67	Food Service Worker I	25.5	25.5	24.5	-1.0	
H84	Laundry Worker II	1.1	1.1	1.1	0.0	
H86	Laundry Worker I	7.5	7.5	7.5	0.0	
H93	Medical Assistant	129.5	133.4	136.4	7.0	
H94	Unit Support Assistant	78.6	78.6	77.2	-1.4	
J26	Health Education Specialist	2.0	2.0	3.0	1.0	
J27	Health Education Associate	2.0	2.0	2.0	0.0	
J32	Sterile Process Education Cord	1.0	1.0	1.0	0.0	
J67	Health Information Clerk III	26.4	26.4	29.6	3.1	
J68	Health Information Clerk II	39.4	39.4	39.4	0.0	
J69	Health Information Clerk I	38.6	38.6	38.6	0.0	
J70	Medical Librarian	1.3	1.3	1.3	0.0	
J74	Medical Records Dir	1.0	1.0	1.0	0.0	
J75	Medical Records Asst Dir	3.0	3.0	3.0	0.0	
J76	Medical Librarian Assistant	1.0	1.0	0.5	-0.5	
J77	Health Information Tech II	11.8	11.8	11.2	-0.7	
J78	Health Information Tech I	6.0	6.0	6.0	0.0	



Santa Clara Valley Health & Hospital System (Continued)

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from FY	
Index Number and Name		FY 2004 Positions		FY 2005	2004	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
K01	Sr Biomedical Equipment Tech	1.0	1.0	1.0	0.0	
K03	Biomedical Equipment Tech II	4.3	4.3	4.3	0.0	
K16	Telephone Services Engineer	2.0	2.0	2.0	0.0	
K18	Sr Telephone Technician	1.0	1.0	1.0	0.0	
K19	Medical Equipment Repairer	2.0	2.0	2.0	0.0	
K21	Communications Technician	2.0	2.0	2.0	0.0	
K25	Communications Installer	3.0	3.0	3.0	0.0	
K94	Electronic Repair Technician	2.0	2.0	2.0	0.0	
L67	Capital Projects Mgr III	5.0	5.0	5.0	0.0	
M02	Engineering & Scheduling Supv	1.0	1.0	1.0	0.0	
M43	Project Control Specialist	1.0	1.0	1.0	0.0	
M47	General Maint Mechanic II	8.3	7.3	7.3	-1.0	
M49	Occupational Therapy Tech	1.0	1.0	1.0	0.0	
M51	Carpenter	3.3	3.3	3.3	0.0	
M55	Sr Carpenter	1.0	1.0	1.0	0.0	
M59	Electrician	3.3	3.3	3.3	0.0	
M63	Sr Electrician	1.0	1.0	1.0	0.0	
M65	Elevator Mechanic	1.0	1.0	1.0	0.0	
M68	Painter	3.3	3.3	3.3	0.0	
M75	Plumber	2.3	2.3	2.3	0.0	
M81	Refrigeration Mechanic	3.0	3.0	3.0	0.0	
M83	Locksmith	1.0	1.0	1.0	0.0	
M87	Office Machine Repair Tech	2.0	2.0	2.0	0.0	
M90	Sr Plumber	1.0	1.0	1.0	0.0	
N23	Dir Facilities Maint Scvhhs	1.0	1.0	1.0	0.0	
N29	Maintenance Coord-Vmc	1.0	1.0	1.0	0.0	
N92	Sr Stationary Engineer	1.3	1.3	1.3	0.0	
N93	Stationary Engineer	9.6	9.6	9.6	0.0	
P24	Dir Nrs Financial Admin Svcs	1.0	1.0	1.0	0.0	
P33	Post Graduate Year Vi	104.8	104.8	104.8	0.0	
P39	Post Graduate Year I	0.1	0.1	0.1	0.0	
P40	Pharmacist Specialist	63.3	63.3	65.0	1.7	
P41	Physician-Vmc	251.2	253.2	261.7	10.5	
P47	Optometrist	4.2	4.2	4.2	0.0	
P48	Ophthalmic Tech	2.0	2.0	2.0	0.0	
P55	Psychiatrist III	10.5	10.5	10.5	0.0	
P58	Supv Psychiatrist I	1.0	1.0	1.0	0.0	
P61	Rehabilitation Srv Prog Rep	1.0	1.0	1.0	0.0	
P67	Rehabilitation Counselor	7.0	7.0	7.0	0.0	
P70	Nursing Info Systems Mgr	1.0	1.0	1.0	0.0	
P71	Operating Room Clerk	4.8	4.8	4.8	0.0	
P78	Dental Assistant	10.9	11.3	11.3	0.4	
P81	Pharmacist Tech Sys Spec	2.0	2.0	2.0	0.0	
P82	Operating Room Aide	13.7	13.7	13.7	0.0	
P85	Clinical Audiologist	2.0	2.0	2.0	0.0	



Santa Clara Valley Health & Hospital System (Continued)

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from FY	
Index Number and Name		FY 2004 Positions		FY 2005	2004	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
P93	Clinical Psychologist	0.6	0.6	0.6	0.0	
P9A	Hospital Clinical Psychologist	5.8	5.8	5.8	0.0	
P9B	Hospital Psychological Asst	0.3	0.3	0.0	-0.3	
Q33	Information Systems Mgr I-U	1.0	1.0	1.0	0.0	
Q98	Dentist-U	9.9	10.3	10.3	0.4	
R06	Dir Nutrition & Food Services	1.0	1.0	1.0	0.0	
R10	Physical Therapist II	10.2	10.2	10.2	0.0	
R11	Physical Therapist I	32.8	32.8	32.5	-0.3	
R12	Occupational Thrp II-Phys Disb	7.6	7.6	7.6	0.0	
R13	Occupational Thrp-Psysl Disb	4.0	4.0	4.0	0.0	
R15	Respiratory Care Practitioner	42.6	42.6	41.6	-1.0	
R16	Therapy Services Admin Mgr	0.5	0.5	0.5	0.0	
R17	Supv Respiratory Care Practnr	4.0	4.0	4.0	0.0	
R18	Chief Respiratory Care Practnr	1.0	1.0	1.0	0.0	
R1A	Occupational Thrp I-Phy Disb	18.6	18.6	18.4	-0.3	
R1C	Recreation Therapist II	1.0	1.0	1.0	0.0	
R1D	Recreation Therapist I	4.0	4.0	3.5	-0.5	
R1E	Sr Clinical Lab Tech II	7.0	7.0	7.0	0.0	
R1F	Sr Clinical Lab Tech I	64.7	64.7	64.7	0.0	
R1G	Asst Supv Clinical Lab Tech	7.0	7.0	7.0	0.0	
R20	Dietitian II-Cema	1.0	1.0	1.0	0.0	
R21	Dietitian I	11.2	11.2	11.2	0.0	
R24	Public Health Nutritionist	1.0	1.0	1.0	0.0	
R25	Dir of Pharmacy Svcs Scvhhs	1.0	1.0	1.0	0.0	
R26	Asst Dir of Pharmacy Services	2.0	2.0	2.0	0.0	
R27	Pharmacist	1.9	1.9	0.9	-1.0	
R28	Rehabilitation Therapy Spec	2.0	2.0	2.0	0.0	
R29	Pharmacy Technician	54.2	54.2	68.5	14.3	
R2C	Certified Occ Thrp Asst II-Pd	3.5	3.5	3.5	0.0	
R2G	Per Diem Respiratory Care Prct	4.2	4.2	4.2	0.0	
R30	Diagnostic Imaging Info Sys Mg	1.0	1.0	1.0	0.0	
R31	Therapy Services Program Mgr	3.0	3.0	3.0	0.0	
R32	Radiation Therapist	2.5	2.5	2.5	0.0	
R33	Dir of Therapy Services	1.0	1.0	1.0	0.0	
R37	Speech Pathologist II	2.5	2.5	2.5	0.0	
R38	Speech Pathologist I	7.0	7.0	6.5	-0.5	
R48	Therapy Technician	8.0	8.0	8.0	0.0	
R50	Pharmacy Technician Trainee	1.0	1.0	1.0	0.0	
R51	Clinical Microbiologist	1.0	1.0	1.0	0.0	
R52	Clinical Biochemist	1.0	1.0	1.0	0.0	
R54	Respiratory Therapy Insvr Crd	3.0	3.0	2.0	-1.0	
R56	Supv Pharmacist	4.0	4.0	4.0	0.0	
R57	Cytotechnologist	2.5	2.5	2.5	0.0	
R59	Supv Clinical Laboratory Tech	10.0	10.0	11.0	1.0	
R62	Clinical Lab Tech	0.3	0.3	0.3	0.0	



Santa Clara Valley Health & Hospital System (Continued)

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from FY	
Index Number and Name		FY 2004 Positions		FY 2005	2004	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
R63	Urology Clinical Coord	1.0	1.0	1.0	0.0	
R64	Physical Therapist Asst II	12.3	12.3	12.3	0.0	
R65	Sr Histologic Technician	3.0	3.0	3.0	0.0	
R68	Mgr Tech Opr-Artfcl Kidny Unit	1.0	1.0	1.0	0.0	
R70	Hospital Clinical Psych II	1.0	1.0	1.0	0.0	
R71	Dialysis Technician	13.3	13.3	13.3	0.0	
R73	Chief Clin Neurophysiolc Tech	1.0	1.0	1.0	0.0	
R74	Sr Laboratory Assistant	59.2	59.2	61.2	2.0	
R75	Laboratory Assistant	1.0	1.0	1.0	0.0	
R77	Forensic Chemist I	2.5	2.5	2.5	0.0	
R78	Anesthesia Technician	3.0	3.0	3.0	0.0	
R79	Diagnostic Imaging Info Sy Anl	2.0	2.0	2.0	0.0	
R7A	Diagnostic Imaging Info Ss I	1.0	1.0	1.0	0.0	
R81	Dir of Diagnostic Imaging	1.0	1.0	1.0	0.0	
R83	Supv Diagnostic Imag Tech	3.0	3.0	3.0	0.0	
R84	Diagnostic Imaging Asst Dir	1.0	1.0	1.0	0.0	
R87	Diagnostic Imaging Tech I	35.9	35.9	37.9	2.0	
R88	Diagnostic Imaging Tech II	13.7	13.7	13.7	0.0	
R90	Orthopedic Technician	4.5	4.5	4.5	0.0	
R94	Sr Nuclear Medical Tech	2.0	2.0	2.0	0.0	
R95	Nuclear Medical Technologist	3.7	3.7	3.7	0.0	
R96	Pharmacist Locum Tenens	0.3	0.3	0.3	0.0	
R99	Clinical Neurophysiolg Tech II	2.8	2.8	2.5	-0.3	
S01	Quality Improvement Mgr-Hosp	2.0	2.0	2.0	0.0	
S03	Infection Control Nurse Supv	1.0	1.0	1.0	0.0	
S04	Infection Control Nurse	2.0	2.0	2.0	0.0	
S07	Quality Imprv Mgr-Amb Care Srv	1.0	1.0	1.0	0.0	
S10	Utilization Review Supv	2.0	2.0	2.0	0.0	
S11	Asst Nurse Mgr	76.0	76.0	77.0	1.0	
S12	Utilization Review Coord	18.4	17.4	16.9	-1.5	
S17	Dir Ambulatory Care Nurs Ops	1.0	1.0	1.0	0.0	
S18	Patient Services Case Coord	15.5	15.5	15.0	-0.5	
S1V	Nurse Anesthetist Crna	5.0	5.0	5.0	0.0	
S23	Operating Room Technician	15.2	15.2	15.2	0.0	
S24	Operating Room Business Mgr	1.0	1.0	1.0	0.0	
S27	Mgr of Supply Proc(Dist)	2.0	2.0	2.0	0.0	
S28	Magnetic Resonance Imag Tech	4.0	4.0	4.0	0.0	
S29	Ultrasonographer II	10.1	10.1	10.1	0.0	
S30	Ultrasonographer I	4.0	4.0	4.0	0.0	
S33	Dir Inpatient Acute Nursing	1.0	1.0	1.0	0.0	
S34	Ekg Technician	3.5	3.5	3.5	0.0	
S35	Clinical Nurse Specialist	4.0	4.0	4.0	0.0	
S37	Dir Critical Care Nrs Op Rm Sv	1.0	1.0	1.0	0.0	
S38	Staff Developer	15.4	15.4	13.4	-2.0	
S39	Nurse Coord	28.6	29.6	30.6	2.0	



Santa Clara Valley Health & Hospital System (Continued)

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from FY	
Index Number and Name		FY 2004 Positions		FY 2005	2004	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
S41	Per Diem Nurse Practitioner	0.1	0.1	0.1	0.0	
S42	Nrs Mgr Critical Care	4.0	4.0	4.0	0.0	
S43	Nrs Mgr Burn Center	1.0	1.0	1.0	0.0	
S46	Physician Asst Primary Care	8.6	8.6	9.6	1.0	
S48	Public Health Nurse II	1.0	1.0	1.0	0.0	
S53	Nrs Mgr Emergency Department	1.0	1.0	1.0	0.0	
S55	Nrs Mgr Operating Room Servs	1.0	1.0	1.0	0.0	
S57	Psychiatric Nurse II	45.4	45.4	45.4	0.0	
S59	Nurse Practitioner	30.5	30.5	31.5	1.0	
S63	Nrs Mgr Medical Surgical Nrsin	4.0	4.0	4.0	0.0	
S64	Nrs Mgr Mother Infant Cr Cent	1.0	1.0	1.0	0.0	
S65	Nrs Mgr Labr Del Pernl Evi Prd	1.0	1.0	1.0	0.0	
S66	Nrs Mgr Artificial Kidney Unit	1.0	1.0	1.0	0.0	
S67	Nrs Mgr Pediatrics-Icu	1.0	1.0	1.0	0.0	
S68	Central Supply Tech	28.1	28.1	28.1	0.0	
S69	Quality Impvmnt Mgr Inpt Nrs	1.0	1.0	1.0	0.0	
S71	Trauma Program Coord	1.0	1.0	1.0	0.0	
S72	Quality Improvmnt Mgr - A P Sv	1.0	1.0	1.0	0.0	
S75	Clinical Nurse III	628.3	760.1	756.9	128.5	
S77	Admin Nurse V	3.0	3.0	2.0	-1.0	
S80	Admin Nurse II	12.6	12.6	12.1	-0.5	
S81	Nrs Mgr Neonatal Icu	1.0	1.0	1.0	0.0	
S82	Nrs Mgr Ambulatory Care	8.0	8.0	8.0	0.0	
S84	Nrs Mgr Mental Health Nursing	3.0	3.0	2.0	-1.0	
S85	Licensed Vocational Nurse	84.6	103.2	104.2	19.6	
S87	Psychiatric Technician II	12.6	12.6	12.6	0.0	
S89	Clinical Nurse I	2.1	2.1	2.1	0.0	
S90	Dir Mental Health Nursing	1.0	1.0	1.0	0.0	
S91	Emergency Room Tech	25.4	23.6	23.6	-1.8	
S92	Per Diem Psychchiatric Nurse	3.0	3.0	3.0	0.0	
S93	Hospital Services Asst II	195.2	192.3	192.3	-2.9	
S94	Nursing Attendant	78.6	78.6	78.6	0.0	
S95	Hospital Services Asst I	4.2	4.2	4.2	0.0	



Santa Clara Valley Health & Hospital System (Continued)

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from FY	
Index Number and Name		FY 2004 Positions		FY 2005	2004	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
S99	Per Diem Clinical Nurse	30.7	30.7	30.7	0.0	
T02	Treatment Authorization Crd	1.0	1.0	1.0	0.0	
U02	Information Sys Tech II - U	3.0	3.0	3.0	0.0	
U94	Asst Chief of Protective Serv	1.0	1.0	1.0	0.0	
U95	Chief of Protective Serv	1.0	1.0	1.0	0.0	
U98	Security Guard	39.4	39.4	39.4	0.0	
V46	Envir Hlth & Safty Comp Spec	1.0	1.0	1.0	0.0	
V5G	Environmental Hlth Safety Anal	1.0	1.0	1.0	0.0	
W23	Information Sys Analyst II-U	2.0	2.0	2.0	0.0	
W67	Graduate Intern Pharmacist-U	0.0	0.0	2.0	2.0	
W71	Sr Health Care Prog Analyst	23.0	23.0	22.0	-1.0	
X09	Sr Office Specialist	6.5	6.5	6.0	-0.5	
X15	Exec Assistant II-ACE	2.0	2.0	2.0	0.0	
X17	Exec Assistant I-ACE	5.0	5.0	5.0	0.0	
Y01	Dir of Medical Social Services	1.0	1.0	1.0	0.0	
Y03	Medical Social Worker II	18.9	20.9	20.4	1.5	
Y04	Medical Social Worker I	2.4	2.4	2.4	0.0	
921		Total	4,273.0	4,430.8	4,444.0	171.0
Health Department		Total	5,929.8	6,069.1	4,444.0	61.5
Santa Clara Valley Health & Hospital System		Total	5,929.8	6,069.1	5,991.3	61.5



Housing, Land Use, Environment & Transportation

Agency Name								Amount
Budget Unit Number and Name								Change
Cost Center Number and Name								from FY
Index Number and Name				FY 2004 Positions		FY 2005		2004
Job Class Code and Title		Approved	Adjusted	Recommended	Approved			
Environmental Agency								
260	Department Of Planning And Development							
1180	Office Of The Director Fund 0001							
	D09	Office Specialist III	1.0	1.0	1.0	0.0		
	G12	Information Systems Manager II	1.0	1.0	1.0	0.0		
26001	Planning & Development Fund 0001							
	B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0		
	B1P	Mgmt Analyst	2.0	2.0	1.5	-0.5		
	B3P	Program Mgr I	1.0	1.0	1.0	0.0		
	C29	Exec Assistant I	1.0	1.0	1.0	0.0		
	C60	Admin Assistant	1.0	1.0	1.0	0.0		
	C76	Office Mgmt Coord	1.0	1.0	1.0	0.0		
	D09	Office Specialist III	4.0	4.0	4.0	0.0		
	D49	Office Specialist II	4.0	3.0	3.0	-1.0		
	D55	Board Clerk I	1.0	1.0	1.0	0.0		
	D60	Clerical Office Supv	1.0	1.0	1.0	0.0		
	G12	Information Systems Manager II	0.0	0.0	0.0	0.0		
	K79	GEOGRAPHIC INFO SYSTEM TECH II	2.0	1.0	1.0	-1.0		
	K81	Engineering Technician III	2.5	2.5	3.5	1.0		
	K85	Engineering Aide I	1.0	1.0	1.0	0.0		
	L08	Sr Plan Check Engineer	1.0	1.0	1.0	0.0		
	L09	Assoc Plan Check Engineer	4.0	4.0	4.0	0.0		
	L10	Mgr Office of Planning	1.0	1.0	1.0	0.0		
	L11	County Surveyor Supv Surv Map	1.0	1.0	1.0	0.0		
	L14	Sr Civil Engineer	2.0	2.0	2.0	0.0		
	L16	Assoc Civil Engineer	3.0	3.0	3.0	0.0		
	L17	Land Surveyor	1.0	1.0	0.0	-1.0		
	L18	Asst Civil Engineer	1.0	1.0	0.0	-1.0		
	L20	Junior Civil Engineer	0.0	0.0	1.0	1.0		
	L50	Engineering Geologist	0.5	0.5	0.5	0.0		
	L76	Principal Planner	2.0	2.0	2.0	0.0		
	L80	Sr Planner	1.0	1.0	1.0	0.0		
	L82	Planning & Development Coord	1.0	1.0	1.0	0.0		
	L83	Planner III	8.0	8.0	8.0	0.0		
	L84	Planner II	7.5	7.0	6.5	-1.0		
	N01	Mgr Building Inspection Div	1.0	1.0	1.0	0.0		
	N04	Sr Building Inspector	4.0	4.0	4.0	0.0		
	N06	Building Inspector	10.0	10.0	10.0	0.0		
	N27	Supv Construction Inspector	1.0	1.0	1.0	0.0		
	N31	Sr Construction Inspector	2.0	2.0	2.0	0.0		
	N33	Permit Technician	2.0	2.0	2.0	0.0		
	V80	Zoning Investigator	3.0	3.0	3.0	0.0		
1189	ERA-Admin Fund 0001							
	A1Q	Financial Adm Serv Mgr	1.0	1.0	1.0	0.0		
	A2E	Dir Env Resources Agency	1.0	1.0	1.0	0.0		



Housing, Land Use, Environment & Transportation (Continued)

Agency Name							Amount
Budget Unit Number and Name							Change
Cost Center Number and Name							from FY
Index Number and Name		FY 2004 Positions		FY 2005			2004
Job Class Code and Title		Approved	Adjusted	Recommended			Approved
	B1N Sr Mgmt Analyst	1.0	1.0	1.0			0.0
	B77 Accountant III	2.0	2.0	1.0			-1.0
	B78 Accountant II	0.0	0.0	0.5			0.5
	C08 Sr Executive Assistant	1.0	1.0	1.0			0.0
260		Total	87.5	85.0	83.5	-4.0	
261	Environmental Health Services						
1194	DEH - Admin Fund 0030						
	A70 Dir Environmental Hlth Scvs	1.0	1.0	1.0			0.0
	B2J Admin Services Mgr II	1.0	1.0	1.0			0.0
	B2P Admin Support Officer II	1.0	1.0	1.0			0.0
	B76 Sr Accountant	1.0	1.0	1.0			0.0
	D96 Accountant Assistant	2.0	2.0	2.0			0.0
	D97 Account Clerk II	1.0	1.0	1.0			0.0
	G12 Information Systems Manager II	1.0	1.0	1.0			0.0
	G14 Information Systems Manager I	1.0	1.0	0.0			-1.0
	G28 Information Systems Analyst II	1.0	1.0	1.0			0.0
	X17 Exec Assistant I-ACE	1.0	1.0	1.0			0.0
26102	EHS - Planning Fund 0030						
	D09 Office Specialist III	9.0	8.0	5.0			-4.0
	D20 Floater Clerk	1.0	1.0	1.0			0.0
	V08 Dir Div Consmr Protection	1.0	1.0	1.0			0.0
	V11 Environmental Health Prog Mgr	1.0	1.0	0.0			-1.0
	V14 Supv Environmental Health Spec	3.0	3.0	3.0			0.0
	V16 Environmental Hlth Spc	37.0	37.0	37.0			0.0
	V17 Environmental Hlth Serv Trainee	1.0	1.0	1.0			0.0
	V18 Sr Environmental Hlth Spec	15.0	15.0	15.0			0.0
26103	Toxics, Solid & Haz Materials Fund 0030						
	B80 Accountant Auditor Appraiser	1.0	1.0	1.0			0.0
	D09 Office Specialist III	3.0	3.0	3.0			0.0
	D20 Floater Clerk	1.0	1.0	1.0			0.0
	D49 Office Specialist II	1.0	1.0	1.0			0.0
	V09 Dir Div Haz Mat Coml&Sw Enfor	1.0	1.0	1.0			0.0
	V11 Environmental Health Prog Mgr	1.0	1.0	0.0			-1.0
	V16 Environmental Hlth Spc	2.0	2.0	2.0			0.0
	V18 Sr Environmental Hlth Spec	3.0	3.0	3.0			0.0
	V19 Hazardous Materials Spec	14.0	14.0	14.0			0.0
	V21 Hazardous Materials Tech	6.0	6.0	6.0			0.0
	V52 Hazardous Materials Program Mg	4.0	4.0	4.0			0.0
	W1R Assoc Mgmt Analyst B-U	1.0	1.0	0.0			-1.0
261		Total	117.0	116.0	109.0	-8.0	
262	Dept Of Agric/Wts & Meas/Animal Cntrl						
1185	Fire Marshal Fund 0001						
	D09 Office Specialist III	1.0	1.0	1.0			0.0
1187	Integrated Waste Mgt Fund 0037						
	B1N Sr Mgmt Analyst	2.0	2.0	2.0			0.0



Housing, Land Use, Environment & Transportation (Continued)

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from FY	
Index Number and Name		FY 2004 Positions		FY 2005	2004	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	B1P Mgmt Analyst	3.0	3.0	3.0	0.0	
	B3N Program Mgr II	1.0	1.0	1.0	0.0	
	C98 Public Communications Spec	0.0	0.0	2.0	2.0	
	D09 Office Specialist III	1.0	1.0	1.0	0.0	
1188	Weed Abatement Fund 0031					
	X70 Weed Abatement Coord	1.0	1.0	1.0	0.0	
	X81 Weed Abatement Inspector	3.0	3.0	3.0	0.0	
5660	Agriculture Fund 0001					
	V03 Deputy Agricultural Commissnr	2.0	2.0	2.0	0.0	
	V05 Agricultural Biologist III	7.0	7.0	7.0	0.0	
	V06 Agricultural Biologist II	1.0	1.0	1.0	0.0	
	V07 Agricultural Biologist I	4.0	4.0	4.0	0.0	
	Z70 Agric Biol III-U	0.0	0.0	0.0	0.0	
	Z72 Agric Biol I-U	0.5	0.5	0.0	-0.5	
5663	Weights & Measures Fund 0001					
	V26 Deputy Sealer Weights Measures	1.0	1.0	1.0	0.0	
	V27 Weights & Measures Insp III	5.0	5.0	5.0	0.0	
	V29 Weights & Measures Insp I	1.0	1.0	1.0	0.0	
	Z29 Weights & Measures Insp III-U	0.0	0.0	0.5	0.5	
5665	Administration Fund 0001					
	A50 Agr Comm/Sealer/Anml Cont Dir	1.0	1.0	1.0	0.0	
	B1T Assoc Mgmt Analyst A	1.0	1.0	1.0	0.0	
	B2L Admin Services Mgr I	1.0	1.0	1.0	0.0	
	B77 Accountant III	0.0	0.0	1.0	1.0	
	B78 Accountant II	0.0	0.0	0.0	0.0	
	C76 Office Mgmt Coord	1.0	1.0	1.0	0.0	
	D09 Office Specialist III	2.0	2.0	2.0	0.0	
	D49 Office Specialist II	5.5	5.5	5.5	0.0	
	G14 Information Systems Manager I	1.0	1.0	1.0	0.0	
5670	Animal Control Fund 0001					
	B6V Animal Control Program Manager	1.0	1.0	1.0	0.0	
	V57 Animal Control Officer	4.0	4.0	4.0	0.0	
	V58 Kennel Attendant	4.5	4.5	4.5	0.0	
5710	U.C. Cooperative Ext Fund 0001					
	C60 Admin Assistant	1.0	1.0	0.0	-1.0	
	D49 Office Specialist II	1.0	1.0	0.0	-1.0	
26211	Pierces Disease Control Prog Fund 0001					
	D09 Office Specialist III	1.0	1.0	1.0	0.0	
	V04 Supv Agricultural Biologist	1.0	1.0	1.0	0.0	
	V07 Agricultural Biologist I	5.0	5.0	5.0	0.0	
262	Total	64.5	64.5	65.5	1.0	
411	Vector Control					
4224	Vector Control Fund 0028					
	D09 Office Specialist III	2.0	2.0	2.0	0.0	
	D97 Account Clerk II	1.0	1.0	1.0	0.0	



Housing, Land Use, Environment & Transportation (Continued)

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from FY	
Index Number and Name		FY 2004 Positions		FY 2005	2004	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
	G28	Information Systems Analyst II	1.0	1.0	1.0	0.0
	X73	Vector Control Ecology Ed Spec	1.0	1.0	1.0	0.0
	X74	Vector Control Program Mgr	1.0	1.0	1.0	0.0
	X75	Asst Mgr Vector Control Dist	1.0	1.0	1.0	0.0
	X76	Vector Control Technician III	4.0	4.0	4.0	0.0
	X77	Vector Control Technician II	12.0	12.0	12.0	0.0
	X78	Vector Control Technician I	1.0	1.0	1.0	0.0
	X79	Vector Control Trainee	2.0	2.0	2.0	0.0
	X83	Vector Control Comm Res Spec	1.0	1.0	1.0	0.0
	X84	Vector Control Opers Supv	2.0	2.0	2.0	0.0
	X85	Vector Cntrl Sci-Tech Svc Mgr	1.0	1.0	1.0	0.0
411		Total	30.0	30.0	30.0	0.0
710	Parks Department					
	71010	Administration Fund 0039				
	A56	Director of Parks & Recreation	1.0	1.0	1.0	0.0
	A68	Deputy Dir of Parks And Rec	1.0	1.0	1.0	0.0
	B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0
	B1P	Mgmt Analyst	3.0	3.0	3.0	0.0
	B3N	Program Mgr II	1.0	1.0	1.0	0.0
	C29	Exec Assistant I	1.0	1.0	1.0	0.0
	C60	Admin Assistant	1.0	1.0	1.0	0.0
	T46	Env Hlth & Safety Comp Spec	0.0	1.0	1.0	1.0
	V46	Envir Hlth & Safty Comp Spec	1.0	0.0	0.0	-1.0
	71011	Customer & Business Svcs Fund 0039				
	B2J	Admin Services Mgr II	1.0	1.0	1.0	0.0
	B2N	Admin Support Officer III	1.0	1.0	1.0	0.0
	B76	Sr Accountant	1.0	1.0	1.0	0.0
	B77	Accountant III	1.0	1.0	1.0	0.0
	C76	Office Mgmt Coord	1.0	1.0	1.0	0.0
	D09	Office Specialist III	9.0	9.0	9.0	0.0
	D5D	Human Resources Asst II	1.0	1.0	1.0	0.0
	D97	Account Clerk II	3.0	3.0	3.0	0.0
	E28	Messenger Driver	1.0	1.0	1.0	0.0
	G28	Information Systems Analyst II	1.0	1.0	1.0	0.0
	T18	Park Use Coord	1.0	1.0	1.0	0.0
	T22	Parks Training Coord	1.0	1.0	1.0	0.0
	5907	Planning & Dev Fund 0039				
	B3N	Program Mgr II	1.0	1.0	1.0	0.0
	C72	Sr Real Estate Agent	1.0	1.0	1.0	0.0
	C73	Assoc Real Estate Agent	2.0	2.0	2.0	0.0
	K79	GEOGRAPHIC INFO SYSTEM TECH II	1.0	1.0	1.0	0.0
	L83	Planner III	2.0	2.0	2.0	0.0
	L84	Planner II	1.0	1.0	1.0	0.0
	71013	Park Operations Fund 0039				
	B6K	Mgr Park Ranger Operations	1.0	1.0	1.0	0.0



Housing, Land Use, Environment & Transportation (Continued)

Agency Name					Amount Change from FY 2004		
Budget Unit Number and Name					Approved		
Cost Center Number and Name					Approved		
Index Number and Name		FY 2004 Positions		FY 2005			
Job Class Code and Title		Approved	Adjusted	Recommended			
	T08	Sr Park Ranger	9.0	9.0	9.0	0.0	
	T09	Park Ranger	39.0	39.0	40.0	1.0	
	T20	Parks Volunteer Coord	1.0	1.0	1.0	0.0	
	T29	Park Ranger Supervisor	4.0	4.0	3.0	-1.0	
	T31	Parks Interpreter	6.0	6.0	6.0	0.0	
	T32	Park Service Attendants	12.0	12.0	12.0	0.0	
	T34	Parks Interpretive Prog Supv	1.0	1.0	1.0	0.0	
	T37	Parks Rangemaster II	1.0	1.0	1.0	0.0	
	T38	Parks Rangemaster I	3.0	3.0	3.0	0.0	
	U09	Park Ranger-U	4.0	4.0	0.0	-4.0	
71014	Park Maintenance Fund 0039						
	B6J	Mgr Park Maintenance Svcs	1.0	1.0	1.0	0.0	
	G81	Storekeeper	1.0	1.0	1.0	0.0	
	G82	Stock Clerk	0.5	0.5	0.5	0.0	
	M17	Heavy Equipment Mechanic	1.0	1.0	1.0	0.0	
	M18	Heavy Equipment Mnt Helper	2.0	1.0	1.0	-1.0	
	Q88	Park Maintenance Worker Trn-U	5.0	5.0	5.0	0.0	
	T03	Park Field Support Mgr	1.0	1.0	1.0	0.0	
	T13	Park Equipment Operator	2.0	2.0	2.0	0.0	
	T16	Park Maintenance Worker II	39.5	39.5	38.8	-0.8	
	T17	Park Maintenance Worker I	6.0	6.0	6.0	0.0	
	T19	Park Maintenance Prog Coord	1.0	1.0	1.0	0.0	
	T27	Park Maint Lead Worker	11.0	11.0	11.0	0.0	
	T30	Park Maintenance Supervisor	3.0	3.0	3.0	0.0	
	T35	Parks Natural Resource Prog Su	1.0	1.0	1.0	0.0	
	T36	Natural Resources Tech	2.0	2.0	2.0	0.0	
	T93	Park Maintenance Crew Chief	1.0	1.0	1.0	0.0	
5908	Construction Svcs Fund 0039						
	L16	Assoc Civil Engineer	1.0	1.0	1.0	0.0	
	L18	Asst Civil Engineer	1.0	1.0	1.0	0.0	
	L34	Sr Facilities Engineer	1.0	1.0	1.0	0.0	
	L68	Capital Projects Mgr II	1.0	1.0	1.0	0.0	
	N31	Sr Construction Inspector	1.0	1.0	1.0	0.0	
710			Total	204.0	203.0	198.3	-5.8
Environmental Agency			Total	503.0	498.5	198.3	-16.8
Roads & Airports							
603	Roads & Airports Department - Roads						
	60023	Roads Fund 0023					
	A1R	Dir Roads & Airports Dept	1.0	1.0	1.0	0.0	
	B1N	Sr Mgmt Analyst	1.0	1.0	1.0	0.0	
	B2K	Admin Serv Mgr III-2D	1.0	1.0	1.0	0.0	
	B2N	Admin Support Officer III	1.0	1.0	0.0	-1.0	
	B2P	Admin Support Officer II	1.0	1.0	1.0	0.0	
	B2R	Admin Support Officer I	1.0	1.0	1.0	0.0	
	B34	Sr Environmntl Compliance Spec	2.0	2.0	2.0	0.0	



Housing, Land Use, Environment & Transportation (Continued)

Agency Name					Amount	
Budget Unit Number and Name					Change	
Cost Center Number and Name					from FY	
Index Number and Name		FY 2004 Positions		FY 2005	2004	
Job Class Code and Title		Approved	Adjusted	Recommended	Approved	
B76	Sr Accountant	2.0	2.0	2.0	0.0	
B77	Accountant III	1.0	1.0	1.0	0.0	
B78	Accountant II	2.0	2.0	2.0	0.0	
B7D	Mgr Highway Design & Operation	2.0	2.0	2.0	0.0	
B7E	Mgr Traffic Electrical Opr	1.0	1.0	1.0	0.0	
B96	Dept Fiscal Officer	1.0	1.0	1.0	0.0	
C60	Admin Assistant	2.0	2.0	2.0	0.0	
C72	Sr Real Estate Agent	1.0	1.0	1.0	0.0	
C73	Assoc Real Estate Agent	1.0	1.0	1.0	0.0	
C76	Office Mgmt Coord	2.0	2.0	2.0	0.0	
D09	Office Specialist III	7.0	7.0	7.0	0.0	
D49	Office Specialist II	2.0	2.0	2.0	0.0	
D5D	Human Resources Asst II	1.0	1.0	1.0	0.0	
D60	Clerical Office Supv	1.0	1.0	1.0	0.0	
D96	Accountant Assistant	2.0	2.0	2.0	0.0	
D97	Account Clerk II	7.0	8.0	8.0	1.0	
D98	Account Clerk I	1.0	0.0	0.0	-1.0	
E28	Messenger Driver	1.0	1.0	1.0	0.0	
G12	Information Systems Manager II	1.0	1.0	1.0	0.0	
G14	Information Systems Manager I	1.0	1.0	1.0	0.0	
G28	Information Systems Analyst II	1.0	1.0	1.0	0.0	
G81	Storekeeper	2.0	2.0	2.0	0.0	
G88	Electrical Storekeeper	1.0	1.0	1.0	0.0	
K62	Field Survey Supervisor	1.0	1.0	0.0	-1.0	
K64	Chief of Party	2.0	2.0	2.0	0.0	
K66	Field Survey Technician II	2.0	2.0	2.0	0.0	
K80	Geographic Info System Tech I	1.0	1.0	1.0	0.0	
K81	Engineering Technician III	5.0	5.0	5.0	0.0	
K82	Engineering Technician II	2.0	2.0	2.0	0.0	
K83	Engineering Technician I	1.0	1.0	1.0	0.0	
K85	Engineering Aide I	2.0	2.0	2.0	0.0	
K89	Electrical Systems Supervisor	2.0	2.0	2.0	0.0	
K91	Sr Electrical Electronic Tech	13.0	13.0	13.0	0.0	
K92	Electrical Electronic Tech	3.0	3.0	3.0	0.0	
L14	Sr Civil Engineer	7.0	7.0	7.0	0.0	
L16	Assoc Civil Engineer	16.0	16.0	15.0	-1.0	
L17	Land Surveyor	1.0	1.0	1.0	0.0	
L18	Asst Civil Engineer	10.0	10.0	9.0	-1.0	
L19	County Traffic Engineer	1.0	1.0	1.0	0.0	
L31	Supv Transportation Engr	1.0	1.0	0.0	-1.0	
M20	Facilities Maintenance Rep	1.0	1.0	1.0	0.0	
M34	Road Ops Superint-Pest Control	1.0	1.0	1.0	0.0	
N25	Materials Testing Supv	1.0	1.0	1.0	0.0	
N27	Supv Construction Inspector	2.0	2.0	2.0	0.0	
N2A	Manager of Construction	1.0	1.0	1.0	0.0	



Housing, Land Use, Environment & Transportation (Continued)

Agency Name						Amount		
Budget Unit Number and Name						Change		
Cost Center Number and Name						from FY		
Index Number and Name		FY 2004 Positions		FY 2005		2004		
Job Class Code and Title		Approved	Adjusted	Recommended	Approved			
N30	Principal Construction Insp	2.0	2.0	2.0	0.0			
N31	Sr Construction Inspector	15.0	15.0	15.0	0.0			
N34	Materials Testing Tech II	3.0	3.0	3.0	0.0			
N41	Resident Rd Maint Wrker IV	1.0	1.0	1.0	0.0			
N43	Resident Rd Maint Wrker III	1.0	1.0	1.0	0.0			
N60	Road Operations Superintendent	2.0	2.0	1.0	-1.0			
N61	Road Operations Supv	6.0	6.0	6.0	0.0			
N63	Sign Shop Technician	1.0	1.0	1.0	0.0			
N64	Road Maintenance Worker IV	19.0	19.0	19.0	0.0			
N65	Road Maintenance Worker III	53.0	53.0	53.0	0.0			
N66	Road Maintenance Worker II	34.0	34.0	34.0	0.0			
N67	Road Maintenance Worker I	2.0	2.0	2.0	0.0			
N69	Road Dispatcher	3.0	3.0	3.0	0.0			
N77	Traffic Painter Supv	1.0	1.0	1.0	0.0			
N78	Traffic Painter III	2.0	2.0	2.0	0.0			
N79	Traffic Painter II	4.0	4.0	4.0	0.0			
N80	Traffic Painter I	3.0	3.0	3.0	0.0			
V5G	Environmental Hlth Safety Anal	1.0	1.0	1.0	0.0			
X09	Sr Office Specialist	1.0	1.0	1.0	0.0			
X15	Exec Assistant II-ACE	1.0	1.0	1.0	0.0			
603		Total	282.0	282.0	276.0	-6.0		
608	Roads & Airports Dept - Airports							
60805	Airports Operations							
A2P	Assist Dir of County Airports	1.0	1.0	1.0	0.0			
B7N	Dir of County Airports	1.0	1.0	1.0	0.0			
C60	Admin Assistant	1.0	1.0	1.0	0.0			
T86	Airport Business Mgr	1.0	1.0	1.0	0.0			
T89	Airport Operations Supv	2.0	2.0	2.0	0.0			
T90	Airport Operations Worker	8.0	8.0	8.0	0.0			
608		Total	14.0	14.0	14.0	0.0		
Roads & Airports		Total	296.0	296.0	14.0	-6.0		
Special Districts								
Special Districts		Total	0.0	0.0	14.0	0.0		
Housing, Land Use, Environment & Transportation		Total	799.0	794.5	776.3	-22.8		



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Elmwood Men's Facility Fund 0001 .346, 354	Integrated Waste Mgt Fund 0037 . 641	Other Mental Health Svcs Fund 0001518	State/Co Prop Tax Admin Prg 719 Fund 0001 104
Elmwood Women's Facility Fund 0001 347	Intergov'TI Employee Relation Serv Fund 0001227	Outpatient Svcs Fund 0001 . .551	State/Co Prop Tax Admin Prg AB1036 Fund 0001 105
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Family & Children's Svcs Div Fund 0001 517	Legal Spt Svcs Fund 0001 . .295	Personnel Operations Fund 0001 . 225	Training And Staff Dev Fund 0001 .345
Field Enforcement Bureau Fund 0001 331	Library Admin Fund 0025 . . .157	Pierces Disease Control Prog Fund 0001645	U.C. Cooperative Ext Fund 0001 . 645
Fire Marshal Fund 0001 . . . 641	Life Ins Prog Fund 0280228	Planning & Dev Fund 0039 . .666	Unemployment Ins Fund 0076 .242
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GSA Facilities Admin Fund 0001 . 208	Measure B Bicycle Proj Fund 0011 .114	Public Defender Fund 0001 . .310	Women's Detention Facility Fund 0001 355
GSA Information Svcs Fund 0001 .183	Measure B Bond Proceeds Fund 0194112	Quality Improvement Fund 0001 . 550	Women's Svcs Fund 0001 . .549
GSA Printing Svcs Fund 0001 .187	Measure B Co Expy Lev Of Serv Fund 0011115	Real Property Fund 0001 . . .102	Workers Comp Fund 0078 . . 239
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HCD Rehab Fund 0036 88	Measure B Prog Mgmt Oversight Fund 0011112	Region #4 Fund 0001498	1002 41
HCD Rental Rehab Fund 0029 . 89	Measure B Prog Wide Mitigation Fund 0011116	Region #5 Fund 0001499	1003 41
HCD SPC Fund 0032 88	Measure B Railway Proj Fund 0011 .113	Region #6 Fund 0001499	1010 49
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1153	102	23509	349	41401	528	5605	134
1154	102	2380	208	41402	528	5610	134
1155	103	24002	352	4150	530	5615	135
1156	103	24003	353	4160	530	5655	269
1157	104	24008	357	4181	567	5656	270
1158	104	24009	357	4182	568	5657	271
1159	105	24011	358	4224	652	5658	271
1160	105	24615	370	4225	652	5659	272
1161	87	24616	370	4322	475	5660	643
1162	88	24617	371	4324	475	5663	643
1163	224	2500	208	4600	545	5665	644
1164	226	2515	208	4606	546	5670	644
1165	88	2516	210	4607	547	5700	83
1166	88	2530	83, 704	4610	548	5710	645
1167	89	2550	194	4612	548	5901	663
1168	89	26001	619	4620	549	5903	665
1169	90	26102	629	4630	549	5906	665
1170	90	26103	629	4640	550	5907	666
1171	70	26211	645	4642	550	5908	667
1173	71	26304	211	4645	551	60020	680
1174	91	3112	349	4646	551	60023	680
1179	618	3124	345	4650	552	60805	690
1180	619	3135	348	4652	552	6112	571
1185	641	3136	346	4654	553	61528	681
1187	641	3141	347	4655	553	61618	683
1188	642	3146	348	4656	554	61620	683
1189	620	3217	320	4657	554	61622	684
1194	629	3400	351	4658	555	6846	597
12001	123	3432	356	4670	555	7000	573
1220	81	3435	356	4671	556	7001	574
14501	149	3436	354	4672	556	7002	574
14574	149	3441	355	4673	557	7003	574
1701	112	3500	310	4675	557	7004	575
1702	112	3501	310	4676	558	71010	663
1703	113	3590	317	50201	413	71011	663
1704	113	3750	380	50202	413	71013	666
1705	114	3800	397	50203	415	71014	667
1706	115	3802	397	50204	417	7250	581
1707	115	3810	301	50205	417	9104	695
1709	116	3811	300	50301	436	9114	697
1712	116	3812	299	50302	436	9118	698
19002	194	3813	298	50303	437	9120	699
2111	253	3817	297	50304	437	92106	598
2113	250	3818	299	50305	438	9250	700
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2117	253	3820	302	50401	452	County Counsel Fund 0001	123
2119	254	3832	295	50402	452	County Debt Service Fund 0001	253
2148	277	3834	295	50403	453	County Executive Admin Fund	
2212	261	3835	298	50404	454	0001	81
2213	261	3836	297	50405	455	County Lighting District Fund 1528	
2214	262	41011	492	50501	465	681	
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23001	330	41013	493	50503	466	County Recorder Fund 0024	271
23002	330	41014	495	50504	467	County Recorder Fund 0026	271
23003	331	41015	496	5556	157	County Recorder Fund 0027	272
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23005	334	41017	497	5560	159	Courts & Conflicts Spt Fund 0001	
2303	183	41018	498	5562	159	320	
2305	184	41019	498	5567	160	Crisis, Outreach, Referral & Educ Div	
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2309	185	41021	499	5575	161	Cupertino Library Fund 0025	158
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2320	185	41202	515	5577	162	0039	663
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Hospital Administration Fund 0060	598
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Measure B Hway Proj Fund 0011	113
Measure B Prog Mgmt Oversight Fund 0011	112
Measure B Prog Wide Mitigation Fund 0011	116
Measure B Railway Proj Fund 0011	113
Measure B Swap I Fund 0011	116
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Registrar Spec Elections Fund 0001	134	Senior Nutrition Fund 0001	467
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Revenue Fund 0001	277	South County Clinic Fund 0001	554
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		State/Co Prop Tax Admin Prg AB1036 Fund 0001	105
		State/Co Prop Tax Admin Prg Fund 0001	104
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Toxics, Solid & Haz Materials Fund 0030	629		
Training And Staff Dev Fund 0001	345		
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Unemployment Ins Fund 0076	242		
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